

CURRICULUM & SYLLABUS



CHOICE BASED CREDIT SYSTEM (CBCS)
FOR
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
(Business Analytics with IBM Sponsored Programme)
(3 Years Undergraduate Degree Programme)
In
Faculty of Management
[w. e. f. 2022-23]

FACULTY OF MANAGEMENT
SRM UNIVERSITY DELHI-NCR, SONEPAT
Plot No. 39, Rajiv Gandhi Education City, Sonapat
Haryana-131029



SRM
UNIVERSITY
DELHI-NCR, SONEPAT

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FACULTY OF MANAGEMENT

MANAGEMENT GRADUATES EMPLOYABILITY ATTRIBUTES

S. No.	EMPLOYABILITY ATTRIBUTES	DESCRIPTION
1	Sound knowledge, Skills & Understanding of the domain area	Students should have the fundamental knowledge of basic subjects and skills to apply in domain area.
2	Instilling pragmatic skills	An understanding of management concepts and how the management knowledge are used in real-world business settings.
3	Developing communication and deliverable skills	Ability to write and speak well - oral and written communication
4	Inquisitiveness	Eager to learn new things.
5	Leadership Skills	Ability to work as a member as well as leader in teams.
6	Engagement Skills	To have a strong sense of Commitment and involvement.
7	Practical solution building capacity	The ability to analyze a problem to develop workable solutions
8	Universality skills	Ability to work in diverse group of people and handle the pressure work.
9	Social responsibility	A strong sense of ethics and integrity with the society

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FACULTY OF MANAGEMENT

Programme Educational Objectives (PEOs)

BBA is a three-year professional undergraduate course in Business Management. The course offers knowledge and training in management and leadership skills to prepare them for managerial roles and entrepreneurship. The course follows CBCS (Choice Based Credit System) and is evaluated with continuous grading system. Grading systems provides uniformity in the evaluation and computation of cumulative grade points (CGPA) based on students' performance in examinations which enables to move in a better way towards higher education. The curriculum is dispensed using a combination of classroom teaching, project-based learning, practical's, group discussions, presentations, home assignments, industry interactions and exposure, internships and fieldwork. The Programme has a unique and innovative course structure which engenders creative out of the box thinking.

The objectives of the course are:

PEO1: To make students understand the basic principles of business analytics.

PEO2: To impart the knowledge of functional areas of management like HR, finance, marketing and business analytics.

PEO 3: Learn various aspects, tools and techniques with reference to use and apply in business problems.

PEO 4: Learn to solve problems from different industries such as, banking and finance, healthcare, insurance, manufacturing, pharmaceutical, retail, services, software, etc.

PEO 5: To make students do projects, internship and other soft skill-based activity which prepares them for placement/employment.

PEO 6: To develop strengthening skills in research-based problem-solving and providing innovative solutions.

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FACULTY OF MANAGEMENT

Programme Learning Outcomes (PLOs)

The B.B.A. course provides an extreme and rigorous base for teaching, research and allied business administration. It serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of managerial cadre in business and industry. B.B.A. Course offers research in diverse areas of management discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students.

On the completion of the course, the students will have the ability:

PLO1: To Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of business analytics.

PLO2: To Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying analytical problem-solving tools and techniques.

PLO3: To Apply reasoning informed by contextual knowledge to assess societal, health, safety, legal, economic and technological issues and the consequent responsibilities relevant to professional management practices.

PLO4: To Identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing industries.

PLO5: To Comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

PLO6: To Pursue higher education and advance research in the field of management with the clear understanding for presenting innovative solution.

PLO7: To Participate in wider societal concerns through engagement in the professional knowledge of project-based learning.

**MAPPING MATRIX OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)
AND PROGRAMME LEARNING OUTCOMES (PLOs)**

PLO PEO	01	02	03	04	05	06	07
01							
02							
03							
04							
05							
06							

PROGRAMME STRUCTURE- BBA (Business Analytics with IBM Sponsored Programme)

The curriculum of B.B.A. Business Analytics with IBM Sponsored Programme will help students to get an insight into the tricks & acumen necessary for competent handling of business and segments constituting it. B.B.A. Programme also help the students in sharpening the managerial skills & soft skills necessary for conducting routinized and specialized task in real work-life scenario. The credit requirements for their Programme of study are comprised of the following Programme Structure:

- **Core Courses:**

The core courses are aimed at providing the student with a solid foundation in their chosen field of study as per Industry 4.0 skills and knowledge. The purpose of core courses is to lay a strong foundation of basic principles of various disciplines such as Business Analytics, Human resource, Marketing, International Business, accounting and finance in the mind of the learners, so that they proceed to rest of their years of study with up-to-date knowledge. Some core courses are interdisciplinary due to their requirements in management Programme.

- **General and environment related courses:**

In order to develop versatility and flexible management skills such courses are provided to the students in their first year of this Programme. Such courses help them to create hierarchies that help the company thrive in difficult and unexpected times. Along with this, students also get pragmatic view of the real difficulties and gain memento to face them and act rationally.

- **Functional Area Electives:**

Elective courses may be offered by the main discipline/subject of study is referred to as Functional Elective. The functional electives, on the other hand, provide the student with an option to gain exposure to different specializations within the discipline, or an opportunity to study two of the subfields in some depth. Students can opt for two specializations in major and minor mode and increase the probability of employment in the coming years.

- **Open Electives-Courses**

Open elective courses are offered in Third and Fourth Semester. Student may take one subject in each semester and can read two subjects from open elective group. The choice of subject is restricted with availability of faculty for the required subject.

- **IBM Sponsored Courses**

These courses lay foundation and then advance knowledge among the students concerning algorithms related to analytics. These courses are taught by IBM professionals and administered on departmental level.

- **Convergence Courses:**

With facilities for independent study and that of group centric interaction, presentations and analysis of case study, the area helps students with an insight into the multi-dimensional necessities of the corporate world. Such courses help students in establishing networking for gaining opportunities in future. In this Programme, student will have access to such convergent courses in the second year.

- **Skill Enhancement Courses:**

Skill enhancement courses are focused around those disciplines that combines the best practices from education, psychology, social work, career counselling, sports, and technology. Through skill training a person can improve their overall performance in any identified area and in so doing can improve the overall quality of life.

- **Live Project & Summer Internship Project:**

Live project will be taken during II, III and V semester. After semester IV, students are directed to prepare one summer internship project on the basis of internship which is scheduled for 6-8 weeks. Each student shall undertake a project to be pursued by him/her under the supervision of Internal Faculty to be appointed by Head of Department. Project should be based on Primary data and in case of secondary data quality of project should be justified by supervisor. Title of the project and name of supervisor should be approved by the Head of department. The Project report will be submitted at least two weeks prior to the commencement of end term examination of Vth semester. The Project Report will carry 100 marks. It shall be evaluated for 60% as formative evaluation and 40% End semester evaluation.

BBA (Business Analytics with IBM Sponsored Programme) Structure

S. No.	Course Type	Sem.- I	Sem.- II	Sem.- III	Sem.- IV	Sem.- V	Sem VI	Total	% of Course
1.	Core Courses (Compulsory)	11	10	3	5	1	1	31	44.95%
2.	General and Environmental related Courses			4	1		1	6	8.69%
3.	Functional Areas Electives					4	4	8	11.59%
4.	Convergence Courses			1		1		2	2.89%
5.	IBM Sponsored Courses		1	2	2	2	2	9	13.04%
6.	Open Elective Courses (Courses from other Areas and Emerging fields)		1	1	1			3	4.36 %
7.	Skill Enhancement Courses		1	1	1	2		5	7.24%
8.	Live Projects, Industrial Visits and Summer Internship (Major Project)		1*	1	1	1+1		5	7.24%
	Total	11	14	13	11	12	8	69	100%

NOTE: *Live project will be taken during II, III & V semester

**Summer Internship of 6-8 weeks at end of Semester IV

BBA (Business Analytics IBM Sponsored Programme) Credits Structure

S. No.	Course Type	Sem. -I	Sem.- II	Sem -III	Sem.- IV	Sem.- V	Sem- VI	Total	% of Credit
1.	Core Courses (Compulsory)	25	19	9	18	3	4	78	46.42%
2.	General and Environmental related Courses			9	3		4	16	9.52%
3.	Functional Areas Electives					12	12	24	14.28%
4.	Convergence Courses			3		4		7	4.18%
5.	IBM Sponsored Courses		4	4	4	4	4	20	11.93%
6.	Open Elective Courses (Courses from other Areas and Emerging fields)		3	3	3			9	5.35%
7.	Skill Enhancement Courses		1	1	1	2		5	2.97%
8.	Live Projects, Industrial Visits and Summer internship (Major Project)		1	1		1+6		3+6 =9	5.35%
	Total	25	28	30	29	32	24	168	100%

COURSE CURRICULUM

BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)

BBA (Business Analytics IBM Sponsored) Programme Courses Structure

Semester Wise (Semester- I)

S.No.	CourseType	Course Code	Subject	P	C	Total Hours/ Week
1	Core	21BBA101	Microeconomics	0	3	3
2	Core	21BBA102	Principles & Practices of Management	0	3	3
3	Core	21BBA103	Principles of Marketing	0	3	3
4	Core	21BBA104	Business Statistics(T)	0	2	2
5	Core	21BBA 104P	Business Statistics(P)	2	1	2
6	Core	21BBA105	Fundamental of Information Technology	0	2	2
7	Core	21BBA105P	Fundamental of Information Technology	2	1	2
8	Core	21BBA106	Basic Accounting	0	3	3
9	Core	21BBA107	English – I	0	2	2
10	Core	21BBA108	Business Communication	0	3	3
11	Core	21FRUG101/ 21GRUG101	French-I/German-1	0	2	2
				Total	25	27

BBA (Business Analytics IBM Sponsored Programme)

Courses Structure and Credits (Semester-II)

S.No.	Course Type	Course Code	Subject	P	C	Total Hours/Week
1	Core	21BBA201	Quantitative Techniques(T)	0	2	2
2	Core	21BBA 201P	Quantitative Techniques Lab (P)	2	1	2
3	Core	21BBA202	Fundamental of Organizational Behavior	0	3	3
4	Core	21BBA203	Management Accounting	0	3	3
5	Core	21BBA204	Macroeconomics	0	3	3
6	Core	21BBA205	Digital Marketing	0	3	3
7	Core	21BBA206	English-II	0	1	1
8	Core sub lab	21BBA 206 P	English-II Lab	2	1	2
9	Core	21FRUG201/ 21FLGR201	French-II/German-II	0	2	2
10	SE	21SS251	Effective communication skills	2	1	2
11	Open Elective	21ESUG202	Sustainable Growth and Development	0	3	3
12	PBL	21BBAP207	Live Project *		1	-
13	IBM Sponsored Course	19BBB1205	Data Analytics Fundamentals	0	4	4
				Total	28	30

* Live project will be taken during II semester

BBA (Business Analytics IBM Sponsored Programme) Courses Structure and Credits
(Semester- III)

S.No.	Course Type	Course Code	Subject	P	C	Total Hours/Week
1	Core	21BBA301	Introduction to Supply Chain Management	0	3	3
2	Core	21BBA302	Fundamentals of Financial Management	0	3	3
3	Core	21BBA303	Entrepreneurship	0	3	3
4	General and Environmental related	21BBA304	Business Environment	0	3	3
5	General and Environmental related	21BBA305	E-Commerce and Internet (T)	0	2	2
6	General and Environmental related	21BBA305 P	E-Commerce and Internet Lab (P)	2	1	2
7	General and Environmental Related	22 ESUG 201	Environmental Studies	0	3	3
8	Convergence Course	21BBA307	Professional Ethics and CSR	0	3	4
9	Open Elective course	22OE460	Indian constitution and polity	0	3	3
10	SE	21SS352	Teamwork & interpersonal skills	2	1	2
11	PBL	21BBAP308	Live Project*		1	-
12	IBM Sponsored Course	19BBB1301	Data Engineering for Analytics	0	3	3
13	IBM Sponsored Course Lab	19BBB1301 P	Data Engineering for Analytics Lab	2	1	2
				Total	30	33

*Live project will be taken during III semester

BBA (Business Analytics IBM Sponsored Programme) Courses Structure and Credits
(Semester- IV)

S. No.	Course Type	Course Code	Subject	P	C	Total Hours/Week
1	Core	21BBA401	Business Research Methods	0	3	3
2	Core	21BBA402	International Business Management	0	4	4
3	Core	21BBA403	Human Resource Management	0	4	4
4	Core	21BBA404	Operations Management	0	2	2
5	Core	21BBA404P	Operations Management Lab(P)	2	1	2
6	Core	21BBA405	Fundamental of Consumer Behavior	0	4	4
7	General and Environmental Related	21BBA406	Franchising and Purchasing an Existing Business	6	3	6
8	Open Elective	21ESUG203	Waste Management	0	3	3
9	SE	21SS453	Presentation & speaking skills	2	1	2
10	IBM Sponsored Course	19BBB1404	Dashboard Analytics and Reporting with BI	0	3	3
11	IBM Sponsored Course	19BBB1404 P	Dashboard Analytics and Reporting with BI Lab	2	1	2
				Total	29	35
1.	PBL	21BBAS504	Summer Internship* *Summer Internship of 6-8 weeks at end of Semester IV		6	-

**Summer Internship of 6-8 weeks at end of Semester IV

BBA (Business Analytics IBM Sponsored Programme) Courses
Structure and Credits (Semester- V)

S. No	Course Type	Course Code	Subject	P	C	Total Hours/Week
1	Core	21BBA501	Creativity and Problem Solving	0	3	3
2	Convergence Course	21BBA502	Introduction to Business Strategy	0	4	4
3 4 5 6	FE-I FE-II FE-III FE-IV		Two courses from any two specialization HR/Marketing/Finance/IB	0	12	12
7	SE	21BBASE505	Basic Management concepts and applications	0	1	1
8	SE	21SS554	Professional writing skills & Interpersonal skills: strategies	2	1	2
9	PBL	21BBAS506	Summer Internship** **Summer Internship of 6-8 weeks at end of Semester IV	-	6	-
10	PBL	21BBAP507	Live Project*		1	-
11	IBM Sponsored Course	19BBB1502	Statistics Fundamental for Analytics	0	3	3
12	IBM Sponsored Course Lab	19BBB1502 P	Statistics Fundamental for Analytics Lab	2	1	2
				Total	32	27

*Live project will be taken during semester V

**Summer Internship of 6-8 weeks at end of Semester IV

BBA (Business Analytics IBM Sponsored Programme) Courses
Structure and Credits (Semester- VI)

S.No.	Course Type	Course Code	Subject	P	C	Total Hours/Week
1	Core	21BBA601	Business Law	0	4	4
2	General and Environmental Related	21BBA602	Managing family Business	0	4	4
3 4 5 6	FE-I FE-II FE-III FE-IV		Two course from any one specialization HR/Marketing/Finance/IB	0	12	12
7	IBM Sponsored Course	19BBB1602	Analytics with R	0	3	3
8	IBM Sponsored Course Lab	19BBB1602P	Analytics with R Lab	2	1	2
				Total	24	25

List of Core Courses

S.No.	Course Type	Course Code	Subject	P	C
1	Core	21BBA101	Microeconomics	0	3
2	Core	21BBA102	Principles & Practices of Management	0	3
3	Core	21BBA103	Principles of Marketing	0	3
4	Core	21BBA104	Business Statistics (T)	0	2
5	Core	21BBA104P	Business Statistics Lab (P)	2	1
6	Core	21BBA105	Fundamental of Information Technology	0	2
7	Core	21BBA105	Fundamental of Information Technology	2	1
8	Core	21BBA106	Basic Accounting	0	3
9	Core	21BBA107	English – I	0	2
10	Core	21BBA108	Business Communication	0	3
11	Core	21FRUG101/21GRUG101	French-I/German-1	0	2
12	Core	21BBA201	Quantitative Techniques (T)	0	2
13	Core	21BBA201 P	Quantitative Techniques Lab (P)	2	1
14	Core	21BBA202	Fundamental of Organizational Behavior	0	3
15	Core	21BBA203	Management Accounting	0	3
16	Core	21BBA204	Macroeconomics	0	3
17	Core	21BBA205	Digital Marketing	0	3
18	Core	21BBA206	English-II	0	1
19		21BBA206P	English-II Lab(P)	2	1
20	Core	21FRUG201/21FLGR201	French-II/German-II	0	3
21	Core	21BBA301	Introduction to Supply Chain Management	0	2
22	Core	21BBA303	Fundamentals of Financial Management	0	3
23	Core	21BBA304	Entrepreneurship	0	3
24	Core	21BBA401	Business Research Methods	0	3
25	Core	21BBA402	International Business Management	0	4
26	Core	21BBA403	Human Resource Management	0	4
27	Core	21BBA404	Operations Management	0	2
28	Core	21BBA404P	Operations Management Lab	2	1
29	Core	21BBA405	Fundamental of Consumer Behaviour	0	4
30	Core	21BBA501	Creativity and Problem Solving	0	3
31	Core	21BBA601	Business Law	0	4

List of General and Environmental Related Courses

Sr. No.	Course Code	Course Type	Subject	P	C
1.	General and Environmental related	21BBA304	Business Environment	0	3
2.	General and Environmental related	21BBA305	E-Commerce and Internet (T)	0	2
3.	General and Environmental related	21BBA305 P	E-Commerce and Internet Lab(P)	1	2
4	General and Environmental related	21BBA306	Environmental Studies	0	3
5	General and Environmental related	21BBA406	Franchising and Purchasing an Existing Business	6	3
6	General and Environmental related	21BBA602	Managing family Business	0	4

List of Functional Electives

Sr NO.	Course Code	Subject	P	Total Credits
1.	21BBAF503	Principles of Banking and Insurance	0	3
2.	21BBAF504	Stock Market Operations	0	3
3	21BBAF505	Merchant Banking and Financial Services	0	3
4	21BBAF603	Security Analysis and Portfolio Management	0	3
5	21BBAF604	Corporate Valuation	0	3
6	21BBAF 605	Financial Institutions and Markets	0	3
7	21BBAM503	Industrial Marketing	0	3
8	21BBAM504	Fundamentals of Sales and Distribution	0	3
9	21BBAM505	International Marketing	0	3
10	21BBAM603	Foundations of Branding	0	3
11	21BBAM604	Services Marketing	0	3
12	21BBAM605	Consumer Behaviour	0	3
13	21BBAIB503	Fundamentals of International Trade	0	3
14	21BBAIB504	Transnational and Cross-Cultural Marketing	0	3
15	21BBAIB505	International Business	0	3
16	21BBAIB603	Global Strategic Management	0	3
17	21BBAIB604	Global Logistics Management	0	3
18	21BBAIB605	Foreign Trade Policy	0	3
19	21BBAHR503	Introduction to Human Resource Planning	0	3
20	21BBAHR504	Industrial Relations and Labour Laws	0	3
21	21BBAHR505	Training and Management Development	0	3

22	21BBAHR603	Introduction to Performance Management	0	3
23	21BBAHR604	Compensation Management	0	3
24	21BBAHR 605	HRD system and strategies	0	3

List of Convergence Courses

Sr. No.	Course Code	Course Type	Subject	P	C
1.	Convergence Course	21BBA307	Professional Ethics and CSR	0	3
2.	Convergence Course	21BBA502	Introduction to Business Strategy	0	4

List of IBM Sponsored Courses

Sr. No.	Course Type	Course Code	Subject	P	C
1.	IBM Sponsored Course	19BBB1205	Data Analytics Fundamentals	0	4
2.	IBM Sponsored Course	19BBB1301	Data Engineering for Analytics(T)	0	3
3.	IBM Sponsored Course Lab	19BBB1301 P	Data Engineering for Analytics (Lab)	2	1
4.	IBM Sponsored Course	19BBB1404	Dashboard Analytics and Reporting with BI(T)	0	3
5	IBM Sponsored Course Lab	19BBB1404 P	Dashboard Analytics and Reporting with BI(lab)	2	1
6	IBM Sponsored Course	19BBB1503	Statistics Fundamental for Analytics(T)	0	3
7	IBM Sponsored Course Lab	19BBB1503 P	Statistics Fundamental for Analytics (Lab)	2	1
8	IBM Sponsored Course	19BBB1602	Analytics with R (T)	0	3
9	IBM Sponsored Course lab	19BBB1602 P	Analytics with R	2	1

List of Open Elective Courses (Courses from other Areas and Emerging fields)

Sr. No.	Course Type	Course Code	Subject	P	C
1.	Open Elective	21ESUG202	Sustainable Growth and Development	0	3
2.	Open Elective	22OE460	Indian constitution and polity	0	3
3.	Open Elective	21ESUG203	Waste Management	0	3

List of Skill Enhancement Courses

Sr. No.	Course Code	Course Type	Subject	P	C
1.	21SS251	SE	Effective communication skills	2	1
2.	21SS352	SE	Teamwork & interpersonal skills	2	1
3.	21SS453	SE	Presentation & speaking skills	2	1
4.	21BBASE505	SE	Basic Management concepts and applications	0	1
5.	21SS554	SE	Professional writing skills & Interpersonal skills: strategies	2	1

List of Live Projects, Industrial Visits and Summer internship (Major Project)

Sr. No.	Course Code	Course Type	Subject	P	C
1.	21BBAP207	PBL	Live Project		1
2.	21BBAP308	PBL	Live Project		1
3.	21BBAS506	PBL	Summer Internship		6
4.	21BBAP507	PBL	Live Project		1

CURRICULUM

Bachelor of Business Administration (B.B.A.)

**COURSE CONTENT OF ALL SEMESTERS WITH SPECIALISATION
Business Analytics**

Semester I

Microeconomics	
Course Code: 21BBA101	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To develop understanding of the microeconomic principles taking place in the Indian economy
2. To make student understand the demand and supply analysis in business applications
3. To familiarise students with the production and cost structure under different stages of production.
4. To help students understand and apply the various decision tools to understand the market structure.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the concepts of cost, nature of production and its relationship to Business operations.
2. Apply marginal analysis to the “firm” under different market conditions.
3. Analyse the causes and consequences of different market conditions.
4. Integrate the concept of price and output decisions of firms under various market structure.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of Demand

Theory of Demand: Theory of Consumer Behaviour-The Cardinal Utility and Indifference Curve Theories, The Consumer's Surplus; The Derivation of Market Demand Curve, Elasticities of Demand, Total Revenue and Marginal Revenue.

Unit-II

Production Function

Theory of Production: The Production Function; Laws of Production, Return to Scale, The Law of Variable Proportion; Choice of Optimal Combination of Factors of Production, Expansion Path. Average Cost-Pricing: Full-Cost Pricing Principle; Limit –Pricing Theory and Barriers to Entry of New Firms. Managerial Theories of the Firm: Baumol's Theory of Sales Revenue Maximisation; Marris's Model of the Managerial Enterprise; Williamson's Model of Managerial Discretion; The Behavioural Models of Cyert and March.

Unit-III

Cost Concepts and Curves

Theory of Costs: Cost Concepts and Cost Curves; Traditional Theory of Costs - Short-Run Costs, Long –Run Costs: The Envelop Curve; Modern Theory of Costs - Short-Run Costs, Long –Run Costs: The L-Shaped Cost Curve. Perfect Competition: Assumptions, Concept of Perfect and Pure Competition, Short-Run and Long-Run Equilibrium of Firm and Industry under Perfect Competition; Optimum Resource Allocation under Perfect Competition. Does Perfect Competition exist in the Real World; The Cases of near Perfect Competition.

Unit-IV

Market Structure

Monopoly: Introduction, Equilibrium of a Firm in Short-run and Long-Run under Monopoly, Comparison of Pure Competition and Monopoly, Discriminating Monopoly. Monopolistic Competition: Assumptions; Product Differentiation and Demand Curve; the Concept of the Industry and the Group; Equilibrium of the Firm; Comparison with Pure Competition. Oligopoly: Non-Collusive Oligopoly and Collusive oligopoly Models. Examples from Real World. Average Cost-Pricing: Full-Cost Pricing Principle; Limit –Pricing Theory and Barriers to Entry of New Firms. Managerial Theories of the Firm: Baumol's Theory of Sales Revenue Maximisation; Marris's Model of the Managerial Enterprise; Williamson's Model of Managerial Discretion; The Behavioural Models of Cyert and March.

TEXT BOOKS

1. A. Koutsoyiannis, Modern Microeconomics, 8th edition (2020), Macmillan.
2. Dominick Salvatore, Microeconomics Theory & Applications, 5th edition (2014) Oxford University Press N Delhi.
3. Dominick Salvatore, Managerial Economics: Principles & Worldwide Applications, 7th edition (2015), Oxford University Press N Delhi.

SUGGESTED READINGS

1. Varshney & Maheshwari Pub, Managerial Economics, 22nd edition (2014), Sultan Chand.
2. Mote, Paul & Gupta, Managerial Economics: Concepts & Cases, 2nd edition (2018), Tata McGraw Hill.

Principles & Practices of Management	
Course Code: 21BBA102	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Core

COURSE OBJECTIVES

1. To help the students in understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate the roles, skills and functions of management
2. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
3. Understand the complexities associated with management of human resources in the organizations.
4. Recognize the principles related to management and its applicability in business.

MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Management: Concept, Management: Art and Science, Management as a Profession, Management Vv. Administration, Management process, Managerial roles & skills, Levels of management, Ethical and best practices in management.

Evolution of Management

Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Contingency approach.

Unit-II

Planning & Organising

Planning: Nature, Objectives, Types and Levels, Process of Planning, Planning Premises and Forecasting, MBO, Decision Making.

Organizing

Concept, Forms of Organizational Structure, Combining Jobs: Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility

Unit-III

Staffing and Motivation

Staffing: Concept; Overview of - Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

Motivation

Concept of Motivation, Motivation theories- Maslow's Need Hierarchy theory, Motivation Hygiene theory, MacGregor theory.

Unit IV

Directing and Controlling

Directing: Concept, Direction and Supervision, controlling: Concept, Types of Control, Controlling Techniques.

TEXT BOOKS

- Koontz, H, & Weinrich, H, Essentials of Management: An International Perspective, 8th ed. (2016), Tata McGraw Hills, New Delhi.
- Ghuman, K & Aswathapa, K, Management concepts and cases, 10th ed. (2017), Tata McGraw Hills, New Delhi.
- Telsan, M.T., Industrial and Business Management, 4th ed. (2016), S. Chand, New Delhi.

SUGGESTED READINGS

- Robbins, S., Management, 13th ed. (2017), Pearson Education, New Delhi.
- Ramaswamy, I., Principles of Business Management, 8th ed. (2015), Himalaya Publishing House, New Delhi.

Principles Of Marketing

Course Code: 21BBA103	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To expose the students to the functions and importance of Marketing
2. To develop student's knowledge about marketing concepts.
3. To equip students with knowledge of marketing mix and its environment.
4. To enlighten students about branding.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamentals of marketing to take better marketing decisions
2. Get understanding about the nuances and complexities involved in marketing concepts.
3. Understand various factors of marketing environment and marketing mix.
4. Develop skills through peer learning that will enable them do branding.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Marketing – An Overview

Introduction, Concept of Market, Types of Markets, Meaning of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling

Unit-II

Marketing Concepts

Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability

Unit-III

Marketing Environment

Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment

Marketing Mix: Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix, Additional components in the mix, Importance of marketing mix in marketing decisions

Unit-IV

Introduction to Branding

Introduction, Concept of a Brand, Development of a Brand, Types of Brands, Importance of Brands and Branding, Merits and Demerits of Branding, Brand Equity – Meaning and Benefits

TEXT BOOKS

1. Philip Kotler, “Marketing Management – A South Asian Perspective”, 17th Edition (2018), Pearson Publication.
2. Philip Kotler, Kevin Keller, A. Koshy and M.Jha, Marketing Management in South Asian Perspective, 17th Edition (2018), Pearson Publication.
3. Etzel, Michael J, Marketing Concepts and cases, Special Indian edition (2008), TMH Publication house, ND

SUGGESTED READINGS

1. Zikmund, William G, Marketing, 9th edition (2016), Cengage Learning, New Delhi.
2. Panda, Tapan K, Marketing Management, 8th edition (2012), Excel Books, New Delhi.

Business Statistics	
Course Code: 21BBA104	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To expose the students to understand datasets, describe them and learn how to focus on key attributes of various datasets
2. To illustrate how statistics fundamentals assists in research.
3. To make students understand the concept and importance of probability.
4. To enable students, understand the components of time series and index numbers.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Synthesize the different modes of collecting and representing data.
2. Apply and connect with the theory/formulae learnt in daily-life situations.
3. Analyze and apply the tools and techniques of probability.
4. Measure the indices and recognize the constituents of time series.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit- I

Introduction

Evolution of Statistics, importance, limitations, Application. Collection and tabulation of statistical data – Presentation of statistical data – Graph and diagrams. Measures of Central Value; Mean, Median and Mode, Measures of Dispersion: Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation.

Unit- II

Regression and Correlation Analysis

Meaning and significance, Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation.

Unit - III

Probability

Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson Negative Binomial, exponential and Normal distribution. Central limit theorem.

Unit- IV

Analysis of Time Series

Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un weighted method.

TEXT BOOKS

1. Richard Levin & David Rubin, Statistics for management, 8th edition (2017), Pearson
2. Dr. S.P. Gupta, Statistical Methods, 46th edition (2019), Sultan chand & sons.
3. Gerald Keller, Statistics for management and economics, 10th edition (2015), Cengage Learning

SUGGESTED READINGS

1. David M., Mark L., Business Statistics, 6th edition (2012), Pearson.
2. Anderson, Sweeny & Williams, Statistics for Business and Economics, 12th edition (2014), Cengage Learning Custom Publication.

Business Statistics LAB	
Course Code : 21BBAP104	Continuous Evaluation : 60 Marks
Credits : 1	End Semester Examination : 40 Marks
Pre-Requisite : NIL	

COURSE OBJECTIVES

1. To introduce them with how different types of charts are created.
2. To derive the central values from the data set.
3. To extract the relationship between variables by applying correlation technique.
4. To understand and forecast the index levels using the historical data.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students will be able to

1. Recognise the application and usability of the various kinds of charts applied.
2. Interpret the value of measures of central value and dispersion.
3. Analyse the relationship various variables hold among themselves.
4. Evaluate and forecast the index levels derived from the past records.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

List of Experiments

1. Creating and interpreting different kinds of charts
2. Deriving the average value from the data-set
3. Calculating and Interpreting median value from the data set
4. Finding the Mode for the given data value
5. Determining the range for the given data set
6. Analysing the uniformity of the dataset by applying standard deviation.
7. Create the data set to find correlation.
8. Demonstrate the correlation between various samples
9. Estimating the value of the price index level
10. Forecasting the value of the index

TEXT BOOKS

1. Richard Levin & David Rubin, Statistics for management, 8th edition (2017), Pearson
2. Dr. S.P. Gupta, Statistical Methods, 46th edition (2019), Sultan chand & sons.
3. Gerald Keller, Statistics for management and economics, 10th edition (2015), Cengage Learning

SUGGESTED READINGS

1. David M., Mark L., Business Statistics, 6th edition (2012), Pearson.
2. Anderson, Sweeny & Williams, Statistics for Business and Economics, 12th edition (2014), Cengage Learning, Custom Publication.

Fundamental Of Information Technology

Course Code: 21BBA105	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To acquire the knowledge of computer system and applications of IT in industries.
2. To get knowledge of network system and Internet technology.
3. To learn the application and functions of MS-Excel in business.
4. To get knowledge of various functions of MS-Power Point and MS-Word in business.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various components of computer system and Information technology applications in business.
2. Gain knowledge of network protocol, architecture and applications of Internet technology in business.
3. Understand MS-Excel functions, methods and applications in business.
4. Learn by doing MS-Power Point and MS-Word applications in preparing business documents.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of Information Technology

Basic components of computer system: Functional units and their interrelation. Types of computer system: Computer categories & classification. Information Technology: Introduction, New Developments, Information Systems, Software and data, Application of IT in Business & Industry, The Electronic Web: Network Applications: Fax, voice, Information Services, Person to person Communication, Group Communication.

Unit-II

Information Technology Network System and Architecture

LAN: Architecture, System; Introduction to WAN; Link between Networks: Devices & Media, Protocol and dial up access. World Wide Web: Introduction, Web access through online services, Using Web Browser. Internet and Intranet: Meaning of Internet; Difference between the Internet and Intranet: Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails.

Unit-III

Applications of MS-Excel

MS - Excel: Concepts of spreadsheet, building a spreadsheet application using formulae, conditional calculations and inbuilt functions; printing worksheets; using graph plotting capabilities of spreadsheet package to display and print graphs; database management & interfacing spreadsheets with database systems; writing macros and creating customized menus with macros.

Unit-IV

Applications of MS-Word and MS-Power Point

MS - Word: Creating and editing files, basic formatting and text enhancement, block operations, printing, file management global searches & substitutions, special print features merging files with mail merge, checking spelling with spell star, index & table of contents. MS - PowerPoint: Creation of new slides; Slides from templates; Animation effects; Inserting objects in the slides; Creating hyperlinks; embedding audio/video files.

TEXT BOOKS

1. Management Information Systems–Managing the Digital Firm, Kenneth C Laudon& Jane P Laudon, 14th Edition (2017), Pearson India Education Services Pvt. Ltd.
2. Debra Gross, Frank Akaiwa, KarleenNordquist, Succeeding in Business with Microsoft Excel 2013 – A Problem Solving Approach, 1st Edition (2014), Cengage Learning.
3. AitJohri , Business Application Software, 1st Edition (2012), Himalaya Publication House.

SUGGESTED READINGS

1. Introduction to Information Technology, ITL Education Solutions Limited, Research and development Wing, 2nd Edition (2012), Pearson India Education Services Pvt. Ltd.
2. Goyal, Anita, Computer Fundamentals, 1st Edition (2010), Pearson India Education Services Pvt. Ltd.
3. Rajaraman, V., Introduction to Information Technology (2009), Prentice Hall of India.

Fundamental of Information Technology LAB	
Course Code: 21BBA105	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To acquire the knowledge of computer system and applications of IT in industries.
2. To get knowledge of network system and Internet technology.
3. To learn the application and functions of MS-Excel in business.
4. To get knowledge of various functions of MS-Power Point and MS-Word in business.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, student would be able to:

1. Understand various components of computer system and Information technology applications in business.
2. Gain knowledge of network protocol, architecture and applications of Internet technology in business.
3. Understand MS-Excel functions, methods and applications in business.
4. Learn by doing MS-Power Point and MS-Word applications in preparing business documents.

MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

List of Experiments

1. Create a word file to show the use of bullets and numbering in ms-word
2. Create a word file to show mail merge.
3. Create a word file and insert image and clipart.
4. To study the components of MS-Excel spreadsheet.
5. Create a spreadsheet and draw line, Bar and Pie chart.
6. Create a two data series chart in ms-excel.
7. Create an electronic spread sheet which shows the sales of different products for 5 years. Create column chart for the following data. Creating the spread with different products of 5 year.

Year	Product_1	Product_2	Product_3	Product_4
2010	1000	800	900	1000
2011	800	80	500	900
2012	1200	190	400	800
2013	400	200	300	1000
2014	1800	400	400	1200

8. Create a suitable examination data base and find the sum of the marks (total) of each Student and respective class secured by the student

Rules

- Pass if marks in each subject ≥ 35 ,
- Distinction if average ≥ 70 ,
- First class if average ≥ 60 but < 70 ,
- Second class if average ≥ 50 but < 60 ,
- Third class if average ≥ 35 and but < 50 ,
- Fail if marks in any subject is < 35 .

Display average marks of the class, subject wise and pass percentage

9. Create a presentation to Add or change an effect for a picture in ms-power point.
10. Make a Power point presentation of all the details of the books that you had studied in First Year.
11. Prepare a presentation of your university with the following contents:
 - On the first slide, put the name and a photograph of your university.
 - On the second page, display the features of your university.
 - On the third page, put information about the library with a photograph.
 - On the fourth page, put the information about Labs
12. Prepare your own resume using MS-Word.

TEXT BOOKS

1. Management Information Systems–Managing the Digital Firm, Kenneth C Laudon&Laudon14th Ed.(2017), Pearson India Education Services Pvt.Ltd.
2. Debra Gross, Frank Akaiwa, Karleen Nordquist, Succeeding in Business with Microsoft Excel 2013 – A Problem
3. Solving Approach,1stEdition (2014), Cengage Learning.
4. AitJohri, Business Application Software, 1st Edition (2012), Himalaya Publication House.

SUGGESTED READINGS

1. Introduction to Information Technology, ITL Education Solutions Limited, Research and development Wing, 2nd Edition (2012), Pearson India Education Services Pvt.Ltd.
2. Goyal, Anita, Computer Fundamentals, 1st Edition (2010), Pearson India Education Services Pvt.Ltd.
3. Rajaraman, V., Introduction to Information Technology (2009), Prentice Hall of India.

Basic Accounting	
Course Code: 21BBA106	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To help the students to develop cognizance of the importance of accounting in organization financial statements
2. To enable students to describe how people analyze the corporate financial under different conditions and understand why people describe the financial statements in different manner
3. To provide the students to analyze specific characteristics of Logistics Management Accounting and their future action for expenses and income
4. To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control cost incurrence and improve results.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate the applicability of the concept of accounting to understand the managerial Decisions and financial statements.
2. Self-analyse and learn the Financial Statement Analysis associate with Financial Data in the organization.
3. Analyse the complexities associated with management of cost of product and services in the Organization.
4. Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to LM Sector.

MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I
Introduction

Basics of Accounting & its Principles; & Depreciation Accounting Meaning, Need, Role and Significance of Accounting, Basic Accounting Concepts (AS-1 & 9) and Conventions (Overview of Indian GAAP, US GAAP, IAS, IFRS), Asset-Liability Equity Relationship (ALE), Corporate Performance: Review, Disclosures and Significant Accounting Policies

Unit-II

Financial Statements

Introduction to Accounting Cycle-Preparation of Journal, Ledger, Trial Balance. Depreciation, Depletion and Amortization (AS-6), Preparation of financial statements with adjustments.

Unit-III

Company Accounts

Understanding & Preparation of Financial Statements Understanding & analysis of company accounts; Analysis of Financial statements of Holding & Subsidiary Companies.

Unit-IV

Analysis of Financial Statements

Financial Statements Analysis Analysis and Interpretation of Financial Statements-Ratio Analysis, Common-Size Statement, DuPont Analysis, Cash-Flow Statement (AS-3).

TEXT BOOKS

1. Sehgal, Deepak, "Financial Accounting", 5th Edition (2016), Vikas Publishing H House, New Delhi.'
2. Goyal, Bhushan Kumar; Tiwari, HN, "Financial Accounting", 5th Edition (2017), Taxmann Publications
3. Goldwin, Alderman ; Sanyal, "Financial Accounting", 2nd Edition (2015), Cengage Learning.

SUGGESTED READINGS

1. Lal , J ; Srivastava , S, " Financial Accounting; Principles and Practices", 4th Edition (2016), S Chand, New Delhi
2. Robert N Anthony, David Hawkins, Kenneth A. Merchant, "Accounting: Text and Cases", 13thEd (2015), McGraw-Hill Education
3. Charles T. Horngren and Donna Philbrick, "Introduction to Financial Accounting", 11th Edition (2017), Pearson Education.

English- I	
Course Code: 21BBA107	Continuous Evaluation: 40 Marks
Credits: 2	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Type: Core

COURSE OBJECTIVES

1. Enhance and strength communication skills in English Language
2. Facilitate holistic and integrated development of LSRW skills - Listening, Speaking, Reading Writing abilities
3. Expose the learners to a wide range of lexical and grammatical skills
4. Enable critical reading-writing capacities and also professional communication skills in the students

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be:

1. Seamlessly communicate in standard English – written & spoken
2. Analyse texts on various parameters expected/demanded during different situations and circumstances
3. Conduct basic research on a topic (pertaining to their discipline/workplace)
4. Prepare basic/preliminary research documents, official documents and deliver presentations on a given topic.

MAPPING BETWEEN COURSE EDUCATIONAL OBJECTIVES AND COURSE LEARNING OUTCOMES

Course (CEOs)	Objectives	Course Learning Outcomes (CLOs)			
		CLO 1	CLO 2	CLO 3	CLO 4
CEO 1					
CEO 2					
CEO 3					
CEO 4					

COURSE CONTENTS

Unit – I

Grammar & Vocabulary Building

Introduction - Basic English Grammar – Tenses – Active Voice - Passive Voice Phrasal verbs – Prepositions - Prefixes and Suffixes – Crossword - Simple and complex sentences - Building Vocabulary Part I (IELTS & GRE standards, at least 100 new words)

Unit-II

Communication

English Communication - Aims & Objectives - Basics of Communication - Barriers to Communication - Non-Verbal Communication - How to be a Listener - Active Listening - Effective Speaking – Speech - Art of Public Speaking – Pronunciation - Stress & Intonation in English – Debate – Conversations.

Unit – III

Presentation Skills

Oral Presentation – Group Communications - Group Discussions – Interview - Formal Presentations.

Unit – IV

Effective Reading and Writing

Reading strategies (Skimming, Scanning, Inferring) –Predicting and responding to content – Speed Reading – Note Making – Use of Extensive reading texts – Writing Proposals – Projects – Research Papers.

Unit-V

Writing Skills

Writing - Effective Language - Formal Letters, Memos & Email - letters to the editor - Writing letters, informal and official - Art of Condensation - Writing Proposals - Research Papers – Preparing Minutes of Meeting.

TEXT BOOKS

1. Koneru, Aruna, Professional Speaking Skills, 6th edition (2015), New Delhi: Oxford University Press.
2. Sanjay Kumar and Pushp Lata, Technical Communication, 8th edition (2016), New Delhi: Oxford University Press.
3. Koneru, Anuna, Professional Communication, 8th edition (2015), New Delhi: McGraw Hill Pvt. Ltd.
4. Murphy, Herta A, Effective Business Communication, 9th edition (2008), New Delhi: McGraw Hill.

SUGGESTED READINGS

1. Rizvi, M. Ashraf, *Effective Technical Communication*, 8th edition (2008), New Delhi: McGraw Hill.
2. Barun K. Mitra, Personality Development and Soft Skills, 9th edition (2011), Oxford University Press, New Delhi.
3. Swan, Michael, *Practical English Usage*.9th edition (2015), New Delhi: Oxford University Press.

Business Communication

Course Code: 21BBA108	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To understand the importance of specifying audience and purpose and to select appropriate communication choices.
2. To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oral presentation.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Select appropriate organizational formats and channels used in developing and presenting business messages.
3. Learn in collaborative way via participating in team activities that lead to the development of work skills.
4. Identify ethical, legal, cultural, and global issues affecting business communication.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Communication

Communication- Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance Feedback.

Unit-II

Channels & Types of Communication

Channels of communication, Types of communication, Dimensions of communication, Barriers to communication Verbal, Non-Verbal, Formal, Informal communication.

Unit-III

Fundamentals of Business Communication

Fundamental of Business writing, Format of Business, Types of Business letter, Inquiry letter, complaint letter Persuasive letter, Proposal, Report Writing. Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary.

Unit-IV

Listening & Barriers of Business Communication

Barriers to Effective Communication and ways to overcome them, Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills.

TEXT BOOKS

1. Mary Ellen Guffey, Essentials of Business Communication, 12th Edition (2016), South-Western College Publishing.
2. Bovee, Courtland, John Thill & Mukesh Chaturvedi, Business Communication Today, 9th edition (2018), Dorling kindersley, Delhi
3. Kaul, Asha, Business Communication, 6th edition (2016), Prentice-Hall of India, Delhi.

SUGGESTED READINGS

1. Monippally, Matthukutty, Business Communication Strategies, 8th edition (2016), Tata McGrawHill Publishing Company Ltd., New Delhi
2. Murphy, Herta and Hilde Brandt, Herbert W, Effective Business Communication, 15th edition (2017) McGraw Hill, New York.

French- I	
Course Code: 21FRUG101	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Type: Core

COURSE OBJECTIVES

1. To develop oral and written skills of understanding, expressing and exchanging Information/ interacting.
2. To develop the ability to construct sentences and frame questions.
3. To provide French language as a competitive edge in career choices.
4. To know the culture of the countries where the French language is spoken.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Speak, read and write short, simple texts.
2. Expertise Fluency in reading and writing.
3. Understand a dialogue between two native speakers and to take part in short, simple conversations using the skills acquired.
4. Know the culture of the countries where the French language is spoken.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT-I : SUJETS

Les Salutations, L'Alphabet, Les Nombres, Décrire votre pays, ville, Les Professions, L'Heure, Les repas et les boissons

UNIT-II : GRAMMAIRE :

Singulier et pluriel de noms, Les Articles, Les Adjectifs Possessifs, Les Adjectifs Qualificatifs, Se présenter, Les Verbes , Les Pronoms , Les Prépositions, L'interrogation

UNIT-III : Traduction

Dans un grand magasin, Les repas, Mon pays

UNIT-IV: Les contes

Ce cochon de Morin (Guy de Maupassant),il était une fois trois arbres (Tradition orale)

UNIT-V : L'EXPRESSION ORALE

Les activités d'orale et écouter

TEXT BOOKS

1. Version Originale – 1 Livre de l'élève: Monique Denyer, Agustin Garmendia, Marie-Laure Lions Olivieri, Editions Maisons des Langues, Paris

SUGGESTED READINGS

1. Le Nouveau Sans Frontiers, Vol. 1, P. Dominique, J. Girardet et al, Cle International, Paris.
2. Nathan verbs conjugation , Le Robert Nathan, Paperback
3. Dictionnaire bilingue lexillogos

German- I

Course Code: 21GRUG101	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Type: Core

COURSE OBJECTIVES

1. To develop oral and written skills of understanding, expressing and exchanging Information/ interacting.
2. To develop the ability to construct sentences and frame questions.
3. To provide German language as a competitive edge in career choices.
4. To know the culture of Germany, Austria and Switzerland.
5. This may be useful in the field of employment opportunities as well as helping them to develop projects on browsing German websites

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Speak, read and write short, simple texts.
2. Expertise fluency in reading and writing.
3. Understand a dialogue between two native speakers and to take part in short, simple conversations using the skills acquired.
4. Know the culture of the countries where the German language is spoken.
5. Developing pronunciation so that they can read the text and e-mail during their employment, instructing them to write their own CV and developing a fundamental conversation with any German national.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

COURSE CONTENTS

UNIT-I : INTRODUCTION

Grüße, Wortschatz

UNIT-II : THEMEN

Das Alphabet, die Aussprache, die Zahlen, Land und Stadt beschreibung, Berufe, rede über Dinge, die Zeit, Mahlzeiten und Getränke

UNIT-III : GRAMMATIK

Plural, Artikel, Possessive Artikel, Adjektive, Sich vorstellen, Verben (regulär, unregelmäßig, Pronomen), Nominativ Pronomen, Präpositionen,

UNIT-IV : DEUTSCHE GESCHICHTE UND VERSTÄNDNIS

So geht das – Lektion 1 - Die Freunde , Kinder Geschichte (Buch von Peter Bichsel) , unsichtbare Passage

UNIT-V : MÜNDLICHER AUSDRUCK UND LERNEN MIT VIDEOS

Mündliche und Höraktivitäten, zwei videos (sich vorstellen und Begrüßung)

TEXT BOOKS

1. Tangram aktuell 1 (Lektion 1-4 Kursbuch + Arbeitsbuch, Lektion 5-8 Kursbuch + Arbeitsbuch, Übungsheft)

SUGGESTED READINGS

1. Wolfgang Hieber: Lernziel Deutsch, Teil 1. Max Hueber Verlag
2. Korbinian Braun, u.a.: Deutsch als Fremdsprache IA, Grundkurs. Ernst Klett Stuttgart
3. Rolf Brüseke: Starten Wir! A1. München: Hueber Verlag
4. Deutsche Sprachlehre für Ausländer – Schulz Griesbach Grundstufe in einem Band

Semester II

Quantitative Techniques

Course Code: 21BBA201	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To expose the students to understand the concept of Operational Research and its associated models.
2. To illustrate how the different tools and techniques of Operation Research solves real-time businesses problems.
3. To understand the importance and application of transportation and assignment models.
4. To make students understand the concepts of theories needed in the competitive environment.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply and connect with the different models applied in operations research.
2. Formulate linear Programming equations, derive solutions and extract its economic significance.
3. Derive solutions to transportation and assignment problems by applying different methods
4. Construct the network diagram and interpret its economic significance.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit I

Introduction

Evolution of Operations Research, Scope, Nature, Role Characteristics, merits, demerits and application, Concept of Modeling, types of models, methods to solve models.

Unit II

Linear Programming

Formulation, economic interpretation, managerial significance, limitations and application. Solving LPP using graphical method, simplex method, Big M Method.

Unit III

Transportation and Assignment Models

Concept, transportation problems, finding IBFS and Optimal solutions using MODI method, stepping stone method. **Assignment Models** : Concept, assignments problems using Hungarian method.

Unit IV

Theory of Games and Network Analysis

Characteristics – Pure Strategies – Saddle Point – Value of the game – Mixed Strategies – Rules of Dominance – Two Persons Game – 3 x 3 persons game – Graphical Solutions of 2 x M and N x 2 game (excluding (LPP) – Limitations.

Network Analysis - PERT/CPM – Objectives, Advantages and limitations, Similarities and dissimilarities (excluding crash cost method).

TEXT BOOKS

1. Taha, Natrajan, Balasubramanie and Tamilarasi, Operations Research, 8th Edition (2009), Pearson Prentice Hall.
2. F.S.Hillier and Lieberman, Introduction to Operations Research, 10th Edition (2010), Tata McGraw-Hill.
3. N.D.Vohra – Quantitative Techniques, 5th Edition (2015), Tata McGraw Hill House.

SUGGESTED READINGS

1. H.M.Wagner, Principles of Operations Research, 4th Edition (2011), PHI Publishing House.
2. Ravindran, Phillips and Solberg, Operations Research Principles and Practice, 5th Edition (2014), John Wiley and Sons.
3. J.K Sharma, Operations Research Theory and Applications, 4th Edition (2009), Macmillan.

Quantitative Techniques LAB	
Course Code : 21BBA201P	Continuous Evaluation : 60 Marks
Credits : 1	End Semester Examination : 40 Marks
Pre-Requisite : NIL	

COURSE OBJECTIVES

1. To make them learn how graph are inserted and interpreted.
2. To derive the values for the decision- variables incorporated to satisfy the objective function for the business/economic problems.
3. To solve and interpreting the given transportation and assignment problem.
4. To construct and evaluate the network diagram.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Recognize the application and usability of the graphical method to solve the business problems formulated by linear programming.
2. Interpret the values of the decision-variables undertaken to satisfy the objective of the business/economic problems.
3. Solve and make the best optimal decision related to transportation and assignment problem.
4. Construct and analyse the critical path important for the project completion.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

List of Experiments

1. Creating and interpreting the graph of maximising the linear programming problem.
2. Creating and interpreting the graph of minimising the linear programming problem.
3. Deriving and inferring the solution for the objective of maximising the given lpp.
4. Solving and calculating the total transportation cost for the given transportation problem.
5. Assigning the jobs/workers to machines for the given assignment problem.
6. Constructing and identifying the critical path for the given network problem.

TEXT BOOKS

1. Taha, Natrajan, Balasubramanie and Tamilarasi, Operations Research, 8th Edition (2009), Pearson Prentice Hall.
2. F.S.Hillier and Lieberman, Introduction to Operations Research, 10th Edition (2010), Tata McGraw·Hill.
3. N.D.Vohra – Quantitative Techniques, 5th Edition (2015), Tata Mcgraw Hill House.

SUGGESTED READINGS

1. H.M.Wagner, Principles of Operations Research, 4th Edition (2011), PHI Publishing House.
2. Ravindran, Phillips and Solberg, Operations Research Principles and Practice, 5th Edition (2014), John Wiley and Sons.
3. J.K Sharma, Operations Research Theory and Applications, 4th Edition (2009), Macmillan.

Fundamentals of Organisational Behaviour

Course Code: 21BBA202	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basics and Principles of Management	Course Category: Core

COURSE OBJECTIVES

1. To enable students to learn basic concepts of Organisational behaviour.
2. To make students understand individual behavior in organizations including attitude, personality, motivation rewards
3. To facilitate students to gain an insight into group behaviour in business organisations in view of perception and dynamics
4. To expedite students understand the organisation structure comprising of conflict, negotiation and culture for managing the organisations more effectively

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the development of the field of OB and explain the micro and macro concepts
2. Analyse and compare individual behaviour related to motivation and rewards
3. Identify group behaviour, leadership styles and the role of leaders in a decision making process
4. Understand the impact of cultures on the individual's personality and thereby its influence on group dynamics and business performance

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Foundations of Management and O.B

Concepts of Management, Science or Art, Management and Administration, Management thoughts by Management Gurus, Functions of Management, Types of Business Organization, Managerial roles, Overview of management process. Concepts of O.B: • Understanding OB • Disciplines contributing to the field of OB

Unit-II

Individual behaviour, Personality, attitude and motivation

Understanding dynamics of Individual behavior: Understanding Personality, Values, Attitude and their impact on behavior at work, Understanding motivation at work

Unit-III

Group behaviour, perception and group dynamics

Understanding dynamics of Group behavior: Understanding the process of Perception: How we make sense of our environment, Groups and Teams, Group Dynamics. Basics of Leadership and Contemporary Issues in Leadership Practice

Unit-IV

Understanding Organizational dynamics of Behaviour

Conflict and Negotiation • Understanding Decision-making • Understanding Power and Organizational Politics
• Organizational Culture

TEXT BOOKS

1. Stephen Robbins, Organizational Behavior, 16th edition (2012), Pearson Education.
2. K. Aswathappa, Organizational Behaviour, 13th edition (2016), Himalaya.
3. Fred Luthans, Organizational Behavior, 14th edition (2017), McGraw-Hill.

SUGGESTED READINGS

1. Gregory Moorhead & Ricky W. Griffin, Organizational Behaviour, 11th edition (2009), Jaico Publication.
2. Tripathy PC and Reddy PN, Principles of Management, 6th edition (2011), McGraw-Hill.

Management Accounting

Course Code: 21BBA203	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts
2. To provide skills in contemporary Management Accounting methodologies and issues
3. To strengthen the foundations of the analytical approach to Managerial decision-making.
4. To develop analytical abilities to face the business situations.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand cost and financial accounting behaviour.
2. Understand how managers make a variety of decisions
3. Understand and have hands on experience on the relevance of budgeting and computing variances to undertake performance evaluation.
4. Understand Activity Based Cost Management vs. Traditional Cost Management.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Management Accounting

Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.

Unit-II

Cost Concepts and Budgeting

Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets

Unit-III

Cost Management and Cost Pricing

Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

Unit-IV

Strategy in Management Accounting

Strategy, Balanced Scorecard, and Strategic Profitability Analysis Balanced Scorecard: Quality and Time, Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis, Performance Measurement, Compensation, and Multinational Considerations.

TEXT BOOKS

1. Kaplan, R.&Atkinson, A. A., Advanced Management Accounting, 3rd edition (2006), Pearson India.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M., Management Accounting, 7th edition (2007), New Jersey: Pearson Prentice Hall.
3. Pandey, I. M., Management Accounting, 3rd edition (2000), New Delhi.

SUGGESTED READINGS

1. Khan, M. Y., & Jain, P. K., Management Accounting, 7th ed. (2017), McGraw Hill Publications.
2. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler. D., Introduction to Management Accounting, 16th edition (2013), Pearson Publications.

Macroeconomics	
Course Code: 21BBA204	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To introduce basic economic concepts and institutions in a way that provides students with a deep understanding of key economic relationships and terms and gives students confidence to continue BBA studies related to economics
2. To give students exposure to economic thinking and an understanding of some fundamental processes used in decision making that can be applied to their own decision making as well as an evaluation of opinions, news reports, and other sources of economic information
3. To engage students through problems, applications, and examples that connect economics to everyday life
4. The purpose is to provide the students with a fundamental knowledge of the macro economy on the basis of which policy decisions can be analysed and business decisions can be made.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of macro-economic foundation and allied domains to the solutions of real- world complex business issues.
2. Show active participation in discussions related to Macro-economic issues related to fiscal and monetary policies of economy.
3. Address the specific problems like inflation, growth and the control of business cycles.
4. Critically analyse and link the subject of macro-economic with the major strategic decisions of a proactive firm.

MAPPING MATRIX OF COURSE OBJECTIVESAND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Nature of macro-economic system; circular flow of income; national income- concepts and measurement; determinants of economic growth; quantity theory relationship; investment multiplier and accelerator; Keynesian theory of income determination; inter-relationship between inflation rate, exchange rate and interest rate; trade growth relationship.

Unit-II

Fiscal and Monetary Policy

Nature and components of fiscal policy; fiscal policy operations for macro-economic growth and stabilisation; fiscal deficit and its management; public debt operations and their impact, Central banking operations and aspects of monetary management; growth and stabilisation effects of monetary policy operations; liquidity and interest rate management; co-ordination of fiscal and monetary policies for effective macro-management; corporate adjustments to monetary and fiscal variations.

Unit-III

Balance of Payments

Aspects of balance of payment management; exchange rate management through macro-economic policies; approaches to manage trade and B. O. P. deficits; managing internal and external balance simultaneously; corporate responses to variations in exchange rates and policies.

Unit-IV

Macro-Economic Planning

Approaches to macro-economic planning and objectives; resource mobilization and strategies of current five year plan in India; business opportunities in the current plan; appraisal of plan performance; effect of macro planning on corporate decisions.

TEXT BOOKS

1. Rudiger Dornbusch, Stanley Fisher and Richard Startz, Macroeconomics, 10th edition (2016), Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, 10th edition (2010), Galgotia Publications, New Delhi.
3. Eric J. Pentecost, Macroeconomics – An Open Economy Approach, 2002, MacMillan, New Delhi

SUGGESTED READINGS

1. Michael R. Baye and Dennis W. Jansen, Money, Banking and Financial Markets: An Economics approach, 2000, AITBS, New Delhi.
2. Dernburg, T.F. and J.D. Dernburg, Macroeconomic Analysis: An Introduction to Comparative Statistics and Dynamics, 2016, Addison-Wesley.

Digital Marketing	
Course Code: 21BBA 205	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To explain the conceptual foundations of Digital Marketing Management as a functional area of business.
2. To study the application of digital and social media marketing concepts in making strategic decisions
3. To revise and update the latest technological intervention in marketing.
4. To be familiar with the system to enhance the steadfastness to computerized clients.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Illustrate the various types of digital & social marketing formats.
2. Depict the social media industry in India –a complete region wise analysis.
3. Recognize the significance of social promoting brands.
4. Enumerate the importance of store maintenance of digital marketing.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends. Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Unit-II

Understanding Digital Channels

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

Unit-III

Digital Marketing Plan

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit-IV

Marketing in the Digital Era and Social Media Marketing

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach.

TEXT BOOKS

1. Michael R Solomon, Tracy Tuten, Social Media Marketing, 3rd edition (2017), Pearson.
2. Vandana Ahuja, Digital marketing, 3rd edition (2015), Oxford University Press.
3. Michael Miller, B2B Digital Marketing, 1st edition (2012), Pearson.

SUGGESTED READINGS

1. Judy Strauss & Raymond Frost, E-Marketing, 7th edition (2013), Pearson.
2. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach, 1st edition (2007), Oxford University Press.

English-II	
Course Code: 21BBA206	Continuous Evaluation: 40 Marks
Credits: 2	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Type: Core

COURSE OBJECTIVES

1. To enhance and strength communication skills in English Language
2. To facilitate holistic and integrated development of LSRW skills - Listening, Speaking, Reading Writing abilities
3. To expose the learners to a wide range of lexical and grammatical skills
4. To enable critical reading-writing capacities and also professional communication skills in the students

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Seamlessly communicate in standard English – written & spoken
2. Analyse texts on various parameters expected/demanded during different situations and circumstances
3. Conduct basic research on a topic (pertaining to their discipline/workplace)
4. Prepare basic/preliminary research documents, official documents and deliver presentations on a given topic.

MAPPING BETWEEN COURSE EDUCATIONAL OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Educational Objectives (CEOs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CEO 1				
CEO 2				
CEO 3				
CEO 4				

COURSE CONTENTS

Unit – I

Technical Writing Skills

- Report Writing
- Article Writing
- Curriculum Vitae – Resume Writing
- Abstract and Synopsis Writing
- Reviewing – Editing

Building Vocabulary Part II (IELTS & GRE standards, at least 100 new words)

Unit – II

Language for specific Speech events

- Drafting an Invitation

- Addressing a Gathering (Welcome Address)
- Formal Speech (Occasions) Public Speech (Topics)
- Proposing Vote of Thanks

Unit – III

Business Language

- Advertisements (print/web/television)
- Business Vocabulary – business specific language phrases
- Key Negotiating language – framing arguments
- How to use language with suppliers/consumers
- Cross-cultural awareness

Unit – IV

Language and communication

- Reading Strategies: Skimming, Scanning, Inferring,
- Predicting and Responding to Content
- Guessing from Context
- Note Making
- Vocabulary Extension
- Speed Reading Practice
- Use of Extensive Reading Texts

Unit – V

Acquisition of Corporate Communication/ Speaking Skills

- Group Discussion
- Stage Dynamics
- Role Play
- Interview
- Mock Interview

TEXT BOOKS

1. M. Ashraf Rizvi, Effective Technical Communication, 2nd edition (2017), Tata McGraw-Hill, New Delhi.
2. Strunk, William, and E B. White, The Elements of Style. Boston: Allyn and Bacon, 4th edition (2015), Pearson Edition.
3. Garner, Bryan A, HBR Guide to Better Business Writing, (2013), Harvard Business Review Press, Boston, Massachusetts.

SUGGESTED READINGS

1. Albert J. Harris, Edward R. Sipay, 'How to Increase Reading Ability', 11th edition (2012), Longman.
2. Robert Gannon, 'Best Science Writing: Readings and Insights', 7th edition (2010), University Press, Hyderabad.

BUSINESS ENGLISH-II LAB	
Course Code: 21ENBB201	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Practical Examination: 40 Marks
Prerequisite: NIL	Course offered to the students of Management

COURSE OBJECTIVES

1. To prepare the students for their career which will require them to listen to, read, speak, and write in English both for their professional as well as interpersonal communication
2. To empower the students to improve both abilities to communicate and their linguistic competence and boost their confidence.
3. To enable the students to properly communicate and express themselves in writing.
4. To enable students to identify the common mistakes made by most learners of English and not make those errors both in their writing and speaking.
5. To study, understand and implement each unit according to National Education Policy 2020 and Bloom's Taxonomy.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learners will be able to write effectively using correct grammatical structures.
2. Learners will be able to read and speak fluently in English.
3. Learners will know the nuances of effective presentations.
4. Learners will be able to engage in group discussions, debate, deliver speeches and such others.
5. Learners will be able to write project reports, research papers, prepare MoM and agendas, and such other documents required to be created in any work place.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

COURSE OBJECTIVES	COURSE LEARNING OUTCOMES				
	CLO 1	CLO2	CLO3	CLO4	CLO5
CO1	✓	✓	✓		
CO2		✓		✓	
CO3			✓	✓	
CO4				✓	
CO5					✓

LIST OF EXPERIMENTS

Unit-I

- Listening and Speaking
- Accent in speech
- Longer Discourse (dialogues, songs, contextual speech etc.)

- Role-play
- Group Discussions
- Extempore
- Presentations

Unit-II

- Reading comprehension practice: Technical text
- General text

Unit-III

- Guided composition
- Free-writing

TEXT BOOKS

1. English Grammar in Use. Raymond Murphy. Cambridge UP.4th Edition.
2. Business Communication by Carol M Lehman, Debbie D Dufrene and Mala Sinha.Cengage Learning. 2nd Edition.
3. A Textbook of English Phonetics for Indian Students by T. Balasubramanian[MACMILLAN]
4. Soft Skills: Key to Success in Workplace and Life by Meenakshi Raman and ShaliniUpadhyay. Cengage Learning. 2018 Edition.

REFERENCE BOOKS

1. Technical Communication, Principle and Practice by Meenakshi Raman & Sangeeta Sharma,Oxford University Press.
2. Communication skill by Sanjay Kumar & Puspa Lata, Oxford University Press. 2nd Edition.
3. Business Communication Today by Courtland L Bovee and Thill, Pearson

French- II	
Course Code: 21FRUG201	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Type: Core

COURSE OBJECTIVES

1. To Demonstrate an elementary knowledge of French sentence structure through speaking and writing
2. To develop the language proficiency required to communicate effectively in French
3. To form a sound base of the skills, language and attitudes required for progression to work or further study, either in French or another subject area.
4. To develop awareness of the nature of language and language learning.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Speak, read and write short, simple texts.
2. Develop fluency in reading and writing.
3. Use language creatively and spontaneously.
4. Know the culture of the countries where the French language is spoken.

MAPPING MATRIX OF COURSE OBJECTIVES (COs) & COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT-I

SUJETS

La France, Le Fromage, le vin, Les saisons, Les recettes, Indiquer le chemin, Demander la direction, Donner des indications, Le corps, Les éléments du passé, une journée typique

UNIT-II

GRAMMAIRE

La négation, L'impératif, Le passé récent, Le future, Le passé composé, L'imparfait, Les nombres ordinaux

UNIT-III

Traduction

Les vêtements, Les animaux, Parler de prix, Le corps, Vocabulaire de la gare et du train, Le voyage, Les achats
Les Prépositions, L'interrogation

UNIT-IV

Contes

La Corriveau (Tradition orale), le joueur de flute de Hamelin , l'oiseau d'or

UNIT-V

L'expression d'orale

Les étudiants écrivent le petit paragraphes sur les sujets en utilisant les expression et le temps comme ma maison, ma famille.

TEXT BOOKS

1. Version Originale – 1 Livre de l'élève: Monique Denyer, Agustin Garmendia, Marie-Laure Lions Olivieri, Editions Maisons des Langues, Paris

SUGGESTED READINGS

1. Nathan verbs conjugation , Le Robert Nathan, Paperback
2. Larrouse French to English Dictionary, Larrouse, Paperback
3. Le Nouveau Sans Frontiers, Vol. 1, P. Dominique, J. Girardet et al, Cle International, Paris.
4. Alter Ego Part 1
5. Echo Part 1

German- II

Course Code: 21FLGR201	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Type: Core

COURSE OBJECTIVES

1. Students will demonstrate their ability to recognize, identify, extract and/or differentiate key information conveyed in spoken announcements, instructions, and in interactions between native speakers on familiar topics.
2. Students will demonstrate effective speaking and listening skills in German on informal and some formal topics related to personal, professional, academic, and leisure activities
3. To develop awareness of the nature of language and language learning

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Speak, read and write short, simple texts.
2. Develop fluency in reading and writing.
3. Use language creatively and spontaneously
4. Get awareness of cross-cultural and intercultural difference.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				

COURSE CONTENTS

UNIT-I

THEMEN

Einkaufen, Tagesablauf, Lebenslauf , Nach dem Weg fragen, Wegbeschreibungen, Der Körper, Ereignisse der Vergangenheit erzählen, Landeskunde

UNIT-II

GRAMMATIK

Trennbare und untrennbare Verben, Dativ , Modalverben, Präteritum von sein, haben, Perfekt

UNIT-III

DEUTSCHE GESCHICHTE UND ÜBERSETZEN

Blinder Passagier, Unheimliches im Wald, Guten Tag Berlin , Kurze Text übersetzen

UNIT-IV

KOMPOSITION

Themen zum schreiben wie Deutschland und Delhi, was haben Sie am wochenende gemacht, Traummann/Traumfrau

UNIT-V

MÜNDLICHER AUSDRUCK UND LERNEN MIT VIDEOS

Sprechen über die Stadt, Das Haus, Meine Familie, Extra German (videos)

TEXT BOOKS

1. Tangram aktuell 1 (Lektion 1-4 Kursbuch + Arbeitsbuch, Lektion 5-8 Kursbuch + Arbeitsbuch, Übungsheft)

SUGGESTED READINGS

1. Wolfgang Hieber: Lernziel Deutsch, Teil 1. Max Hueber Verlag
2. Korbinian Braun, u.a.: Deutsch als Fremdsprache IA, Grundkurs. Ernst Klett Stuttgart
3. Rolf Brüseke: Starten Wir! A1. München: Hueber Verlag
4. Deutsche Sprachlehre für Ausländer – Schulz Griesbach Grundstufe in einem Band

WEBSITE PAGES

1. <https://www.nthuleen.com/teach.html>

Effective Communication Skills

Course Code: 21SS251	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: Basic English	Course Type: Skill Enhancement

Training Objectives (TO): -

TO1. To define and understand communication and its process.

TO2. To make students practice on communication skills via LSRW approach via instructing, engaging, assessing and re engaging.

TO3. To enhance the confidence and motivation of students by honing their communication skills.

Training Learning Outcomes (TLO): -

After the completion of the training, the student will have ability:

TLO1. To communicate effectively and interact with people with confidence.

TLO2. To demonstrate and differentiate between various forms of communication.

TLO3. To apply effective communication skills confidently which students need to get ahead in job and life.

Mapping Matrix of Training Objectives (TO) & Training Learning Outcomes (TLO)

TRAINING LEARNING OUTCOMES (TLO)	TLO1	TLO2	TLO3
TRAINING OBJECTIVES (TO)			
TO1			
TO2			
TO3			

Unit	Course Contents	Student Engagement Activity
Unit-I	Verbal Communication Skills <ul style="list-style-type: none"> Communication Process & its importance 7 C's of Communication Formal & Informal Conversation Requirements of effective verbal communication 	Conversation Cards Activity
Unit-II	Non Verbal Communication Skills <ul style="list-style-type: none"> Importance of non verbal skills in effective communication Types of non verbal (body language) skills Barriers to non verbal communication 	Power of Body Language Activity
Unit-III	Listening Skills <ul style="list-style-type: none"> Role of listening skills in effective communication Barriers to listening Overcoming listening barriers Empathetic listening & avoiding selective listening 	Chinese Whisper Activity

Unit-IV	Reading Skills <ul style="list-style-type: none"> • Role of reading skills in effective communication • Types of reading strategies to enhance improve reading skills • Comprehension skills 	The What IF Activity
Unit-V	Writing Skills <ul style="list-style-type: none"> • Role of writing skills in effective communication • Types of written communication • Advantages & Disadvantages of written communication 	The What IF Activity
Unit- VI	Visual Communication <ul style="list-style-type: none"> • Types of visual communication • Importance of visual communication • Picture narration/description technique 	Interpret The Picture Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Suggested readings	<i>Personality Development & Communication Skills-I</i> by C B Gupta: Scholar Tech Press, 2019.

Pedagogy

- The training will be based on the concept of learning by practice.
- The training will involve 30% of the training time on briefing and demonstration & the remaining 70% will be focussing on student's engagement in training activities.
- The training will follow a circular approach where students are engaged, evaluated, given feedback and then re engaged.

**Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for
Effective Communication Skills Course**

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Verbal Communication Skills	Speech Activity	15	Written Test	10
2	Non Verbal Communication Skills	Role Play	15		
3	Listening Skills	Oral Assessment	10		
4	Reading Skills		10	Viva	20
5	Written Skills	Written Assignment	10		

Sustainable Growth & Development

Course Code:21ESUG202	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basics understanding of environment and natural ecosystems	Course Category: Open Elective

COURSE OBJECTIVES

1. To have an increased awareness among students on issues in areas of sustainability.
2. To understand the role of engineering and technology within sustainable development.
3. To know the methods, tools, and incentives for sustainable product-service system development.
4. To establish a clear understanding of the role and impact of various aspects of engineering and engineering decisions on environmental, societal, and economic problems.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop an awareness about our environment and elicit collective response for its protection.
2. Understand the different types of environmental pollution problems and their sustainable solutions.
3. Work in the area of sustainability for research and education.
4. Have a broader perspective in thinking for sustainable practices by utilizing the engineering knowledge and principles gained from this course

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit I

Basics of Sustainable Development & Natural Resources:

Environment, ecology and economy; Economics of natural resources; Resource taxonomy, Resource scarcity; Managing exhaustible and renewable resources; Natural environment as a natural resource; Irreversibility and uncertainty in environmental processes; Concept of sustainable development and intergenerational justice; Indicators of sustainability; Goals of Sustainable Development (SDGs), Sustainable development – a critical assessment of past and present view.

Unit II

Climate Change & Sustainable Development

Introduction to energy economics; Energy- environment interactions; Options to address energy related environmental problems-Regulatory approach to environmental management, economic instruments for pollution control, Assessment and selection of instruments, nuclear energy and climate change; Promises and

limits of bioenergy; Economics of climate change; Alternative options to cope with global warming - Generic options, National policy options, Emissions trading scheme (ETS) of the EU; International climate change agreements- UNFCCC, The Kyoto Protocol.

Unit III

Corporate Social Responsibility (CSR) & Sustainable Development: Environmental Corporate Social Responsibility- Introduction, concept, linkages to development Growth of CSR-historical & contemporary perspectives, National & International scenario Factors influencing growth of CSR in societies ideological, socio-economic, legal & environmental perspectives Government initiatives for promoting CSR Impact of globalization & liberalization on CSR initiatives. Ethical philosophy, corporate reputation, the Gaia hypothesis Environmental sustainability & CSR-redefining sustainability, the Brundtland report & critique, distributable sustainability, sustainability & the cost of capital CSR.

Unit IV

Applied Field of Sustainability: Environment Laws: Environment Protection Act; Air Sustainability- need and concept, challenges, Environment acts and protocols, Global, Regional and Local environmental issues, Natural resources and their pollution, Carbon credits, Zero waste concept ISO 14000, Life Cycle Analysis, Environmental Impact Assessment studies, Sustainable habitat, Green buildings, green materials, Energy, Conventional and renewable sources, Technology and sustainable development, Sustainable urbanization, Industrial Ecology.

TEXT BOOKS

1. Bhattacharya R.N., Environmental Economics. 2002, Oxford University Press
2. Bhattacharya, S.C., Energy Economics. 2011, Springer, London
3. Biswas, A.K. Anand Tortajada, Cecilia, Appraising Sustainable Development, 2005. Oxford University Press.
4. Zaleski C.P and Meritet Sophie, Nuclear energy and climate changel in, 2011.

SUGGESTED READINGS

1. Sengupta Ramprasad., Ecology and Economics: An Approach to Sustainable Development. 2002, Oxford University Press: New Delhi
2. Kolstad, Charles, D., Environmental Economics. 2010, Oxford University Press

Live Project	
Course Code: 21BBAP207	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Type: Live Project

COURSE OBJECTIVE

1. It aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respective to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre- defined objectives.
3. Confront with numerous compliances concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT:

The project sequence focuses on “Idea to marketplace” and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.

DATA ANALYTICS FUNDAMENTALS

Course Code: 19BBB1205	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES

1. To think about analytical problems and examine the process by which data enables analysis & decision making
2. To get to gather, describe, and analyze data, and use advanced statistical tool.
3. To introduce IBM Cognos Analytics and its position within an analytics solution.
4. To enable students to have skills that will help them to solve complex real-world problems in for decision support.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various components of computer system and Information technology applications in business.
2. Gain knowledge of the scope and application of data analysis.
3. Understand and develop analytical approach to a business problem.
4. Acquire knowledge of IBM Cognos in preparing business models.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of Data Analytics

Introduction to Data Analysis, key concepts in Data Analytics, impact on accounting, Data Analytics Benefits Decision-Making, Analytical Organizations – Structures, Data Governance, Data Privacy, Data Quality, cost reduction factor, History of analytics and Business Intelligence, ETL process, Business Requirement, explain how the data is captured by source systems and stored using both traditional and emergent technologies like Big Data and the Cloud.

Unit-II

Orientation of Data

Introduction to Datawarehouse, architecture of Datawarehouse, Data Sources, data sampling, types, Precalculation , Visualization, Statistical interpretation of Data, Qualitative and Quantitative Data, types of data , Data Extraction Using SQL SQL overview, Aggregating and Sorting Data in SQL, Extracting Data from Multiple Tables10m, Stacking Data with UNION Commands, Extending SQL Queries Using Operators, Using SQL Subqueries, DML, DDL, DQL, Data Storage and Databases

Unit-III

Analytics Overview

Types of Analytics, Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analysis, Case Study, Customer Analytics, Data Understanding, Data Preparation, Modelling, Latest Trends in Data Analytics, Automated Machine Learning, Introduction to IBM Cognos, architecture of IBM Cognos, reporting tool, dashboards, AI integrated implementation

Unit-IV

Emerging Trends in Data Analytics and Business Intelligence

Introduction to Business Intelligence, Business value of Business Intelligence, Challenges of Business Intelligence, insights using IBM Cognos, Barriers to Business Intelligence, Business Intelligence in Marketplace, Business Intelligence Tools and Technologies. Use Cases: Client analysis, credit risks, banking/finance perspective, etc.

TEXT BOOKS

1. IBM Course Material.
2. The Elements of Data Mining, Statistical Learning, Inference, and Prediction, Robert Tibshirani, Trevor Hastie, Jerome Friedman.

SUGGESTED READINGS:

1. Probability & Statistics for Engineers & Scientists, Ronald E. Walpole, Raymond H. Myers, Sharon L. Myers, and Keying Ye
2. Data Mining and Analysis, Mohammed J. Zaki, Wagner Meira
3. Big Data: A Revolution That Will Transform How We Live, Work, and Think

Semester III

Introduction To Supply Chain Management

Course Code: 21BBA301	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To expose the students to the role of integrated service providers and identify types of supply chain integration agreements
2. To equip students to Discuss the role of customer service in supply chain management.
3. Students are Introduced to different jobs in the various sectors of the supply chain management industry.
4. To make students to Identify the components of a supply chain, and the resources and planning involved in managing a supply chain.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Describe the importance of forecasting, planning, and scheduling
2. Explain procurement planning, inventory control and planning, and safe and efficient storage methods.
3. Describe the different modes of transportation and the functions of transportation management.
4. Describe the role of manufacturing and the types of production systems

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Development of SCM Basic concepts key decision areas – strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

Unit-II

Sourcing strategy

Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

Unit-III

Distribution strategy

Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging. Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.

Unit-IV

Inventory Strategy

Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation.
Warehouse design and operations – inventory norms.

TEXT BOOKS

1. Sahay B.S., Supply Chain Management: For Global Competitiveness, 2nd Ed. (2015), McMillan India Pvt. Ltd., New Delhi.
2. Bowon kim, Supply chain management, 3rd edition (2018), Cambridge university press.
3. Sunil Chopra and Vir kalra, Supply Chain Management: Strategy, Planning, and Operation, 7th edition (2018), Pearson.

SUGGESTED READINGS

1. S. Chopra and P. Meindl, Supply Chain Management, 6th edition (2016), Pearson
2. Nicoleta Tipi, Supply chain analytics and modelling, 1st edition (2021), Kogan page

Fundamentals of Financial Management

Course Code: 21BBA302	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. The course aims to acquaint students with complexities and issues pertaining to financial management.
2. The course aims to equip the students with analytical tools and techniques for sound capital budgeting decisions.
3. The course aims to acquaint students with various financing decisions.
4. The course aims to acquaint students with dividend decisions.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of financial management.
2. Analyse long term investing decisions.
3. Analyse issues relating to various financing decisions.
4. Scrutinize dividend policy decisions.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Financial Management: Finance and related disciplines; objectives of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance managers– Financial decisions; Concept of Time Value of Money, present value, future value, and annuity.

Unit-II

Capital Budgeting Decision

Meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Payback period, Discounted payback period, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index.

Unit-III

Financing Decision

Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital. Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; combined leverage.

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach,

Unit-IV

Dividend Decision

Dividend policy, Walter's model, Gordons's dividend growth model, M.M irrelevance doctrine, practice in industry, Interdependence of investment, financing and dividend decisions.

TEXT BOOKS

1. Goel, S., Financial Management Practices in India, 1st edition (2017), United Kingdom: Taylor & Francis.
2. M.Y. Khan & P.K. Jain, Financial Management: Text, Problems and Cases, 8th edition (2018), McGraw-Hill Education.
3. Chandra, P., Financial Management. India, 9th edition (2017), McGraw-Hill Education (India) Pvt Limited.

SUGGESTED READINGS

1. Eun, Cheol, S. & Resnick, Bruce, G., International Financial Management, 7th Edition (2014)., Tata McGrawHill
2. Pathak Bharti, Financial Management, 5th Edition. (2018). India, S CHAND & Company Limited.

Entrepreneurship	
Course Code: 21BBA303	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To disseminate knowledge about basics of entrepreneurship and forms of ownerships.
2. To enlighten students regarding relevance of creativity and innovation from entrepreneurship point of view.
3. To give clarity to students regarding family business and its components.
4. To explain various sources of finance for an entrepreneurial venture.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand basics of entrepreneurship and different types of ownerships.
2. Grasp relevance of creativity and innovation and its application in a business.
3. Acknowledge family business and its components.
4. Explore various sources of raising finance for entrepreneurial venture.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Entrepreneurial Management

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit-II

Entrepreneurship, Creativity and Innovation

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity. Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs

Unit-III

Family Business and Entrepreneurship

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business, Encouraging change in the family business system.

Unit-IV

Financing the Entrepreneurial Business

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital. Practical: Preparation of business proposal (blue print of business startup) and presentation of the same in departmental Committee.

TEXT BOOKS

1. Burns, Entrepreneurship and small business, 4th edition (2016), New Jersey: Palgrave.
2. Norman M. Scarborough, Essentials of entrepreneurship and small business management, 9th edition (2018), Pearson.
3. Hisrich, R., & Peters, M., Entrepreneurship, 11th edition (2020), New Delhi: Tata McGraw Hill.

SUGGESTED READINGS

1. Khandwalla, P., Corporate creativity, 7th edition (2017), New Delhi: Tata Mc. Graw Hill.
2. Mullins, J., New business road test, 4th edition (2013), New Delhi: Prentice Hall.

Business Environment	
Course Code: 21BBA 304	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: General and Environmental Related

COURSE OBJECTIVES

1. The purpose of this course is to introduce students with the preliminary concepts of Business Environment.
2. Diagnosing Economic Environment for a business and ways to manage it.
3. This course is designed for students aiming to understand socio-cultural environment that is impacting a business unit.
4. This course highlights insights of political, natural and technological environment which is impacting a business unit.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate an understanding of the all types of environments impacting a business.
2. Understand Economic policies so impacting a business unit and understanding all spheres of an economic environment.
3. Gain knowledge on culture and globalization while making the students learn demographic environment.
4. Understand the dynamics of legal environment and impact of technology on a business.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit I

An overview of Business Environment

Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.

Unit II

Economic Environment

Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection

Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III

Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure

Unit IV

Political, Natural and Technological Environment

Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention, Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, Management of technology; Features and Impact of technology.

TEXT BOOKS

1. Francis Cherunilam, Business Environment, 25th edition (2017), Himalaya Publishing House.
2. K. Aswathappa, Essentials of Business environment, 15th edition (2015), Himalaya Publishing House.
3. Shaikh Saleem, Business environment, 4th edition (2020), Pearson.

SUGGESTED READINGS

1. Andrew Harrison, Business environment, 2nd edition (2013), Oxford University Press
2. Paul Wetherly & Dorron otter, The business environment, 3rd edition (2018), Oxford University Press

E-Commerce And Internet	
Course Code: 21BBA305	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: General and Environmental related

COURSE OBJECTIVES

1. To understand the concept and various types of E-Commerce business.
2. To learn the different types of technology and its security in E-Commerce Business.
3. To make understanding of strategies for making web presence for Products and Brands.
4. To learn the basic evolution of Internet technology and its development in India.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamental concept and competitive advantage of E-Commerce business types.
2. Learn the various technology and security implementation and maintenance in E-Commerce Business.
3. Understand the product and brand presence strategies of e-commerce on websites worldwide.
4. Learn the Induction of Internet technology and electronic payment system in Indian context.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of E-Commerce

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C, Transaction cost and role of E-Commerce.

Unit-II

Technology in E-Commerce

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, Client – Server – Emerging Client Server – World Wide Web as the architect – Web background Hypertext publishing – Technology behind web – security threats – network security – data and message security and the web.

Unit-III

E-Commerce Development Strategies

Strategies for Making – sales and promotion – creating an effective web presence – identifying and reaching customers – creating and maintaining brands on the web – Business models for selling on the web.

Unit IV

Evolution of Internet Technology

Internet technology: concept, history and development in India, Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH.

TEXT BOOKS

1. Laudon, K. C., E-Commerce: business, technology, society, 15th edition (2020), Pearson
2. Dave Chaffey, E- commerce & E- business management, 4th edition (2015), Pearson College Div.
3. Murthy, CSV, E-Commerce, 6th edition (2015), Himalaya Publications

SUGGESTED READINGS

1. P.T. Joseph, E-commerce an Indian perspective, 6th edition (2019), PHI Learning Pvt. Ltd.
2. David whitely, E- commerce, 5th edition (2017), McGraw Hill Education.

E-Commerce And Internet (P)	
Course Code: 21BBA305 P	Continuous Evaluation: 40 Marks
Credits: 1	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of Computer and Internet Technology	Course Category: General and Environmental related

COURSE OBJECTIVES

1. To understand the mechanism of placing an order on an E-Commerce website.
2. To learn the security threat protection in E-Commerce Business.
3. To learn the strategies for making an effective web presence of E-commerce websites.
4. To learn the basic applications of Internet technology.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the mechanism of placing an order in E-Commerce and its business types.
2. Learn the various technology and security implementation and maintenance in E-Commerce Business.
3. Apply the effective web presence strategies of e-commerce websites.
4. Understand the application of Internet technology and electronic payment system in the Indian context.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

List of Experiments

1. Place the orders on an E-commerce website
2. Operations of various E-commerce websites like B2B,B2C, C2C, C2B, G2C
3. Adding the product to the e-commerce website
4. Using the World Wide Web
5. Protection of E-commerce Website from security threats
6. Creating an effective web presence
7. Business models for selling on the web.
8. Adding the money to the E-wallet
9. Internet payment systems on an E-Commerce website
10. Applications of Internet technology

TEXT BOOKS

1. Laudon, K. C., E-Commerce: business, technology, society, 15th edition (2020), Pearson Publication.
2. Dave Chaffey, E- commerce & E- business management, 4th edition (2015), Pearson Publication.
3. Murthy, CSV, E-Commerce, 6th edition (2015), Himalaya Publications .

SUGGESTED READINGS

1. P.T. Joseph, E-commerce an Indian perspective, 6th edition (2019), PHI Learning Pvt.Ltd.
2. David whitely, E- commerce, 5th edition (2017), McGraw Hill Education

Environmental Studies	
Course Code: 21BBA306	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: General and Environmental Related

COURSE OBJECTIVES

1. To develop an understanding of the concept, scope and importance of environmental Studies
2. To develop knowledge and awareness about natural resources and understanding to improve the environment.
3. To develop awareness of Biodiversity, Ecosystem, Natural resource conservation and sustainable development.
4. To understand the environmental pollution and prevention and to aware about the contemporary issue of climate change

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. To develop an awareness about our environment and elicit collective response for its protection.
2. To know and analyze the physical, chemical, and biological components of the earth's systems and their function.
3. To develop an understanding about cause of Environmental pollution and prevention.
4. To develop an understanding about natural resources, Climate change and sustainable development

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1	√		√	√
CO2		√		
CO3		√	√	
CO4			√	√

COURSE CONTENTS

Unit 1 Introduction to environmental studies

Multidisciplinary nature of environmental studies, Scope and importance; Concept of sustainability and sustainable development.

Unit II Ecosystem

What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems : a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).

Unit III Natural Resources: Renewable and Non-renewable Resources

Land resources and land use change; Land degradation, soil erosion and desertification. Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity, and tribal populations. Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state). Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies

Unit IV Biodiversity and Conservation

Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots. India as a mega-biodiversity nation; Endangered and endemic species of India. Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Unit V Environmental Pollution

Environmental pollution: types, causes, effects, and controls; Air, water, soil and noise pollution, nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste, Pollution case studies

Unit VI Environmental Policies & Practices

Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture, Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD). Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context

Unit VII Human Communities and the Environment

Human population growth: Impacts on environment, human health, and welfare, Resettlement and rehabilitation of project affected persons, case studies, Disaster management: floods, earthquake, cyclones, and landslides Environmental movements: Chipko, Silent valley, Bishnoi's of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. • Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Unit VIII Field Work

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems-pond, river, Delhi Ridge, etc.

Text Books

1. Environmental Studies from crisis to cure, by R. Rajagopalan, 3rd edition, Oxford Higher Education
2. Kurian Joseph & R. Nagendran, "Essential of Environmental Studies" "Pearson Education, 2004.
3. Environmental Studies for Undergraduate Courses by Erach Bharucha, UGC New Delhi

Reference Books

1. Dara S.S., A Text Book of Environmental Chemistry and pollution control, S.Chand &Company Ltd., New Delhi, 2004.
2. Jeyalakshmi.R, Principles of Environmental Science, 1st Edition, Devi Publications,Chennai 2006.
3. Kamaraj.P & Arthanareeswari. M, Environmental Science – Challenges and Changes, 1stEdition, Sudhandhira Publications, 2007.
4. Arivalagan.K, Ramar.P & Kamatchi.P, Principles of Environmental Science, 1st Edition,Suji Publications, 2007

Professional Ethics And CSR

Course Code: 21BBA307	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Convergence Course

COURSE OBJECTIVES

1. Providing the students, the understanding of ethical issues related to business and good governance necessary for long term survival of business.
2. Make the students clearer about the importance of ethics in business and practices of good corporate governance
3. To understand the Concept and Need of Social responsibility and define the concept of business ethics and state the elements of business ethics.
4. Obtain an understanding of identify the social responsibility towards different interest groups; analyses the relationship between business and environmental protection.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explore the relationship between ethics and business across different cultural traditions
2. Apply and connect with the relationship between ethics, morals and values in the workplace
3. Discuss the moral and social responsibility dimensions of corporate governance.
4. Describe models of CSR in India

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Ethics

Business Ethics: Nature, scope and purpose of ethics, Importance of Ethics & Moral standards; Ethics & Moral Decision Making, Ethical Principles in Business, Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Unit-II

Indian Ethos & Professional ethos

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain. Holistic Approach for Managers in Decision

Making, Professional ethos and code of professional ethics Human Values, Different meaning of human values: foundational human values – freedom, creativity, love and wisdom, Nature of Human freedom.

Unit-III

Corporate Social Responsibility

Meaning & Basics of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

Unit-IV

International CSR

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

TEXT BOOKS

1. S.S. Iyer, Managing for Value. 3rd edition (2019), New Age International Publishers.
2. S.K. Bhatia, Business Ethics and Managerial Values, 6th edition (2013), Deep & Deep Publications Pvt.Ltd.
3. Velasquez, Business Ethics – Concepts and Cases, 6th Ed.(2006), Prentice Hall.

SUGGESTED READINGS

1. Manuel G. Velasquez, Business ethics, 17th edition (2016), Pearson education india.
2. Jeremy moon, Corporate social responsibility, (2014), OUP Oxford

Indian Constitution and Polity

Course Code: 22OE460	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Open Elective

COURSE OBJECTIVES

1. To acquaint the students with legacies of constitutional development in India and help them to understand the most diversified legal document of India and philosophy behind it.
2. To make students understand the detailed analysis and importance of Fundamental Rights, their relationship with Directive Principles and the significance of Fundamental Duties.
3. To acquaint the students with the way social, political and economic justice could be realized.
4. To acquaint the students with the basic postulates of constitutional framework regarding the organization, powers and functions of the various organs of the State.
5. To channelize students' thinking towards basic understanding of the legal concepts and its implications for engineers.
6. To acquaint students with latest intellectual property rights, relating to patent & copyright and innovation environment with related regulatory framework.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify and explore basic concepts in the Constitution and understand their applicability & scope and the importance of the role of judiciary in ensuring checks and balances.
2. Differentiate different aspects of Indian Legal System and its related bodies
3. Appreciate the critical Interface between fundamental Rights and directive principles of state policy and apply the rationale to emerging issues and challenges.
4. Know about the enforcement remedies available under the Constitution of India
5. Apply Intellectual Property Law principles to real problems and analyse the social impact of Intellectual Property Law and Policy
6. Apply the very dynamics of IP Law to the individuals, MNC's and other possible stakeholders.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)					
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5	CLO 6
CO1						
CO2						
CO3						
CO4						
CO5						
CO6						

COURSE CONTENTS

Unit-I

- Meaning of the Constitution, Constitutional Law and Constitutionalism, Historical Background of the Constituent Assembly, Government of India Act of 1935 and Indian Independence Act of 1947, Enforcement of the Constitution

- Indian Constitution and its Salient Features
- The Preamble of the Constitution
- Federal Nature of the Constitution
- Parliamentary System

Unit-II

- Fundamental Rights:
 - Right to Equality (Articles 14 to 18)
 - Right to Freedom (Articles 19 to 22)
 - Right against Exploitation (Articles 23 to 24)
 - Right to Freedom of Religion (Articles 25 to 28)
 - Cultural and Educational Rights (Articles 29 to 30)
- Directive Principles of State Policy (Article 36-51)
- Fundamental Duties (Article 51 A)

Unit-III

- Powers and Functions of the President and the Prime Minister (Articles 52-62, 74-78)
- Powers of Indian Parliament: Functions of Rajya Sabha, Functions of Lok Sabha
- Centre-State Relations (Article 245-293) (Briefly refer Disaster Management Act 2005)
- Judiciary – Supreme Court: Appointment of Judges, Judicial Review, Writ jurisdiction (Article 32, 124, 126) Functions of High Court and Subordinate Courts (Article 217, 224, 226, 233)
- Amendment of the Constitution: Powers and Procedure (Article 368)

Unit-IV

- Regulation to Information- Introduction, Right to Information Act, 2005
- Information Technology Act, 2000
- Intellectual Property Laws: Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

TEXT BOOKS

1. Subhash C. Kashyap: Our Constitution: An Introduction to India's Constitution and constitutional Law, (2018), NBT.
2. M.P. Jain, Indian Constitutional Law, 8th Edition (2018), Lexisnexis.
3. J.N. Pandey, Constitutional Law of India, latest Edition (2020), Central law Publication.

SUGGESTED READINGS:

1. V.K. Ahuja: Law Relating to Intellectual Property Rights, 3rd Edition (2017), Lexisnexis.
2. Brij Kishore Sharma: Introduction to the Indian Constitution, 8th Edition (2017), PHI Publication.
3. H.M. Seervai, Constitutional Law of India, 4th Edition (2008), Universal Law Publishing Co. Pvt. Ltd.

Teamwork & Interpersonal Skills

Course Code: 21SS352	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: Skill Enhancement

Training Objectives (TO):-

- TO1. To make the students learn & demonstrate effective team work, leadership & interpersonal skills.
- TO2. To equip the students with capability of handling stress and utilisation of work time effectively.
- TO3. To make the students understand the importance and application of Emotional Quotient, Critical Thinking & Problem-Solving Skills.

Training Learning Outcomes (TLO): -

After the completion of the training, the students will have ability:

- TLO1. To be confident working in a team and leading it as well.
- TLO2. To categorise the work and achieve expected performance within the time frame & will be able to adapt himself to work under various kinds of stress and re-energise himself to bounce back from such situations.
- TLO3. To get benefitted from Emotional Quotient in building stronger professional relationships and achieving career and personal goals.
- TLO4. To face complex problems and effectively deal with it in the job due to Critical Thinking & Problem Solving Skills.

Mapping Matrix of Training Objectives (TO) & Training Learning Outcomes (TLO)

Training Learning Outcomes (TLO) Training Objectives (TO)	TLO1	TLO 2	TLO 3	TLO 4
TO1				
TO2				
TO3				

Unit	Course Contents	Student Engagement Activity
Unit - I	Team Management <ul style="list-style-type: none"> Team communication & team conflict resolution Role of a team leader Team goal setting & understanding team development Team dynamics & multicultural team activity Johari Window Model 	Collaborative Working Game Activity
Unit- II	Time Management <ul style="list-style-type: none"> Time management matrix Pareto Principle (80/20 rule) Development process of plan of action 	What You Did Yesterday Activity

Unit-III	Leadership <ul style="list-style-type: none"> • Difference between leadership & management • Types of leadership style • Core leadership skills 	Lead The Blindfolded Activity
Unit-IV	Stress Management <ul style="list-style-type: none"> • Sign of stress & its impact • Types of stress • Techniques of handling stress 	Keeping Cool Activity
Unit - V	Emotional Intelligence <ul style="list-style-type: none"> • Emotional intelligence & emotional competence • Components & behavioural skills of emotional intelligence 	Guess The Emotion Game Activity
Unit - VI	Critical Thinking <ul style="list-style-type: none"> • Types of thinking & Characteristics • Critical thinking standards • Barriers to critical thinking 	Think Pair Share Activity
Unit-VII	Problem Solving <ul style="list-style-type: none"> • Types of problems & its solutions • Problem solving process & tools 	Think Pair Share Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Suggested Readings	<i>Personality Development & Communication Skills-1</i> by C B Gupta: Scholar Tech Press, 2019. (ISBN No. – 9382209131)

Pedagogy

- The training will be based on the concept of learning by practice.
- The training will involve 30% of the training time on briefing and demonstration & the remaining 70% will be focussing on student's engagement in training activities.
- The training will follow a circular approach where students are engaged, evaluated, given feedback and then re engaged.

**Internal (Continuous Assessment & Evaluation) & End Term
(Assessment & Evaluation) for Teamwork & Interpersonal Skills**

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Team Management	Role Play / Group Activity	10	Written Test	10
2	Time Management		10		
3	Leadership		10		
4	Stress Management	Assignment	10	Viva	20
5	Emotional Intelligence	Written Test	10		
6	Critical Thinking		10		
7	Problem Solving	Case Story Telling	10		

Live Project	
Course Code: 21BBAP308	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Live Project

COURSE OBJECTIVE

1. It aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respective to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre-defined objectives.
3. Confront with numerous compliances concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT:

The project sequence focuses on "Idea to marketplace" and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.

DATA ENGINEERING FOR ANALYTICS

Course Code: 19BBB1301	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES

1. To provide an overview of an exciting field of big data analytics
2. Develop an understanding of the complete open-source Hadoop ecosystem and its near-term future direction
3. To introduce the tools required to manage and analyze big data like Hadoop, NoSQL MapReduce and Obtain information about HBase and Hive services by using the Ambari Web UI
4. To teach the fundamental techniques and principles in achieving big data analytics with scalability and streaming capability and enable to have skills that will help to solve complex real-world problems in decision support.
5. Generate insights from multiple data sources by using IBM Watson Studio

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various storage components of big data tools in business.
2. Gain knowledge of data processing
3. Acquire knowledge of Hadoop and Hive
4. Understand the Complexity of Real Time data and be able to resolve it.
5. Acquire knowledge of DB2 and Watson studio

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

COURSE CONTENTS

Unit- I

Introduction to Big Data

Explain what Big Data is, Describe the complete open-source Hadoop ecosystem and its near-term future directions , Describe the major challenges of data , Explain how the growth of interconnected devices contributes big data , List real-life examples of Big Data , List the types of Big Data , Identify Big Data use cases , Describe the evolution from traditional data processing to big data processing, Describe the functions and features of HDP, List the IBM added value components., Describe the purpose and benefits of each added value component. Explain the basic need for a big data strategy in terms of parallel reading of large data files and inter node network speed in a cluster. , Describe the nature of the Hadoop Distributed File System (HDFS, Explain the function of NameNode and DataNode in a Hadoop cluster., Explain how files are stored and blocks (splits) are replicated.

Unit- II

Data processing with different Hadoop Tools

Describe the Map Reduce programming model, Describe Hadoop v1 and MapReduce v1 and list their limitations, Describe Apache Hadoop v2 and YARN, Compare Hadoop v2 and YARN with Hadoop v1. Explain the nature and purpose of Apache Spark in the Hadoop ecosystem, Describe the architecture and list the components of the Apache Spark unified stack,

Describe the role of a Resilient Distributed Dataset (RDD), Explain the principles of Apache Spark programming, List and describe the Apache Spark libraries, Start and use Apache Spark Scala and Python shells, Describe Apache Spark streaming, Apache Spark SQL, MLib and GraphX, data file formats, including flat text files, CSV, XML, JSON, and YAML, List the characteristics of the four types of NoSQL data stores, Explain the storage used by HBase in some detail, List the characteristics of programming languages typically used by data scientists: R and Python.

Unit- III

Hadoop storage tools

Describe and create Hive schemas and tables, Identify and list the Hive and pig data types, Work with various hive DDLs

(data definition language)., Load data into hive tables following best practice, Describe file formats that are supported by

hive, Query hive tables by using various Data Manipulation Languages (DMLs), partitioning, bucketing. Hive and pig joins

Unit- IV

IBM Watson Studio

Explain what IBM Watson Studio is, identify industry use cases, List Watson Studio offerings, Create Watson Studio projects, Describe Watson Studio and the Apache Spark environment, describe Watson Studio and Cloud Object Storage, Prepare

and analyze data, Use Jupyter Notebooks. Describe Apache Spark environment options, List Watson Studio default Apache Spark environment definitions, create machine learning (ML) models with an Apache Spark runtime, Describe cloud storage and its features, Define various types of cloud storage (object storage, block storage, and file storage).

TEXT BOOKS

1. Gelman, Andrew, and Jennifer Hill. Data Analysis Using Regression and Multilevel/Hierarchical Models. 1st ed. Cambridge, UK: Cambridge University Press, 2006. ISBN:9780521867061.
2. Gelman, Andrew, John B. Carlin, Hal S. Stern, and Donald B. Rubin. Bayesian Data Analysis. 2nd ed. New York, NY: Chapman & Hall, 2003. ISBN:9781584883883
3. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data” by EMC Education Services
4. IBM Material

SUGGESTED READINGS

1. Analytics: Data Science, Data Analysis and Predictive Analytics for Business” by Daniel Covington.
2. Machine Learning for Big Data: Hands-On for Developers and Technical Professionals” by Jason Bell.

Data Engineering for Analytics LAB	
Course Code: 19BBB 1301	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite:	Course Category:

COURSE OBJECTIVES

1. To provide an overview of an exciting field of big data analytics
2. Develop an understanding of the complete open-source Hadoop ecosystem and its near-term future direction
3. To introduce the tools required to manage and analyze big data like Hadoop, NoSQL MapReduce and Obtain information about HBase and Hive services by using the Ambari Web UI
4. To teach the fundamental techniques and principles in achieving big data analytics with scalability and streaming capability and enable to have skills that will help to solve complex real-world problems in decision support.
5. Generate insights from multiple data sources by using IBM Watson Studio

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various storage components of Big data tools in business.
2. Gain knowledge of data processing
3. Acquire knowledge of Hadoop and Hive
4. Understand the Complexity of Real Time data and be able to resolve it.
5. Acquire knowledge of DB2 and Watson studio

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

COURSE CONTENTS

PRACTICE 1: Implement the following file management tasks in Hadoop: Adding files and directories

- Retrieving files
- Deleting files

PRACTICE 2: Overview of HDFS and Local System working and architecture and changing Default attribute.

PRACTICE 3: Run a MapReduce Operational Program using Java IDE on Hadoop

PRACTICE 4: Work with HBase using Java API.

PRACTICE 5: Execute some query to understand the Structure of bags in Hadoop.

PRACTICE 6 : Perform Data Manipulation Using Hive.

PRACTICE 7: To study the MYSQL commands involving data constraints and execute the queries using these commands.

PRACTICE 8: Implement Hbase commands with a data set.

PRACTICE9: Create Watson Studio projects, Apache Spark environment

PRACTICE 10: Create machine learning (ML) models with an Apache Spark runtime

Semester IV

Business Research Methods	
Course Code: 21BBA401	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of research	Course Category: Core

COURSE OBJECTIVES

1. To expose the students to the concepts of business research methodology.
2. To make students learn the tools and techniques of social research.
3. To train students to execute research in social sciences.
4. To make students understand how to write a report.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Get an overview of business research, its scope and approaches.
2. Learn by formulating the research problems and understanding the major research designs.
3. Determine data sources and develop understanding for data collection for business research.
4. Analyse data and report writing.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to BRM and Research Process

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem

Unit-II

Research Design and Data

Research Design: Exploratory, Descriptive, and Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data

Unit-III

Sampling and Data Presentation

Sampling: Sampling techniques, Probability and Non Probability. Sample selection criteria.
Preparation of graphs and charts

Unit-IV

Report Writing

Report Writing, Bibliography, references and appendix

TEXT BOOKS

1. Zikmund, Babin & Carr: Business Research Methods, 9th edition (2015), South-Western Publications House.
2. Naresh Malhotra – Marketing Research, 7th edition (2016), Pearson Publications.
3. Churchill: Marketing Research: Methodological Foundations, 8th edition (2016), Cengage Learning Publisher.

SUGGESTED READINGS

1. Cooper & Schindler: Business Research Methods, 12th edition (2015), McGraw-Hill Education.
2. Aaker, Kumar, Day - Marketing Research, 11th edition (2017), Wiley Publication.
3. Deepak Chawla and Neena Sondhi, 3rd edition (2016), Research Methodology, Vikas Publishing House.

International Business Management	
Course Code: 21BBA402	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To acquaint the students with the basic understanding of the concepts and theories of international business.
2. To Explain how the economic, political/legal, and financial environments affect international business operations.
3. To discuss the ethical issues confronting the international business community.
4. To understand the structure and strategies required for doing business globally.
5. To develop understanding of managing exposure while doing international business.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain the internationalization process.
2. Recognize the dynamic environment affecting doing international business.
3. Understand the importance of ethics and governance in doing business with different countries.
4. Analyse the types of strategies that can be formulated for gaining exposure internationally.
5. Assess the different types of exposure and its significance.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

COURSE CONTENTS

Unit I

Introduction to International Business

Introduction, Elements of International Business, Theories of International trade - mercantilism, Absolute advantage, Comparative advantage, Product life cycle theory and Porter's diamond model, Internationalization process and managerial implications; Multinational corporations and their involvement in international business; Issues in foreign investments.

Unit II

International Business Environment and Managing Exposure

Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment, Meaning and significance of economic exposure, Transaction exposure and translation exposure, techniques for managing economic exposure, transaction exposure and translation exposure.

Unit III

Ethics in International Business

Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs.

Unit IV

Strategy and Structure of International Business

The Organization of International Business, Strategy of International Business: multi-domestic strategy, trans-national strategy, Objectives of international strategies, Entry Strategy and Strategic Alliances.

TEXT BOOKS

1. Charles, E. Hill: International Business: Competing in the Global Marketplace, 12th edition (2018), McGrawHill/Irwin Publishing House.
2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business, 13th edition (2016), Chand Publications.
3. Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. International Business- Environment and operations. 11th edition (2016), Pearson education.

SUGGESTED READINGS

1. Alworth, Julian S. The Finance Investment and Taxation Decisions of Multinationals, London, 5th edition (2018), Basil Blackwell Publications.
2. Daniel, John D and Radebangh, Lee H International Business. 5th edition (2016), New York, Addison Wely Publications.

Human Resource Management	
Course Code: 21BBA403	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of general management	Course Category: Core

COURSE OBJECTIVES

1. To help the students to develop an understanding about the concepts and functions of human resource management.
2. To equip the students to learn about HR planning and related requirements.
3. To make students to get an understanding of recruitment and selection.
4. To communicate to the students about compensation and performance management and make them too understand
5. To impart knowledge on dimensions of managing human resource in the context of its global measures.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand HRM and the role of HRM in effective business administration.
2. Highlight the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.
3. Comprehend the role of recruitment and selection in relation to the organization's business and HRM objectives.
4. Develop an understanding of job-based compensation scheme and performance management system and appraisals and recognize the emerging horizons of HRM.
5. Implement tactics of human resource management showcasing global prospects.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

COURSE CONTENTS

Unit-I

Introduction to Human Resource Management and HRM Issues

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD- goals and challenges. The changing environment of HRM – globalization, cultural environment, changing skill requirement, HRM support for improvement Programmes, HRM issues in Indian Organizations, HRM in international context, Challenges of international HR managers; Green HRM; E-HRM

Unit-II

Human Resource Planning, recruitment and Selection

Human Resource Planning: Process, forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, recruitment, selection process, orientation process.

Unit-III

Training, Performance Management and career Planning

Training: Concept, Needs, Systematic approach to training, Methods of training. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview. Career planning: career anchors, career life stages.

Unit-IV

Compensation, Incentives and Employee Empowerment

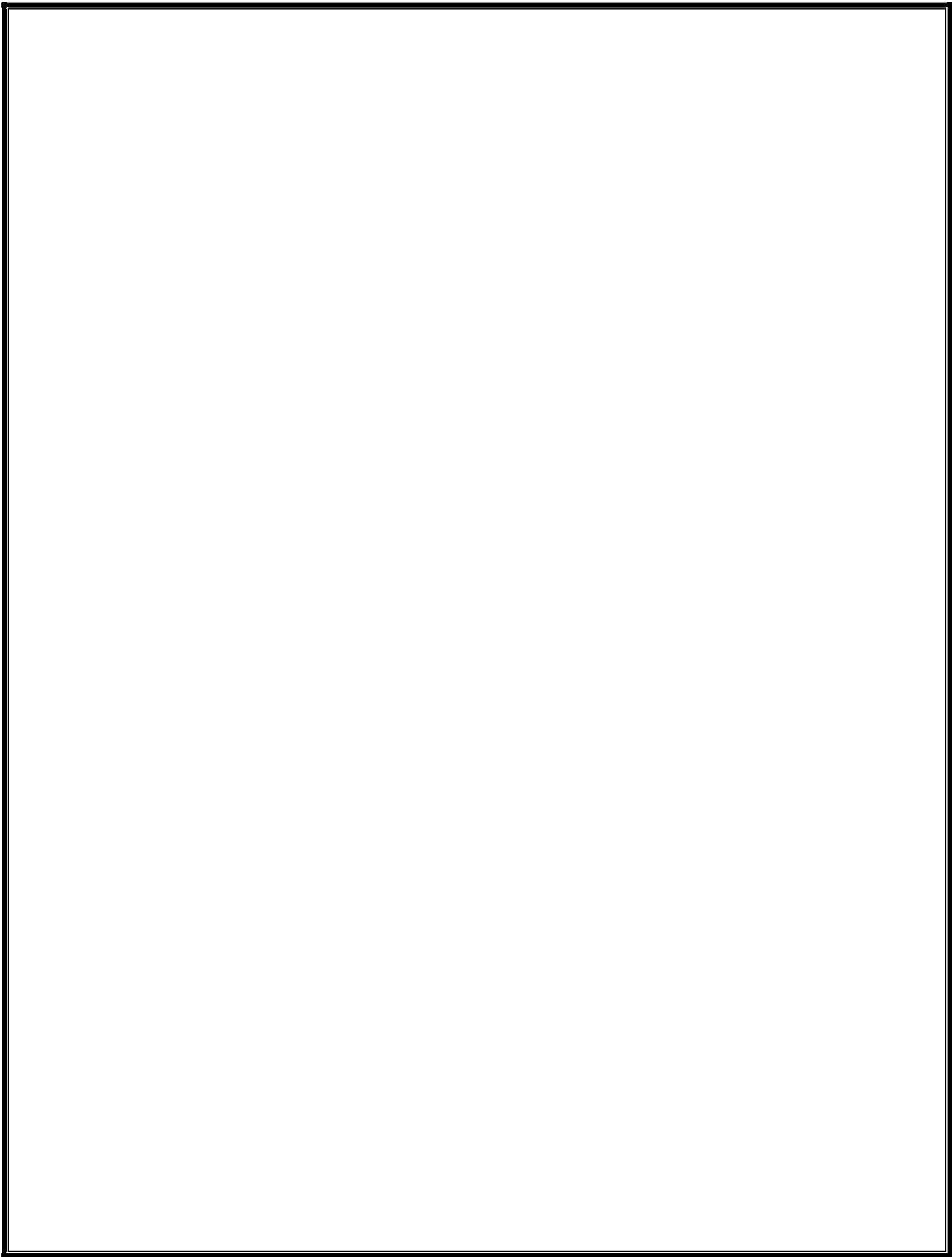
Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Employee empowerment, levels of empowerment, modes of empowerment.

TEXT BOOKS

1. Garry Dessler and BijuVarkkey, Fundamentals of Human Resource Management, 14th edition (2019), Pearson Publications.
2. K. Ashwathapa, Human Resource Management, 8th edition (2015), Himalaya Publications.
3. Jeffrey A Mello, Strategic HRM, 5th edition (2018), Cengage Learning Publishing House.

SUGGESTED READINGS

1. Uday Kumar Haldar & Juthika Sarkar, Human Resource Management, 1st edition (2012), Oxford Publications.
2. VSP Rao, Human Resource Management, 3rd edition (2007), Excel Books Publishing House.



Operations Management

Course Code: 21BBA404	Continuous Evaluation: 40 Marks
Credits: 2	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To develop an understanding of and an appreciation for the production and operations management function in any organization.
2. To understand the importance of productivity and competitiveness to both organizations and nations.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
4. To obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
2. Understand the roles of inventories and basics of managing inventories in various demand settings.
3. Understand the importance of an effective production and operations strategy to an organization.
4. Understand contemporary operations and manufacturing organizational approaches.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to operations management:

Introduction to productions and operations management: Nature of production, productions and system, production as an organizational function, decision making in production, production management and operations management, Characteristics of modern production and operation management, organization of production function, recent trends in production/operations management.

Unit-II

Production process and Manufacturing Operations:

Production process, manufacturing and service operations: production process, manufacturing operation, service operations, selection of process non-manufacturing or service operations, difference between manufacturing and service operations, classification of manufacturing process, manufacturing operations as conversion process, characteristics of modern manufacturing process,

Unit-III

Production system & Product Design

Design of production system: Product, process and production design, factors influencing product design, approaches for product design, process planning and process design, process selection, process management, major process decisions,

Unit-IV

Plant location & Plant layout

Plant location & Plant layout – Location theories, freedom of locations, errors in selection, steps in location selection, relative importance of location factors, location models, Meaning, scope and of facility layout, factors influencing layout, types of layouts, importance of layout, layout planning, layout tools and techniques, analysis if layout with computers, criteria for selection and design of layout, layout design procedure.

TEXT BOOKS

1. B.Mahadevan, Operations Management, Theory and Practical, 3rd edition (2018), Pearson Education.
2. Muhleman, Production and Operations Management, 12th edition (2017), Pearson Education
3. Gaither, Norman and Frazier, G., Operations Management, 9th Edition (2015), Cengage Learning.

SUGGESTED READINGS

1. Kachru, Upender, Production and Operation Management, 1st edition (2006), Excel Books
2. Chary, S.N and Paneerselvam R., Production and Operations Management, 6th edition (2019), McGraw Hill Education.

Operations Management Lab (P)	
Course Code: 21BBA404P	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	

COURSE OBJECTIVES

1. To develop an understanding of and an appreciation for the production and operations management function in any organization.
2. To understand the importance of productivity and competitiveness to both organizations and nations.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
4. To obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
2. Appreciate the role of inventories and basics of managing inventories in various demand settings.
3. Recognize the importance of an effective production and operations strategy to an organization.
4. Enumerate contemporary operations and manufacturing organizational approaches.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

List of Experiments

S.No.	Title
1.	Product Design and Development
2.	Problems on Sales Forecasting Techniques
3.	Exercise on Operation and Route-Sheets
4.	Problems on Sequencing Technique, Gantt Chart

List of Assignments

S.No.	Title
1.	Production Systems and Sales Forecasting
2.	Problems on Inspection and Quality Control
3.	Exercise on Operation and Route-Sheets
4.	Problems on Sequencing Technique

TEXT BOOKS

1. B. Mahadevan, Operations Management, Theory and Practical, 3rd edition (2018), Pearson Education.
2. Muhleman, Production and Operations Management, 12th edition (2017), Pearson Education.
3. Gaither, Norman and Frazier, G., Operations Management, 9th Edition (2015), Cengage Learning.

SUGGESTED READINGS

1. Kachru, Upender, Production and Operation Management, 1st edition (2006), Excel Books.
2. Chary, S.N and Paneerselvam R., Production and Operations Management, 6th edition (2019), McGraw Hill Education

Fundamental of Consumer Behaviour	
Course Code: 21BBA405	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. The purpose of this course is to introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy
2. To understand the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
3. The course content will also address the importance of subculture and global consumer culture as marketing opportunities.
4. To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify the dynamics of human behaviour and the basic factors that influence the consumers decision process.
2. Explore and compare the core theories of consumer behaviour in both consumer and organizational markets.
3. Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.
4. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

An Overview of Consumer Behaviour

Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Diversity

of consumers and their behaviours. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision-making roles Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications.

Unit-II

Motivation and Perception

Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self-concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi-dimensional scaling. Consumer imagery

Unit-III

Learning Theory and Theory of Change

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Unit-IV

Self-Concept, Groups and Family Decision Making

Concept of Multiple Selves. Development of the self. Image Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence. Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Marketing, consumer behaviour and society.

TEXT BOOKS

1. Schiffman and Kanuk, Consumer Behaviour, 12th edition (2018), Prentice Hall of India.
2. H. Assael, Consumer Behaviour and Marketing Action, Ohio, South Western, 7th Edition (2009).
3. Engle, J F etc. Consumer Behaviour, 8th Edition (2009), Dryden Press.

SUGGESTED READINGS

1. D I Hawkins, Consumer Behaviour Implications for Marketing Strategy, 5th Edition (2008), Texas, Business.
2. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, 3rd Edition (2008), Prentice Hall Publications

Franchising And Purchasing An Existing Business	
Course Code: 21BBA406	Continuous Evaluation: 60 Marks
Credits: 3	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: General and Environmental Related

COURSE OBJECTIVES

1. To expose the students to explore the strategic issues related to franchising from the franchisor's point of view.
2. To equip students to evaluate whether or not to franchise and if so, the most effective way to do so.
3. To highlight rapid domestic, international growth and capital leverage.
4. To make students understand about equity creation, identification of franchisee candidates and risk analysis.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Discuss operational control and implementation of management strategies from both franchisor and franchisee perspectives.
2. Identify various ways of Franchising.
3. Understand entrepreneurship and how it works for a business.
4. Learn capital leverage and growth at international level.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

An Overview of Franchising

Franchising, Types of Franchises and Threshold Business Issues, Advantages and Disadvantages to the Franchisor and Franchisee, Elements of a Successful System,

Unit-II

Selection of Modes of Franchising

Choosing Franchisees: Franchises: Right Profile, Sources of Revenue, The Role of Real Estate Infrastructure/Services Provided Multi-Level Franchising, Company Owned Stores.

Unit-III

Logistics of Business and Psychology of Purchase Decision

Purchasing an existing business essential, valuating the existing business, tools required to conduct successful search, logistics, economics and psychology of identifying the right business for purchase decision.

Unit-IV

Leadership

Structuring Business deal, sponsors, tapping SBA loans, or securing other types of funding, details of closing transaction for business purchase, leadership essentials to lead the purchased business.

TEXT BOOKS

1. Jenny Buchan, Franchisees as Consumers: Benchmarks, Perspectives and Consequences, 13th Edition (2014), Springer Publication House.
2. R. Bisio, The Educated Franchisee, 2nd Edition (2011), Bascom Hill Publishing.

SUGGESTED READINGS

1. R. Judd & R. Justis, Franchising: An Entrepreneur's Guide, 4th Edition (2008), Cengage Learning house.
2. S. Shane, From Ice Cream to the Internet, using Franchising to drive the growth and profits of your company, Prentice Hall Publishing House (2015).

Waste Management	
Course Code:21ESUG203	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basics understanding of about waste	Course Category: Open Elective

COURSE OBJECTIVES

1. Able to understand the fundamentals of waste generation and its environmental health impact
2. Formulate and design engineered solutions to waste management
3. To Apply best waste management practices for sustainable development

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop an awareness about solid waste and management practices
2. Design feasible solutions for waste management
3. Understand of waste management practices, law and regulation related to solid waste management.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)		
	CLO 1	CLO 2	CLO 3
CO1			
CO2			
CO3			

COURSE CONTENTS

Unit- I

Solid Waste Generation and Characterization- Introduction

Meaning and fundamentals of solid waste, Sources and Types; Residential Waste, Industrial waste, Commercial waste, Institutional Waste, Industrial Waste, and Construction and Demolition waste Characterisation of Wastes; physical and chemical composition. Solid waste management: Overview, Key components, Fundamentals of waste segregation, screening, collection, transport, disposal and processing techniques, Concepts of Integrated solid waste management,

Unit- II

Municipal Solid Waste Management

Municipal solid waste; Concept, Sources; Generation rate, composition; Segregation, collection of waste; transfer and transport of waste; disposal options; Landfill (Site selection criteria, layout,) concept of waste reduction, recycling and reuse. Impact of waste on environmental health, Legislation on management and handling of municipal solid wastes

Unit- III

Hazardous Waste Management

Hazardous waste meaning, sources, identification, characterization and classification; Collection, handling, storage and transport of hazardous waste, Environmental health impact of hazardous waste. Management of different Hazardous wastes; Nuclear waste, Biomedical waste, E waste, Radioactive waste, Introduction, generation, characterization, transport and disposal methods. Legislation on management and handling of hazardous wastes, Biomedical waste management rules, E-waste waste management rules and regulations

Unit- IV

Processing and Treatment of Solid Waste,

Thermal Treatment; Incineration, Pyrolysis, Gasification, co-combustion. Biological treatment; Composting, bioreactors; anaerobic decomposition of solid waste; principles of biodegradation of toxic waste; Bio methanation, Biogas, Waste to Energy. Landfill design; Landfill design for solid and hazardous wastes; leachate collection and removal; landfill covers; Geo spatial technology application in waste management

TEXT BOOKS

1. John Pichtel, Waste Management Practices: Municipal, Hazardous and Industrial, 2nd Edition 2014. CRC Press, USA
2. Tchobanoglous G., Frank Kreith., Hand Book of Solid Waste Management, 2nd Ed. 2002, McGraw Hill, USA.

SUGGESTED READINGS

1. LaGrega, M.D. Buckingham, P.L. and Evans, J.C. Hazardous Waste Management, McGraw Hill International Editions, New York, 1994.
2. Richard J. Watts, Hazardous Wastes - Sources, Pathways, Receptors John Wiley and Sons, New York, 1997.

Presentation & Speaking Skills	
Course Code: 21SS453	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: Skill Enhancement

Training Objectives (TO):-

- TO1. To develop the public speaking skills in the student.
TO2. To make the students learn and adapt to the necessary etiquettes required to work and grow in corporate culture.
TO3. To make the students learn to speak in a debate session by putting their arguments and making others accept their viewpoint convincingly.

Training Learning Outcomes (TLO): -

After the completion of the training, the student will have ability:

- TLO1. The student will be confident in presenting himself in front of audience.
TLO2. The student will become professional in his approach towards work culture.
TLO3. To enhance the level of communication while interacting with others.

Mapping Matrix of Training Objectives (TO) & Training Learning Outcomes (TLO)			
Training Learning Outcomes (TLO) □ Training Objectives(TO) □	TLO1	TLO2	TLO3
TO1			
TO2			
TO3			

Unit	Course Contents	Student Engagement Activity
Unit-I	Presentation Skills <ul style="list-style-type: none"> Importance of presentation skills 4 P's of presentation skills – plan, prepare, practice & present Guidelines for effective presentation 	PPT Presentation Activity
Unit-II	Story Telling Skills <ul style="list-style-type: none"> 4 P's of story telling skills – people, place, plot & purpose Types of story telling techniques Importance of story telling skills 	Start From Where I

		Stopped Activity
Unit-III	Corporate Culture Etiquettes <ul style="list-style-type: none"> • Importance of professional behaviour at work place • Understand & implementation of etiquettes at work place • Importance of values & ethics • Types of professional / corporate etiquettes 	Etiquettes Role Play Activity
Unit-IV	Debate / Extempore <ul style="list-style-type: none"> • Difference between debate, extempore & group discussion • Learning argument /counter argument in debate • Role of verbal & non verbal communication in debate / extempore • Importance of current affairs / general knowledge 	Current Affair Topic Speech Activity
Unit-V	Art of Creating Impression <ul style="list-style-type: none"> • Importance of creating first impression • 6 ways to master the art of creating impression 	Speech Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Reference Book	<i>Personality Development & Communication Skills-1</i> by C B Gupta: Scholar Tech Press,2019.(ISBN No. – 9382209131)

Pedagogy

- The training will be based on the concept of learning by practice.
- The training will involve 30% of the training time on briefing and demonstration & the remaining 70% will be focussing on student's engagement in training activities.
- The training will follow a circular approach where students are engaged, evaluated, given feedback and then re engaged.

Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Teamwork & Interpersonal Skills

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Presentation Skills	Presentation Activity	20	Written Test	10
2	Story Telling Skills	Speech Activity	15		
3	Corporate Culture Etiquettes	Assignment	10		
4	Debate/Extempore	Speech Activity	15	Viva	20
5	Art of Creating Impression		10		

DASHBOARD, ANALYTICS AND REPORTING WITH BI	
Course Code: 19BBB1404	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES

1. Understand the fundamentals of database theory and acquire the knowledge of Business Intelligence and Analytics.
2. To Understand Business Processes and KPI's and Become an expert in Statistics, Decision making, and problem solving
3. Analyze current and historical data and discover how to find trends, market conditions, and research competitor positioning
4. Understanding visualization and Report studio

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand how analytics provided a solution to industries using real case studies
2. Describe a reporting application, its interface, and the different report types
3. Create different types of advanced reports and find insights with the help of KPI's for business growth.
4. Create powerful professional visualizations in Cognos and Able to create Interactive dashboards, stories and Pins.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit I: Introduction of Business Intelligence and Processes

Introduction to BI and types, Analytics types, ETL Process, Data visualization techniques, Business Functions, Processes and KPIs, KPI definition and calculation, understanding how business analytics can help turn data into insight, how to apply business intelligence, accessing content, use of reports, and create dashboards, Present information in the form of metrics, KPIs, reports, and dashboards, Perform quantitative and qualitative business analysis

Unit II: Reporting in BI

Reporting types and uses

Introduction to reporting studio, Report studio user interface, Creating, save and run reports, Report templates, managing reports, Types of reports, List reports, Crosstab reports charts, tables, repeated tables, text

items, blocks, formatting a report, Report layout guidelines, working with filters, report templates, prompts, query calculation, drill through using reports, Navigating between pages, query calculation.

Creating dynamic headers and titles that reflect report data, navigating to specific locations in reports, creating a customer invoice report, creating a report using an external data file, using single data items to summarize report information.

Unit III : Dashboards and Visualization

Introduction to dashboards and its features, Basic Charts in Cognos, data visualization in BI, types of visualization in BI Demonstrate Hierarchies, Data Granularity and Highlighting features in charts, Perform Sorting, Filtering and Grouping techniques, implementing the widgets, Data processing techniques, working with Dashboards, pins and exploration. Describing characteristics of RAVE visualizations with Active Reports.

Unit IV : Advance Reporting and Analytic

Examining the report specification structure, modifying a report specification, Describing Active Reports, and their value converting existing reports to Active Reports, explaining security considerations in Active Reports, Debugging Active Report behaviour, working with connection and behaviour, Filtering and selecting active report controls, Modifying the interactive behaviour of report controls.

TEXT BOOKS

1. IBM Course Material
2. Information Dashboard Design, Stephen Few, O'Reilly
3. The Absolute Guide to Dashboarding and Reporting with Power BI: How to Design and Create a Financial Dashboard with Power BI by Kasper de Jonge.

SUGGESTED READINGS

1. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data, Edition 2 by Cind Howson
2. IBM Cognos Business Intelligence 10: The Official Guide by Dan Volitich

Dashboard, Analytics and Reporting with BI

Course Code: 19BBB1404	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite:	Course Category:

COURSE OBJECTIVES

1. Understand the fundamentals of database theory and acquire the knowledge of Business Intelligence and Analytics.
2. To Understand Business Processes and KPI's and Become an expert in Statistics, Decision making, and problem solving
3. Analyse current and historical data and discover how to find trends, market conditions, and research competitor positioning
4. Understanding visualization and Report studio

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand how analytics provided a solution to industries using real case studies
2. Describe a reporting application, its interface, and the different report types
3. Create different types of advanced reports and find insights with the help of KPI's for business growth.
4. Create powerful professional visualizations in Cognos and Able to create Interactive dashboards, stories and Pins.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

LIST OF EXPERIMENTS

1. Create a revenue report focused on top performing product types and product lines
2. Present unrelated items in a Crosstab using a discontinuous Crosstab
3. Create a dashboard report with widgets.
4. Focus a report using different types of prompts.
5. Configure and working with advanced drill-through reports.
6. Working with Exploration, Stories and pins.
7. Create a simple Active Report using Static and Data-driven controls
8. Convert an existing report to an Active Report

9. Create an Active Report with cascading controls
10. Create an Active Report using RAVE visualizations

TEXT BOOKS

1. IBM Course Material
2. Information Dashboard Design, Stephen Few, O'Reilly
3. The Absolute Guide to Dashboarding and Reporting with Power BI: How to Design and Create a Financial Dashboard with Power BI by Kasper de Jonge.

SUGGESTED READINGS

1. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data, Edition 2 by Cindi Howson
2. IBM Cognos Business Intelligence 10: The Official Guide by Dan Volitich

Semester V

Creativity And Problem Solving	
Course Code: 21BBA501	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. To make the concept of creativity clear to students and give clarity on relevance of instilling creativity.
2. To explain various techniques to come up with creativity and innovative ideas.
3. To make students understand creativity from manager's perspective
4. To give clarity on idea generation and how to sell that idea.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify and understand concepts and relevance of creativity.
2. Grasp knowledge of various techniques which will help them in coming up with creativity.
3. Understand creativity from manager's point of view and apply it in organization.
4. Create and sell that idea aptly.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Managing Creativity: An Overview

Problem Definition: Understanding, representing; Pattern Breaking- Thinking differently, changing your point of view, watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation (escape, random word), Mind stimulation: games, brain-twisters and puzzles

Unit-II

Creativity Techniques

General Strategies- Idea-collection processes, Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches), The Creative Person -What Can I do to Increase My Creativity?

Unit-III

Creativity in Organisations

Developing Managerial Creativity: An Integrated Approach, Systematic logical thinking, Systematic inventive thinking: The TRIZ methodology

Unit-IV

Ideation

Eight-Dimensional (8D) Approach to Ideation- Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity, Experimentation, How to Sell Your Ideas

TEXT BOOKS

1. Constatine, P. and Dawson, M.B, Managing Change Creativity and Innovation, 3rd Edition (2009), Sage Publications.
2. Sawyer, R.K, Explaining Creativity: The Science of Human Innovation, 2nd Edition (2012), Oxford University Press.
3. Steven Fisher and Ja-Nae Duane , The Startup Equation, 1st Edition (2016), McGraw Hill.

REFERENCE BOOKS

1. Elais G Carayannis, Innovation and Entrepreneurship, 1st Edition (2015), Springer.
2. Estrin, J, Losing the Innovation Gap: Reigniting the Spark of Creativity in a Global Economy, (2008), Tata McGraw Hill.
3. Khandwalla, P., Corporate creativity, 1st Edition (2003), Tata McGraw Hill.

Introduction to Business Strategy	
Course Code: 21BBA502	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of foundation courses of Management	Course Category: Convergence Course

COURSE OBJECTIVES

1. To acquaint the students with concept of Business Strategy and provide a disciplined approach to future managers for a meaningful business operation.
2. To inculcate theoretical knowledge about business strategy and how it can apply to organizational settings.
3. To expose students to current corporate practices on strategic management.
4. To enable them to acquaint with practical aspects of business strategy in understanding business environment.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the business perspective of this course and how it is critical for the success of business enterprises.
2. Gain hands on experience by applying knowledge to real business problems.
3. Gain understanding of industry competition and the choices companies make to compete.
4. Demonstrate capability of making their own decisions in dynamic business environment.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Nature and important of Business Policy; Evolution; Strategic Planning and Strategic Management

Strategic Management Process

Formulation Phase-Vision and Mission, Purpose, Objectives, Goals and strategy; Implementation Phase-Strategic activities, Evaluation & Control

Unit-II

Environmental Analysis

Need, characteristics and categorization of environmental factors, ETOP as a Diagnosis Tool.

Internal Resource Analysis

Strategic Advantage Profile, Value Chain Analysis, Functional area profile and resource deployment matrix, SWOT analysis.

Unit-III**Corporate Strategies**

Major Strategic options: Stability, Growth, Expansion, Diversification and Retrenchment strategies.

Unit-IV**Choices of Business Strategies and issues involved in Implementation of strategy**

BCG Model, DPM Model, PIMS Model and GE Nine Cell Matrix Model

Issues in implementation

Organization cultural and behavioral factors, Organization Structure; Role of leadership, Resource Allocation.

TEXT BOOKS

1. Kazmi, Azhar, Strategic Management and Business Policy, 1st Edition (2015), McGraw Hill Education.
2. Fred, D., Strategic Management: Concept and Cases, 15th Edition (2015), Prentice Hall of India.
3. Weelen, Concepts in Strategic Management and Business Policy, 14th Edition (2014), Pearson Education.

SUGGESTED READINGS

1. CB Gupta, Business Policy and Strategy, 1st Edition (2018), S Chand.
2. Dhir, S., Cases in Strategic Management, 1st Edition (2016), McGraw Hill Education.

Basic Management Concepts and Applications	
Course Code: 21BBASE505	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: Skill Enhancement

COURSE OBJECTIVES

1. To deliver exposure to latest trends pertaining to marketing to students.
2. To ensure learning of various new concepts of strategy formulation to students.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various new trends in marketing domain.
2. Appreciate new concepts applicable for strategy formulation.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)	
	CLO 1	CLO 2
CO 1		
CO 2		

COURSE CONTENTS

Unit-I

Marketing basics

Digital Marketing, Inbound marketing, Lead nurturing, Flywheel, Buyer persona, Sales Enablement, Contextual marketing, Conversational marketing, Churn rate, Cost per lead, Customer lifetime value, Net promoter score.

Unit-II

From Buzzword to Business Model and Strategies: VARS Model, SWOT Framework, PESTEL Framework, Value Chain Framework, PIMS model, don't boil the ocean, Blue Ocean and Red Ocean strategy, Bottom of Pyramid

TEXT BOOKS

1. Philip Kotler, Marketing Management – A South Asian Perspective, 15th Edition (2019), Pearson Publication.
2. Philip Kotler, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, 15th Edition (2016), Pearson Education, New Delhi
3. Etzel, Michael J, Marketing Concepts and cases, 14th Edition (2015), McGraw Hill Education India.

REFERENCE BOOKS

1. Zikmund, William G, Marketing, 9th Edition (2017), Cengage Learning, New Delhi.
2. Panda, Tapan K, Marketing Management, 4th Edition (2016) Excel Books, New Delhi.

Professional Writing Skills & Interpersonal Skills: Strategies	
Course Code: 21SS554	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: Skill Enhancement

Training Objectives (TO): -

- TO1. To encourage students to learn and apply the effective writing skills.
- TO2. To make the students learn various types of business correspondence letters, cover letters & resume.
- TO3. To encourage students to learn as to how to talk and convince people in GD & interview.
- TO4. To make the students learn to build rapport for building positive relationships professionally at workplace.

Training Learning Outcomes (TLO): -

After the completion of the training, the student will have ability:

- TLO1. To understand the importance of professional writing required in workplace.
- TLO2. The student will explore different formats in resume, cover letters & other business-related letters.
- TLO3. The student will develop knowledge, skills and understanding people in-group and individually.
- TLO4. The student will be able to learn to apply communication strategies either in-group or one on one basis and will be confident to lead the discussion among them.

Mapping Matrix of Training Objectives (TO) & Training Learning Outcomes (TLO)				
Training Learning Outcomes (TLO) □ Training Objectives(TO) □	TLO1	TLO 2	TLO 3	TLO 4
TO1				
TO2				
TO3				
TO4.				

Unit	Course Contents	Student Engagement Activity
Unit-I	Email Writing <ul style="list-style-type: none"> Importance of email communication skills Basic rules of effective email writing Structure of email – address, subject, message text, attachments, signature 	Email Practice Activity
Unit-II	Resume Writing & Cover Letter Writing <ul style="list-style-type: none"> Difference between Resume, CV & Bio data Resume preparation of the student Types of cover letters Format & content of the cover letter 	Resume Making & Cover Letter Activity
Unit-III	Public & Private Sector Communication <ul style="list-style-type: none"> Difference between Public & Private Sector Communication Rules & Regulations in Government Sector Communication 	Letter Writing Activity
Unit--IV	Group Discussion (GD) <ul style="list-style-type: none"> Characteristics of GD & subject knowledge Do's & Don'ts in GD Strategies of GD Types of GD 	Group Discussion Practice Activity
Unit-V	Interview Skills <ul style="list-style-type: none"> Preparation of the interview & company details information Do's & Don'ts in interview Types of Interviews Strategies of interview 	Mock Interview Practice Activity
Unit-VI	Negotiation Skills <ul style="list-style-type: none"> Importance of negotiation skills Four phases of negotiation skills Barriers to negotiation & overcoming it Win-win negotiation 	Win Win Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Reference Book	<i>Personality Development & Communication Skills-1</i> by C B Gupta: Scholar Tech Press, 2019.(ISBN No. – 9382209131)

Pedagogy

- The training will be based on the concept of learning by practice.
- The training will involve 30% of the training time on briefing and demonstration & the remaining 70% will be focusing on student's engagement in training activities.
- The training will follow a circular approach where students are engaged, evaluated, given feedback and then re engaged.

Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Professional Writing Skills & Interpersonal Skills: Strategies

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Email Writing	Written Assignment	10	Written Test	10
2	Resume Writing		10		
3	Cover Letter Writing		10		
4	Group Discussion	Group Discussion Activity	15	Viva	20
5	Interview Skills	Mock Interview Activity	15		
6	Negotiation Skills	Role Play	10		

Summer Internship	
Course Code: 21BBAS506	Continuous Evaluation: 60 Marks
Credits: 6	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Summer Internship

Introduction

The Summer Internship is a mandatory project and is an important component of all BBA programs. This is a substantial, sustained and independent exercise conducted with industry with respect to any specific issue(s) or projects and produced by an individual student involving substantial data collection in the field and apply learnings of various foundation courses of management and also with the work presented as a written report.

1. Creation of Responsibility Centre for Summer Internship Project
 - Dean/Associate Dean
 - HOD/Co-ordinator
 - Head Placement (Training and Placement)- Overall In-charge
2. Duration of Summer Internship Program (SIP):
 - The duration of the summer internship will be 6-8 weeks.
3. SIP Objectives:
 - To provide students an opportunity to apply the concepts learned in the class room to real life situations.
 - To sensitize students towards the corporate culture by assigning time bound projects.
 - To provide students a platform to a global network which will be useful to them in their career prospects.
4. SIP Learning Outcomes

Upon successful completion of SIP, the student will be able to:

- Acquire learning by applying the knowledge & skills they possess in unfamiliar real-life situations.
- Create value for themselves, internship organizations to the institute.
- Communicate and collaborate effectively and appropriately with different professionals in the work environment.
- Exhibit critical thinking and problem-solving skills by analyzing, formulating and drafting underlying issue/s.

- Demonstrate the ability to harness resources by analyzing challenges and considering opportunities.
- Recommend ideas to improve work effectiveness and efficiency by considering viable options.
- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders and exhibit professional ethics.

Mapping Matrix of SIP Objectives and learning outcomes

Course	Course Outcomes	SIPLO1	SIPLO2	SIPLO3	SIPLO4	SIPLO5	SIPLO6	SIPLO7
Summer Internship Project (SIP)	SIPO1	✓		✓				
	SIPO2				✓	✓		✓
	SIPO3		✓			✓		✓

5. Project Identification

- Process of Identification of projects
 - (1) Projects to be undertaken by the students need to be identified by the industry person and the responsibility centre in active collaboration with industry/concerned organisation.
 - (2) Projects need to be identified keeping in view the expectations of industry in terms of knowledge, skills and application of the student.
 - (3) Training division will initiate to get the projects. A group may be formed to identify projects.
 - (4) A data bank of projects should be identified by the department.

6. Project Allocation

- Allocation and supervision of projects
 - (1) Projects will be allocated to the students and internal faculty as well as industry mentors will jointly guide the students.
 - (2) During the internship students will be provided the guidance by a mentor from the organization who will act as a guide and provide guidelines to the intern regarding their roles and responsibilities and faculty will coordinate with industry mentor.

7. Monitoring Progress of the project :

- Weekly monitoring of the progress will be done by the faculty in consultation with industry mentor and the students.

- Students will be closely monitored by faculty supervisors
 - Student will be encouraged to learn about the industry role and responsibilities.
8. Evaluation and Assessment:
- To bring out the holistic outcome, rigorous evaluation and assessment of project to be done.
9. Periodic Monitoring assessment:
- The student will be monitored by the industry mentor and the faculty mentor. The industry mentor will submit the Mid-Term and End-Term Evaluation report. However, the faculty mentor will take periodic presentation to keep a check on the progress. Progress of the projects undertaken by the students need to be taken care of through digital technology.
10. DURATION
- 6 to 8 Weeks (After 4th Semester Examination)
11. EVALUATION PROCESS
- Student will prepare the report on the work done during the project.
 - Student will prepare the presentation on the learning outcomes.
 - Student will give presentation about the learning achieved.
 - EVALUATION:
 - (1) Formative/Continuous Evaluation : 60%
 - (2) End Semester Evaluation : 40 %
 - EVALUATION PARAMETER FOR SUMMER INTERNSHIP PROJECT (SIP)
 - i) Evaluation Parameter for Formative Assessment (Summer Internship Project)
 - ii) Continuous Assessment will be performed by respective faculty & Industry coordinators within stipulated time period. The evaluation Parameter classified as follows:

DURATION	6 to 8 Weeks (After 4th Semester Examination)
EVALUATION PROCESS	1. Student will prepare the report on the work done during the project. 2. Student will prepare the presentation on the learning outcomes. 3. Student will give presentation about the learning achieved.

EVALUATION	Formative/Continuous Evaluation : 60 % End Semester Evaluation : 40 %
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EVALUATION PARAMETER FOR SUMMER INTERNSHIP PROJECT (SIP)

Live Project	
Course Code: 21BBAP507	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: Live Project

COURSE OBJECTIVE

1. It aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respective to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre-defined objectives.
3. Confront with numerous compliances concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT:

The project sequence focuses on "Idea to marketplace" and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.

STATISTICS FUNDAMENTALS FOR ANALYTICS	
Course Code: 19BBB1503	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES

1. To provide an overview of an exciting field of Statistical Analytics.
2. To introduce basic statistical analysis using selected statistical techniques with IBM Statistics
3. Review and explore data to look at data distributions, management and to identify data problems.
4. To enable students to perform manipulation of variables and data files using IBM Statistics.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand and critically apply the concepts and methods of data analytics and the concept of statistics.
2. Applying and analyzing how to use functions, use advanced field operations, handling data and improve efficiency.
3. Perform non-parametric tests on data and standard statistical tests
4. Perform manipulation of variables and data files using IBM Statistics.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit-I

INTRODUCTION TO STATISTICAL ANALYSIS

Introduction of statistical Analytics with real time examples, Basic Steps of Data Analysis, Procedure: Running a Basic Analysis, Reading Data, Variable Properties, Summarizing Individual Variables, Modifying Data Values: Recode, modifying Data Values: Compute, Describing Relationships Between Variables, Selecting Cases, Creating and Editing Charts, output in the viewer.

Unit-II

DISTRIBUTION & RELATIONS OF DATA

Understanding data distributions – theory, data distributions for categorical variables, data distributions for scale variables making inferences about populations from samples, relationships between categorical variables, the independent- samples T Test, the paired-Samples T Test

Unit-III

ANALYSIS & TRANSFORMATION

One-way ANOVA, bivariate plots and correlations for scale variables, regression analysis, nonparametric tests, helpful data management features, transformations: computing with numeric data, transformations: computing with date and time variables, transformations: computing with alphanumeric data, additional data transformations

Unit-IV

DATA MANAGEMENT AND MANIPULATION

Identifying duplicates and restructuring data, aggregating data, merging files – adding cases, merging files – adding variables, analyzing multiple response questions, working with pivot tables, working with charts, exporting tables and charts introduction to the output management system, automating IBM SPSS statistics, controlling the IBM SPSS statistic environment

TEXTBOOK-

1. IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference-Book by Darren George and Paul Mallery.
2. Discovering Statistics Using SPSS-Book by Andy Field
3. Performing Data Analysis Using IBM SPSS-Book by A. J. Guarino, Glenn Gamst, and Lawrence S. Meyer
4. Using IBM® SPSS® Statistics: An Interactive Hands-On Approach-Book by James B. Cunningham and James O. Aldrich
5. IBM Courseware

SUGGESTED READINGS

1. <https://www.spss-tutorials.com/basics/>
2. <https://www.statisticshowto.com/probability-and-statistics/spss-tutorial-beginners/>
3. IBM Courseware

STATISTICS FUNDAMENTALS FOR ANALYTICS (lab)

Course Code: 19BBB1502	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES

1. To provide an overview of an exciting field of Statistical Analytics.
2. To introduce basic statistical analysis using selected statistical techniques with IBM Statistics
3. Review and explore data to look at data distributions, management and to identify data problems.
4. To enable students to perform manipulation of variables and data files using IBM Statistics.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand and critically apply the concepts and methods of data analytics and the concept of statistics.
2. Applying and analyzing how to use functions, use advanced field operations, handling data and improve efficiency and perform non-parametric tests on data and standard statistical tests
3. Perform manipulation of variables and data files using IBM Statistics and Perform linear regression to determine whether one or more variables can significantly predict or explain a dependent variable

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					

COURSE CONTENTS

PRACTICE 1: Demonstration: Using Several String Functions Together

PRACTICE 2 Demonstration: Automatic Recode and Demonstration: Identify Duplicate Cases

PRACTICE 3: Working with standardized scores for number of years of education (educ) and age of respondent (age). We would like to determine where respondents fall on the distribution of these variables.

PRACTICE 4: Examine the distribution of the variables marital and happy. These variables are either nominal or ordinal in scale of measurement.

PRACTICE 5: Examine the summary statistics of number of siblings, respondent's age, education and respondent's gender. Find out the summary statistics for these variables, as well as how much missing data there is, and if there are unusual cases.

PRACTICE 6: Create an error bar chart corresponding to the Independent-Samples T-Test of gender and number of children. Calculate number of children varies across categories of gender, so use children as the Y-axis variable. This is equivalent to Independent-Samples T Test procedure.

PRACTICE 7: Demonstrate a Paired-Samples T Test, you all have to compare mean education levels of the respondent (educ) and his or her spouse (speduc). The Paired-Samples T Test is appropriate because we will obtain data from a single respondent regarding his/her education and that of the spouse's education. You have to test whether there is a significant difference in education between spouses in the population using the paired-sample test is appropriate.

PRACTICE 8: Investigate the relationship between marital status (marital) and education in years (educ). Determine whether there are educational differences among marital status groups.

PRACTICE 9 Demonstration: Pearson Correlation with Bivariate Correlations

PRACTICE 10: Examine the relationship between beginning salary at the bank (salbeg) and highest year of school completed (edlevel). Determine whether, for example, people with more education receive a higher initial salary, and then determine the impact of each additional year of education on salary (Simple Linear Regression)

TEXTBOOK-

1. IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference-Book by Darren George and Paul Mallery.
2. Discovering Statistics Using SPSS-Book by Andy Field
3. Performing Data Analysis Using IBM SPSS-Book by A. J. Guarino, Glenn Gamst, and Lawrence S. Meyer
4. Using IBM® SPSS® Statistics: An Interactive Hands-On Approach-Book by James B. Cunningham and James O. Aldrich
5. IBM Courseware

SUGGESTED READINGS

1. <https://www.spss-tutorials.com/basics/>
2. <https://www.statisticshowto.com/probability-and-statistics/spss-tutorial-beginners/>
3. IBM Courseware

Semester VI

Business Law	
Course Code: 21BBA601	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

COURSE OBJECTIVES

1. The purpose of this course is to introduce students with the concepts of administration law with respect to current scenario.
2. Diagnosing formation of contract and breach of contract and remedies thereof.
3. This course is designed for students aiming to understand the formation of company with respect to memorandum and articles of association.
4. This course highlights taxation related to corporate with emphasizing on its management.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate an understanding of the administration law while understanding our constitution.
2. Understand the void and voidable contracts with enlarging knowledge on negotiable instruments.
3. Gain knowledge on formation of company and partnership variables.
4. Implement corporate taxation while learning Indirect Tax including excise duty, incidence, CENVAT, service tax and GST.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit- I

Introduction to Law

Sources and development of law, types of law: Civil, criminal, revenue, personal, labour, environmental, Constitution of India: Basic features, fundamental rights, union and state judiciary,

writ jurisdiction, types of writs - habeas corpus, certiorari, mandamus, prohibition, division of power between union and state, public interest litigation.

Unit- II

Laws of Contract

Formation of contract, offer, acceptance, revocation of offer and acceptance, essentials of contract, void and voidable contracts, consideration, tender, performance of contract, breach of contract and remedies thereof, Sale of Goods: Essentials of sale, sale and ownership, conditions and warranties, sale by description, sale by general name, caveat emptor, case studies, Negotiable Instruments: Meaning, promissory note, bill of exchange, cheque, parties to a negotiable instrument, negotiation, dishonour and discharge, banker and customer, liability of banker.

Unit-III

Company Law

Formation of company, doctrine of Ultra virus, indoor management, corporate veil, memorandum and articles of association, prospectus and raising of capital, meetings of companies, directors, foreign companies, winding up, Limited Liability Partnership: Meaning, formation, comparison with other business organizations.

Unit - IV

Direct Tax and Employee Related Legislations

Income tax law, concept of income, exempt incomes, income from business, major tax incentives, MAT, Indirect Tax: Excise duty, incidence, CENVAT, service tax, introduction to GST, Payment of bonus, gratuity, provident fund, Miscellaneous Laws: Right to information, business and criminal liability, mens rea, classification of offences, structure of courts in India.

TEXT BOOKS

1. Jain, D.K., “Company Law Ready Reckoner”, 8th Edition 2010, Bharat Law House.
2. Datey, V.S., Business and Corporate Laws, 6th Edition 2013, Taxmann Publications.
3. Henry R. Cheeseman, Business Law, 10th Edition, 2019, Pearson.

SUGGESTED READINGS

1. Taxmann, Corporate Laws, 41st Edition, 2020, Taxmann Publications.
2. Roger LeRoy Miller, Business Law Today, The Essentials: Text and Summarized Cases. 2012, South-Western College Publishing.
3. Clarkson, Miller, and Cross, Business Law: Text and Cases 14th Edition 2017, South-Western College Publishing.

Managing Family Business	
Course Code: 21BBA602	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: General and Environment Related

COURSE OBJECTIVES

1. To understand the uniqueness and life-cycle of family business.
2. To provide insights into the behaviour and dynamics of family business.
3. To create awareness about the arrangement of funds for running the business.
4. Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms.
5. Understand the distinctive strategic and managerial challenges to effectively manage family firms.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Recognize the distinctive advantages of a family business and unique challenges facing such entities.
2. Identify the critical issues that family businesses face in managing and improving business performance.
3. Associate the various sources for availing finance.
4. Identify various stakeholders of a family business and understand their relationship to business performance.
5. Assess the role of families for creating and sustaining competitive advantage and disadvantages.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

COURSE CONTENTS

Unit- I

Family Business

Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-

owned firm and family controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.

Unit- II

Understanding Family Business dynamics

The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance, Family Constitution, Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict.

Unit- III

Family Business Financing and imperatives for family business

Types of financing, Role of Banks and Financial Institutions. Obtaining finance for Family business. Formalities to be completed and loans to be obtained for family business, Succession and Continuity, Succession- importance, Succession- importance, succession planning and continuity planning mindset, steps in succession planning and transfer of power.

Unit- IV

Family Business, Governance and Leadership

Meaning and challenges to family governance, Advisory board and board of directors- Responsibilities, Family meetings and Family Councils– Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards, Family leaders- roles and responsibilities, CEO exit styles and next generation leader characteristics

TEXT BOOKS

1. Baumoeel, D. & Tripp, B. Deconstructing Conflict: Understanding Family Business, Shared Wealth and Power (2016), Continuity Media.
2. Poza, E. J. & M. S. Daugherty, Family Business, 4th edition (2014), South-Western Cengage Learning.
3. Gordon, G. & Nicholson, N, Family Wars: Classic conflicts in family business and how to deal with them, (2008), Kogan Page Publishers.

SUGGESTED READINGS

1. Collier, C.W. Wealth in families, (2002), Harvard University.
2. Ibrahim, B. and W. Ellis., Family Business Management: Concepts and Practice, 2nd Edition (2004), Kendall Hunt.

ANALYTICS WITH R	
Course Code: 19BBB1603	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: IBM Sponsored Courses

COURSE OBJECTIVES:

1. Master Data analytics with R and RStudio interactive environment.
2. Expand R by installing R packages for Machine Learning.
3. Explore and understand how to use the R packages for Modelling.
4. Read Structured Data into R from various sources to apply ML Algorithms.
5. Understand the different Supervised and Unsupervised Learning Algorithms with R.
6. Understand the Overfitting & Underfitting of the Data.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. How Statistical Modeling relates to Machine Learning and do a comparison of each.
2. Real-life examples of Machine learning and how it affects society in ways you may not have guessed!
3. Explore many algorithms and models:
4. Popular algorithms: Classification, Regression, Clustering, and Dimensional Reduction.
5. Popular models: Train/Test Split, Root Mean Squared Error, and Random Forests.
6. Get ready to do more learning than your machine!

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit I - Programming and data analytics

- The R-versus-Python debate
- Learning Log: Get ready to explore R
- Ways to learn about programming
- From spreadsheets to SQL to R
- When to use RStudio
- Logical operators and conditional statements

Unit II - Machine Learning vs Statistical Modeling & Supervised vs Unsupervised Learning

- Machine Learning Languages, Types, and Examples
- Master the use of the R and RStudio interactive environment.
- Expand R by installing R packages.
- Explore and understand how to use the R documentation.
- Read Structured Data into R from various sources.
- Understand the different data types in R.

- Understand the different data structures in R
- Machine Learning vs Statistical Modelling
- Supervised vs Unsupervised Learning
- Supervised Learning Classification
- Unsupervised Learning

Unit III - Supervised Learning I

- K-Nearest Neighbors
- Decision Trees
- Random Forests
- Reliability of Random Forests
- Advantages & Disadvantages of Decision Trees

Unit IV - Supervised Learning II

- Regression Algorithms
- Model Evaluation
- Model Evaluation: Overfitting & Underfitting
- Understanding Different Evaluation Models

Unit V - Unsupervised Learning

- K-Means Clustering plus Advantages & Disadvantages
- Hierarchical Clustering plus Advantages & Disadvantages
- Measuring the Distances Between Clusters - Single Linkage Clustering
- Measuring the Distances Between Clusters - Algorithms for Hierarchy Clustering
- Density-Based Clustering

Unit VI - Dimensionality Reduction & Collaborative Filtering

- Dimensionality Reduction: Feature Extraction & Selection
- Collaborative Filtering & Its Challenges

TEXT BOOKS

1. R in a Nutshell: A Desktop Quick Reference (In a Nutshell (O'Reilly)): Joseph Adler.
2. Machine Learning with R: Brett Lantz.
3. Learning RStudio For R Statistical Computing, Mark P.J. van der Loo
4. Practical Data Science with R, Nina Zumel & John Mount
5. A Handbook of programming with R, Garrett Grolemund
6. Data Mining with R: Learning with Case Studies, Luís Torgo
7. Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, by Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl Jr.
8. Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery, Graham Williams.

SUGGESTED READINGS:

1. R Project: <http://www.r-project.org/>
2. RStudio (additional libraries required): <http://www.rstudio.com>
3. Quick-R <http://www.statmethods.net/>
4. Google's R Style Guide: <http://google-styleguide.googlecode.com/svn/trunk/>

Analytics with R Programming Lab	
Course Code: 19BBB1603	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: Knowledge of R programming	Course Category:

COURSE OBJECTIVE
<ul style="list-style-type: none"> Understand human component of the visualization pipeline, characteristics of the perceptual system and the roles it plays in understanding and interpreting visualizations To learn the visualization techniques, loosely grouped by data characteristics To learn state-of-the-art techniques, geographic information systems (GIS) and cartography tools used for geospatial data visualization To implement the methods and algorithms used to map data to graphical depictions. To learn fundamental computational approaches to transforming unstructured text into structured data suitable for visualization and analysis.

COURSE LEARNING OUTCOMES

"A picture is worth a thousand words". We are all familiar with this expression. It especially applies when trying to explain the insight obtained from the analysis of increasingly large data sets. Data visualization plays an essential role in the representation of both small- and large-scale data. One of the key skills of a data scientist is the ability to tell a compelling story, visualizing data and findings in an approachable and stimulating way. Learning how to leverage a software tool to visualize data will also enable you to extract information, better understand the data, and make more effective decisions.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

LIST OF PROGRAMS

How to look at data in R

Exercise -1: What type of variable is R considering the variable habit to be? What variable type is visited?

TYPES OF GRAPHS

Scatterplots

Exercise - 2: Is there a positive or negative relationship between the variables?

Exercise - 3: Make a graph showing weeks again on the x axis and the variable gained on the y axis. Include

axis labels with measurement units, and a title.

Histograms

Exercise - 4: Inspect the histogram of the week's variable.

Exercise - 5: Make Histograms of the case study provided.

Box Plots

Exercise - 6: Creating Box plots to analyse the problem in the case study.

Data Visualization with ggplot2

Project Statement

Basic graphs in R can be created quite easily. The plot command is the command to note. It takes in many parameters from x axis data, y axis data, x axis labels, y axis labels, color and title. To create line graphs, simply use the parameter, type=l. If you want a boxplot, you can use the word boxplot, and for barplot use the barplot function.

TEXT BOOKS

1. IBM Course Material

Finance

Principles of Banking and Insurance	
Course Code: 21BBAF503	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. The course aims to acquaint students with concept of financial sector in general and banking in particular.
2. The course aims to provide the understanding of various functions of bank.
3. The course aims to acquaint students with basic concepts of insurance.
4. The course aims to acquaint students with legal aspects of insurance.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of banking and financial sector
2. Appreciate the functions of banks.
3. Acknowledge the basic concepts of insurance.
4. Analyse dividend policy decisions.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Origin of banking: Types of deposits, Origin and growth of commercial banks in India. India's Approach to banking Sector Reforms, International security standards in banking, Global Financial Crisis and India's banking Sector. Achievements of Financial Sector Reforms and Areas of Concern.

Unit-II

Functions of banks

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advance against various securities. Securitization of Standard Assets, Anti-money Laundering Guidelines, Credit Information Bureau of India Ltd. (CIBIL) Basel I, Basel II, Migration to Basel II Norms

Unit-III

Basic concepts related to insurance

Concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Insurable interest, Indemnity, Economic function, Proximate cause, Subrogation and contribution.

Unit-IV

Legal Aspects of insurance contract

Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Regulatory Framework of Insurance: Role, power and functions of IRDA, IRDA Act 1999. Bancassurance.

TEXT BOOKS

1. Zwieter, K. v., Cranston, R., Van Sante, T., Avgouleas, E., Principles of Banking Law, 3rd Edition (2018), Oxford University Press.
2. M N Mishra, SB Mishra, Insurance Principles and Practice, 22nd Edition (2016), S Chand.
3. Sethi, J., Bhatia, N., Elements Of Banking And Insurance, 2nd Edition (2012), PHI Learning.

SUGGESTED READINGS

1. Hargovind Dayal, The Fundamentals of Insurance: Theories, Principles and Practices, 1st Edition (2017), Notion Press.
2. KC Shekhar, Lekshmy Shekhar, Banking Theory and Practice, 21st Edition (2013), Vikas Publishing House.
3. Gulati, N. C, Banking and Insurance: Principles and Practices, (2011), Excel.

Stock Market Operations	
Course Code: 21BBAF504	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. The objective of the course is to make students familiar with Indian securities market.
2. The course aims to provide the understanding of the functions of the stock exchanges.
3. The course aims to acquaint students with basic concepts of Listing of Securities
4. The course aims to make students familiar with Stock Market Indices.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of Indian securities market.
2. Recognize the functions of the stock exchanges.
3. Appreciate the basic concepts of Listing of Securities.
4. Gain learning of the stock market indices.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

An overview of Indian Securities Market

Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market.

Meaning, Nature, Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India – Defects in working of Indian stock exchanges – SEBI measures for secondary market – Overview of major stock exchanges in India.

Unit-II

Indian Stock Exchanges

BSE – Different trading systems – Share groups on BSE – BOLT System – Different types of settlements - Pay-in and Pay-out – Bad Delivery – Short delivery – Auction – NSE – Market

segments – NEAT system options – Market types, Order types and books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery – Auction.

Unit-III

Listing of Securities

Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.

Unit-IV

Stock Market Indices

Meaning, Purpose, and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

TEXT BOOKS

1. Punithavathy Pandian, Security Analysis and Portfolio Management, 2nd Edition (2012), Vikas Publishing House Pvt. Ltd.
2. Fischer, Donald E. & Jordan, Ronald J., Security Analysis and Portfolio Management, 6th Edition, Prentice Hall of India.
3. Prasanna Chandra, Security Analysis and Portfolio Management, 3rd Edition (2008) Tata McGraw-Hill

SUGGESTED READINGS

1. Ravi Puliani and Mahesh Puliani, Manual of SEBI, 22nd Edition (2015), Bharat Publication
2. Sanjeev Agarwal, A Guide to Indian Capital Market, 1st Edition (2000), Bharat Publishers

Merchant Banking and Financial Services	
Course Code: 21BBAF505	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

COURSE OBJECTIVES

1. To impart the understanding on the concept of financial services
2. To understand the functioning and regulations of Insurance as an entity of requirement.
3. To implement and manage the mechanism of credit rating and securitization.
4. This course aims to acquaint students with the concept and process of merchant banking.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Outline and understand the concept of financial services
2. Apply and connect with the functioning of Insurance related attributes.
3. Understand the concept of credit rating and securitization.
4. Practically utilize the variables of merchant banking.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction: Meaning, importance and nature of financial services. Types of financial services. Financial services and economic environment. Challenges to financial service sector.

Unit-II

Essential of Insurance Contracts

Need and importance Life and non-life insurance- Players in life and non-life insurance- Essentials of insurance contracts- Risk appraisal and selection- Life and non-life insurance products including unit linked plans.

Unit III

Financial Instruments

Meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies Securitization of debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization– Issues in Securitization.

Unit IV

Merchant Banking

Introduction, concept of merchant banking, development of merchant banks and regulations. Issue Management - pre-issue and post-issue management activities performed by merchant banks, roles played by underwriters and brokers in issue management and their responsibilities.

TEXT BOOKS

1. E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, 2012, 6th Edition, Himalaya Publishing House, Mumbai.
2. Merchant Banking: Principles and Practice by H.R.Machiraju, 2013, 8th Edition, New Age International (P) Limited, New Delhi.

SUGGESTED READINGS

1. Goel.S, Financial Services, 2011, 13th Edition, PHI Learning Pvt. Ltd.
2. Khan M.Y, Financial Services , 2012, 7th Edition, Tata McGraw-Hill Education

Security Analysis And Portfolio Management	
Course Code: 21BBAF603	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To teach the fundamentals of investments along with the analysis and strategies to become successful investor.
2. To understand deeper how market works, students will be taught the stock market fundamental.
3. Students are Introduced to how investment in securities market is evaluated based on Fundamental and Technical analysis.
4. To emphasize students to learn forces that affect security market.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the Risk return process of investment.
2. Apply and connect with the knowledge of practical applications of Capital markets
3. Develop the skills for the portfolio constructions, revision, evaluation and investment advisory.
4. Describe the advanced tools and techniques for making profitable investment decisions.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Investment

Introduction, Investment vs. Speculation, Investment vs. Gambling, Investment Objectives, Investment Attributes, Investment Process, Security Analysis vs. Portfolio Management, Portfolio Management Process; Meaning and Types of Returns Holding Period return— Expected return – Annualized return – measurement of return. Risk – Types of Risk – Measurement of Risk.

Unit-II

Security analysis and valuation

Fundamental Analysis: Economic, Industry and Company Analysis, Forecasting earnings, Valuation: DDMs for Valuation of Equities & Valuation on the basis of P/E & EPS. Efficient

Market Hypothesis, Different Forms of EMH and their Empirical Tests, Technical Analysis: Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory, Introduction to Behavioural Finance

Unit-III

Selection / Construction of Securities by applying theories

Markowitz Model, Constructing an Optimal portfolio using, Sharpe's Single Index Model, Capital Market Theory: Efficient Frontier, CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-IV

Portfolio Management & Measurement

Portfolio execution, Portfolio Revision and Performance Evaluation.

Bonds & Valuation

Bond prices & Yields, types of bonds, Duration of Bonds, Bond Management Strategies, Analysis of Bonds

TEXT BOOKS

1. Punithavathy Pandian, Security Analysis and Portfolio Management, 2nd Edition (2012), Vikas Publishing House Pvt. Ltd.
2. Fischer, Donald E. & Jordan, Ronald J., Security Analysis and Portfolio Management, 6th Edition, Prentice Hall of India.
3. Prasanna Chandra, Security Analysis and Portfolio Management, 3rd Edition (2008) Tata McGraw-Hill

SUGGESTED READINGS

1. V. A. Avadhani, Investment and Securities Market in India, (2008), Himalaya Publishing House.
2. S Kevin, Security Analysis And Portfolio Management (2206), Prentice hall of India.

Corporate Valuation	
Course Code: 21BBAF604	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To expose the students to understand various approaches to corporate valuation.
2. To illustrate how discounted cash flow models assist in valuation.
3. To make students understand the non-discounted cash flow approaches.
4. To enable students, understand the valuation of intangible assets.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply corporate valuation approaches in practice.
2. Put the models learnt in real time industry situations.
3. Analyse and apply the tools and techniques of non-discounted cash flow approaches.
4. Recognize and valuing the impalpable assets.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit I

Corporate valuation-an Overview

Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

Unit II- Enterprise DCF Model

Analysing historical performance-Estimating the cost of Capital Forecasting Performance- Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis.

Unit III

Relative valuation

Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples- Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation

Unit IV

Advanced issues in valuation

Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands.

TEXT BOOKS

1. Prasanna Chandra ,Corporate Valuation and Value Creation, 1st Edition (2011),Tata McGraw Hill.
2. Valuation, Aswath Damodaran, Damodaran, 2nd Edition (2006), John Wiley and Sons.
3. Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, Corporate Valuation: A Guide for Managers and Investors, 1st Edition (2003) , Cengage Learning.

SUGGESTED READINGS

1. Tim Collier, Valuation: Measuring and Managing the Value of Companies, 6th Edition (2015), Wiley Finance.
2. Rajiv Srivastava and Anil Misra ,Financial Management, 2nd Edition (2011), Oxford University Press.
3. David Frykman, Jakob Tolleryd, Corporate Valuation Financial Times, (2003), Prentice Hall.

FINANCIAL INSTITUTIONS AND MARKETS

Course Code: 21BBAF605	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

COURSE OBJECTIVES

1. To understand the basic concept of Indian Financial System and markets.
2. To get the knowledge of primary and secondary markets instruments.
3. To understand the structure and functions of financial and banking institutions.
4. To learn the process of investing in mutual funds and functions of statutory bodies of Indian Financial System and markets.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply knowledge of Indian Financial System and markets.
2. Implement tools and techniques of primary and secondary markets instruments.
3. Understand structure and functions of financial and banking institutions.
4. Smear the process of investing in mutual funds and functions of statutory bodies of Indian Financial System and markets.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of Indian Financial System and Financial Markets

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments; Financial Services.

Unit-II

Primary and Secondary market Structure

Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E-Trading).

Unit-III

Financial and Banking Institutions Functions

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitisation, Universal Banking, Consortium Loaning, Maximum Permissible Banking Finance, Loan Pricing, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation.

Unit IV

Services and Regulatory Framework of Financial Market

Mutual Funds & Regulators in IFS: Investment Trust Companies v/s Unit trust, Mutual Funds, Reserve Bank of India, Securities and Exchange Board of India. NBFC and Financial Services: Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire Purchase.

TEXT BOOKS

1. L. M. Bhole, Financial Institutes & Markets, 5th Edition, 2009, Tata McGraw Hill.
2. Pathak Bharti, Indian Financial System-Markets, Institutions and Services”, 2nd edition, 2007, Pearson Education.
3. M Y Khan, Financial Services, 6th Edition, 2007, Tata McGraw Hill.

SUGGESTED READINGS

1. John C. Hull, Management and Financial Institutions”, 2nd Edition, 2009, Prentice Hall.
2. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, 4th Edition, 2009, Prentice Hall.
3. Varshney and Mittal, Indian Financial System, 10th Edition, 2009, Sultan Chand & Sons. Periodicals.

Marketing

INDUSTRIAL MARKETING	
Course Code: 21BBAM503	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To understand the concept and types of industrial marketing.
2. To understand the behaviour and decision-making process of industrial buyer.
3. To expose the students to a variety of market mix situations in the Indian context.
4. To share the concepts and frameworks in industrial marketing situations to develop skills to formulate implementable marketing strategies.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamental concept and various types of industrial marketing.
2. Scrutinize the industrial buyer behaviour and decision-making process in industrial marketing.
3. Learn the marketing mix situation and sales force decision in industrial marketing.
4. Understand the concepts and frameworks of industrial marketing for formulating and implementing marketing strategies.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of Industrial Marketing

Introduction and Overview of industrial marketing: Industrial VS Consumer Marketing, Types of Industrial Customers, Classification of Industrial Products and Services, Different Customers and Products of Industrial Marketing, Strategies for Managing Industrial Marketing Environment.

Unit-II

Decision Making Process in Industrial Marketing

Industrial Buying and Buying Behaviour: Industrial Buying Decision Process, Differences between Consumer and Organizational Buying Behaviour, Models of Industrial Buying

Behaviour, Organizational Buying Process, In-suppliers and Out-Suppliers of Industrial Marketing.

Unit-III

Marketing Mix Decisions in Industrial Marketing

Promotion in Industrial Marketing: Advertising Decisions in Industrial Marketing, Sales and Sales Force Promotion, Industrial Marketing Mix Elements, Controlling the Sales Force and Compensation to Sales Persons, Controlling the sales force.

Unit IV

Developments in Industrial Marketing

Industrial marketing Research and Demand Forecasting: Industrial vs. Consumer Marketing Research: Issues and Challenges, Industrial Marketing Research Process, Demand Forecasting and Levels of Forecasting, Quantitative and Non-Quantitative Forecasting Methods, Managing Distribution Channels. Segmenting, Targeting and Positioning in Industrial Marketing: Process of STP, Requirements of Effective Segmentation, Selecting the Target Marketing Strategy, Developing a Product Strategy and New Product Development, Marketing of Industrial Services.

TEXT BOOKS

1. Anderson, J. C., Narus, J. A., Das, N., and Seshadri, D. V. R., Business Market Management: Understanding Creating and Delivering Customer Value, 3rd Edition 2009, Pearson Education.
2. Ghosh, P. K., Industrial Marketing., 2005, Oxford University Press.
3. Phadtare Milind T., Industrial Marketing Paperback, 2014, PHI Learning Pvt Ltd

SUGGESTED READINGS

1. Reeder, R. R., Brierty, E. G., Reeder, B. H., and Cliffs, E., Industrial Marketing: Analysis, Planning and Control, 2nd Edition, PHI Learning.
2. Webster, F. E., Industrial Marketing Strategy, 3rd Edition, John Wiley and Sons.

Fundamentals Of Sales & Distribution	
Course Code: 21BBAM504	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy.
2. To equip students to organize and manage sales force.
3. Students are Introduced to different marketing channels and how to manage these channels.
4. To sharpen decision making skills of future sales and distribution managers.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand & appreciate the diverse variables affecting the sales & distribution function.
2. Develop sales and distribution plans
3. Link distribution with other marketing variables
4. Describe the Designing and Administering Various Compensation Plans.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Sales Management

Sales Management; Objectives and Functions; Setting and Formulating Personal Selling Objectives; Recruiting and selecting Sales Personnel; Developing and conducting Sales Training Programmes.

Unit-II

Administering & Compensation Plans

Designing and Administering Compensation Plans; Supervision of Salesmen; Standards and Performance; Motivating Sales Personnel; Sales Meetings and Sales contests.

Unit-III

Territories and Sales efforts

Designing Territories and Allocating Sales efforts; Objective and Quotas for sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost analysis.

Unit-IV

Distribution Channels

Marketing Channels, their Structure; Channel Intermediaries-Role and Types; Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels: Assessing Performance of Marketing Channels; International Marketing Channels.

TEXT BOOKS

1. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. Sales Management: Decisions, Strategies and Cases, 6th Edition (2017), Prentice-Hall of India.
2. Kapoor, R., Fundamentals of Sales Management, (2015), Macmillan India .
3. Panda, T. K. & Sahadev, S. S., Sales and Distribution Management, 2nd Edition (2011), Oxford University Press.

SUGGESTED READINGS

1. Havaladar, K. K. & Cavale V. M, Sales and Distribution Management: Text and Cases, 2nd Edition (2011), Tata-McGraw-Hill.
2. Venugopal, P. Marketing Channel Management: A Customer-Centric Approach, 2nd Edition (2005), SAGE Response.

International Marketing	
Course Code: 21BBAM505	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

COURSE OBJECTIVES

1. To provide students with the knowledge, skills, and foundations of international marketing.
2. To develop an understanding of numerous aspects presented in marketing in an international context.
3. To synthesize functional aptitude of marketing variables.
4. To have hands-on-experience with strategy formulating and comparing for choosing best option among others.

COURSE LEARNING OUTCOME

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Introduce the students to the concept of international markets, international marketing and the management of international business.
2. Describe the manifestations of international markets and analyses the various aspects in international marketing.
3. Explain and analyse the management functions of international marketing
4. Apply and compare the strategy issues and choices available for managers in international marketing.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT I

Concept of international marketing

Introduction: Globalization, Concepts of international marketing, Theory of international trade, Internationalization of Indian forms, Process of international marketing

UNIT-II

Emerging opportunities in international market

Introduction: Background of international trade, Composition of world trade, Direction of world trade, an overview of Indian foreign trade, India's growth of exports in international markets

UNIT III

Entering international market & Pricing decision for international market Introduction: Concepts of international market, the modes of international market entry, Factors affecting the selection of entry mode, choosing the right international market entry mix, pricing decisions, pricing approaches for international markets, factors influencing pricing decision in international markets

UNIT IV

Building brand in international markets

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

TEXT BOOKS

1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2012, 10th Edition, McGraw Hill publication.
2. Rakesh Mohan Joshi, International Marketing, 2013, Oxford University Press; Pap/Cdr, edition.
3. Sak Onkvisit and John Shaw, International Marketing, 2013, 5th Edition, Books Era publication, India.

SUGGESTED READINGS

1. Cateora, P.R., Gilly, M.C. & Graham, J.L., International Marketing, 15 Ed., Tata McGraw Hill Publication.
2. Paul, International Marketing- Text and cases, Tata McGraw Hill publication.
3. R. Srinivasan, International Marketing, 4th Edition, PHI learning publication

Foundations Of Branding	
Course Code: 21BBAM603	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To make students aware about branding and its concepts.
2. To provide knowledge to students about brand extensions
3. To make students understand relevance of brand equity.
4. To make students understand buyer behaviour and decision-making process

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand branding and implications of branding.
2. Appreciate brand extensions and apply it in organisations.
3. Utilize brand equity knowledge to establish equity in organisations.
4. Understand buyer behaviour and establish a brand accordingly.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

What is a Brand- Can anything be Branded- Concept of Branding, Significance of Branding, Brand – Types, Difference between Product and Brand; Branding Challenges; Overcoming Branding Challenges; E- Branding

Unit-II

Brand extensions

Concept of Brand Extensions, Types of Brand Extensions, Need for Brand Extensions, Pros and Cons of Brand Extensions, Category – related Extensions, Image –related Extensions, Unrelated Extensions.

Unit-III

Brand Equity

The concept of Brand Awareness, Brand Identity, Brand Image, Brand Personality Brand Equity; Creating brands in a competitive market; Brand Positioning & Repositioning, Brand Associations, Using Brand Elements to create brand equity.

Unit-IV

Buyer behaviour

Understanding the Basics of Buyer Behaviour, Types of Buying Decision Behaviour, Black – Box Model of Consumer Behaviour, Buyer Decision Making: Problem Identification, Information search, Sources of Information, evaluation of alternatives, purchase decision, Post-purchase Behaviour.

TEXT BOOKS

1. Kevin lane Keller , Strategic brand management, 4th Edition (2012), Pearson education.
2. Building measuring and managing Brand equity, Kevin lane Keller, 5th Edition (2019), Prentice hall of India.
3. W.Mathur, Brand Management text and cases, (2006), Macmillan India.

SUGGESTED READINGS

1. Aakar, D. A, Managaing Brand Equity: Capitalizing on the Value of a Brand Name, (2009), The Free Press New York.
2. Moorthi, Y. L, Brand Management: The Indian Context, (2009), Vikas Publishing House Pvt Limited.

Service Marketing	
Course Code: 21BBAM604	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To develop students' understanding of those aspects of marketing that are of particular relevance to service producing organizations.
2. To present strategies and approaches for addressing these challenges, and
3. To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions
4. To understand challenges in managing services across industries.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services
2. Understand problems commonly encountered in marketing services such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality
3. Illustrated concepts using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high-tech industries
4. Recognize the process and challenges of service universals rather than on any particular industry.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT I

Introduction to services marketing

Introduction: Characteristics and Classification of Services, Difference between Product and Services marketing, Paradigms in Services Marketing, Present Marketing Environment, services Marketing Mix: Understanding the 7 P's of service marketing & upcoming concepts, Difficulties & Challenges in Service Marketing

UNIT-II

Managing service promise

Service Development Design & Standards: New Service Development Process Service Standards, Demand and Capacity Management in Delivering Services: Role of Employees and Customers in service delivery; Quality in Service marketing

UNIT III

Service Process

Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management, Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations in service marketing

UNIT IV

Service Performance

Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, The Gaps Model of Service Quality, Latest issues in service marketing with reference to Uber, Ola, OYO, Swiggy, Zomato.

TEXT BOOKS

1. Zeithmal, v. A., Bitner, M. J., Gremler, D. D., & Pandit, A, Service Marketing: Integrating Customer Focus Across the Firm, 7TH Edition (2017), McGraw Hill Education.
2. Chistopher lovelock, Services Marketing, 8th Edition (2016), Pearson Education.
3. Shankar, R. Services Marketing: The Indian Perspective, (2012),Excel.

SUGGESTED READINGS

1. Joachen Wirtz, Patricia Chew and Christopler Lovelock, Essentials of Services Marketing, 2nd Edition (2013), Pearson Education.
2. Nargundkar, Rajendra, Services Marketing, 2nd Edition (2006), Tata McGraw Hill

CONSUMER BEHAVIOUR	
Course Code: 21BBAM605	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Electives

COURSE OBJECTIVES

1. The purpose of this course is to understand the conceptual foundations of consumer buying behavior
2. To create awareness of the theories of motivation and perception as applied in consumer behavior, and
3. To acquaint with the communication and consumer decision making
4. To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify the dynamics of human behavior and the basic factors that influence the Consumers decision process.
2. Explore and compare the core theories of consumer behavior in both consumer and organizational markets.
3. Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.
4. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction to Consumer Behavior

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models. Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit-II

Consumer buying behaviour

Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o- graphic.

Unit-III

Strategic marketing applications

Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication -Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism- Consumer rights and Marketers' responsibilities.

Unit-IV

The Global Consumer Behaviour and Online buying behaviour

Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

TEXT BOOKS

1. Loudon & Della Bitta, consumer behaviour: concepts and applications, 8th Edition, 2007, Tata McGraw Hill. New Delhi.
2. Berkman & Gilson, consumer behaviour: Concepts and Strategies, 2nd Edition, 1986, Kent publishing company.

SUGGESTED READINGS

1. Michael r. Solomon, consumer behaviour, 12th Edition, 2014, Phi learning Private limited, New Delhi.
2. Poornima Sharma, Consumer Behaviour, 1st Edition, 2016, Pointer Publishers, Jaipur

Human Resource

Introduction to Human Resource Planning	
Course Code: 21BBAHR503	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To understand the purpose, process and applications of human resource planning in the context of different organizational strategies
2. To create a critical appreciation and knowledge of all the determinants of human resource requirements
3. To create practical awareness about the current trends in human resource planning in global companies
4. To impart awareness on certain concepts of career and implying in the organization

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Implement and design an appropriate manpower extraction system for the organization.
2. Determine worth of job by conducting job analysis
3. Understand manpower forecasting by means of forecasting process implemented in an organization.
4. Understand the career ladder and implementing in it in real life scenario.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT I

Introduction

Foundation and concept of HRP, benefits, process, HRP components, HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

UNIT-II

Job analysis

Meaning and Introduction, job analysis process, techniques of job analysis, methods and practice of job analysis, competency-based approach.

UNIT III

Forecasting

Forecasting Manpower Needs, the Forecasting Process, inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting and regression analysis.

UNIT IV

Career planning and succession management

Introduction, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development Programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

TEXT BOOKS

1. Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition (2020), Pearson.
2. Sanjay Kumar Mittal, Human Resource Planning in Changing Business Scenario: A Study of Infrastructure Development Organization, (2019), Prowess Publishing.
3. Dipak Kumar Bhattacharyya, Human Resource Planning, 4th Edition (2016), Excel Books India Publications.

SUGGESTED READINGS

1. Josiane Fahed-Sreih, Human Resource Planning for the 21st Century, (2018), Intech Open.
2. Kenneth McBey, Strategic Human Resources Planning, 5th Edition (2015), Nelson Canada.

Industrial Relations and Labour Laws	
Course Code: 21BBAHR504	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To acquaint the students with the Basic concepts of Industrial Dispute and the Industrial Dispute Act, 1947 and putting concepts in their practical perspective.
2. To provide an elementary understanding of the penalties and offences under Industrial Dispute Act.
3. To provide extensive knowledge regarding Powers and Duties of Authorities under Industrial Dispute Act.
4. To provide general knowledge of Factory Act 1948 Trade Union Act, 1926 and the Apprentices Act, 1961.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Elaborate the concept of Industrial Relations and elaborate the Industrial Dispute settlement procedures.
2. Illustrate the role of trade union in the industrial setup and outline the important causes & impact of industrial disputes.
3. Summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965.
4. Recognize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

MAPPING MATRIX OF COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

The Industrial Dispute Act, 1947-Salient Features of the Act, Powers and Duties of Authorities under the Industrial Dispute Act, 1947, The Industrial Employment (Standing Orders) Act, 1946-

Scope and Objectives, The Industrial (Development and Regulation Act), 1951-Important Features of the Act.

Unit-II

Industrial Relations Acts

The Factories Act, 1948-Interpretation of the Act and Important terms, Provisions relating to Health under the Factory Act, 1948; Penalties and Offences, The Trade Union Act, 1926-Introduction; Registration of Trade Union, The Apprentices Act, 1961- Apprentices and their Trainings; Authorities.

Unit-III

Labour Policies

Labour Policy in India, Labour problems in India, Need of Labour Laws in India. Growth of Labour Legislation in India, Government Schemes for welfare of Labour Classes, Role of Labour Law & ILLO in safeguarding of industrial workers.

Unit-IV

Understanding Wages Acts

The Payment of Wages ,1936 -Authorities under the Act, The Minimum Wages Act, 1948 - Salient Features of the Act, The Employees' State Insurance Act, 1948-Application and Scope of the Act, The Payment of Bonus Act, 1965 -Scope and Application; Penalty and offences

TEXT BOOKS

1. Rao, Rega Surya, Lectures on Labour and Industrial Laws, 2017, Asia Law House.
2. Thothadri, Vijayalakshmi M S., Industrial and Labour Laws, 2019, Dreamtech Press.
3. Padhi, P.K., Labour and Industrial Laws, 2019, PHI Learning Private Limited.

SUGGESTED READINGS

1. Srivastava, S C., Industrial Relations and Labour Laws, 2020, Vikas Publishing
2. Mishra, S.N., Labour and Industrial Laws, 2018, Central Law Publications

Training and Management Development	
Course Code: 21BBAHR505	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Elective

COURSE OBJECTIVE

- To familiarize the students with the concept and practice of training and development in the modern organizational setting.
- To make them aware about various training programmes.
- To acquaint with the on-the-job training methods and off the job training methods
- To familiarize the students about management development programme and make them learn about training experiences

COURSE LEARNING OUTCOMES

- Students will be able to apply the development experiences in real life situations
- Students will be able handle the real issues in imparting training to the new comers in the real-life settings.
- Students will be able to adjust according to the new challenges in real world.
- Students will be able to gain insight into ongoing development programmes in organizational settings

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

Course Content

Unit- I

Introduction

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit-II

Methods of Training

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e- training

Unit-III

Management Development Programme

Management Development Programme Methods: -Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training.

Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit- IV

Organizational Development

Organizational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences

TEXT BOOKS:

1. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson

SUGGESTED READINGS

2. French Wendell, Bell Cecil and Vohra Veena: Organization Development, Behavioral Science Interventions for Organization Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Introduction to Performance Management	
Course Code: 21BBAHR603	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Elective

COURSE OBJECTIVES

1. To expose the students to the basic understanding of performance management.
2. To understand the applications of performance in the organizations.
3. To equip the students with comprehensive knowledge to improve their ability in understanding performance appraisal in organizations.
4. To understand the strategies that need to manage workforce.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Link learning to developing and implementing a performance management system in organization.
2. develop a linkage between individual goals and organizational goals.
3. Develop a plan for the students as future managers and supervisors who will conduct the performance appraisal in their organizations.
4. Comprehend about the benefits of reward systems for team performance management.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Conceptual framework, Introduction of performance appraisal, Objectives of performance appraisal, Process of performance appraisal, Importance of performance appraisal.

Unit-II

Performance Management System

Concept of performance management, Foundation of Performance management, Purposes of performance management, Elements of performance management, Performance Appraisal v/s Performance Management, Designing a Performance Management System.

Unit-III

Measuring High Performance

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills.

Unit-IV

Legal issues associated with performance appraisals- Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking. Performance Planning, defining objectives and performance standards, Performance Management linked Reward System, Role of HR Professionals in Performance Management.

TEXT BOOKS

1. Aguinis, H. (2013). Performance management, 3rd Edition 2013, Pearson.
2. Hutchinson, S., Performance management. 2013, London: Chartered Institute of Personnel and Development.
3. Hatry, Harry., Performance Measurement: Getting Results, 2nd edition 2007. Washington D.C.: The Urban Institute.

SUGGESTED READINGS

1. Moynihan, Donald P., The Dynamics of Performance Management: Constructing Information and Reform. 2008, Washington D.C.: Georgetown University Press.
2. B D Singh, "Performance Management System – A Holistic Approach", 2012, Excel books
3. S Kohli and T Deb, Performance Management, 2008, Oxford Higher Education

Compensation Management	
Course Code:21BBAHR604	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Area Elective

COURSE OBJECTIVES

1. To understand the concept of compensation and reward system in the organization.
2. To illustrate how compensation management can be applied to organizational settings.
3. To emphasize on how compensation and reward management work.
4. To make them comprehend about the legal requirement in designing global compensation structure.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. Determine the performance-based compensation system for business excellence and solve various cases.
3. Design the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Conceptual aspects of Compensation

Introduction of Compensation, Basic concepts of Compensation. (Wages, salary, benefits, DA, consolidated pay, Equity based Programmes, commission, reward, remuneration, bonus etc.),

Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Unit-II

Internal Alignment

Introduction of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

Unit-III

Job Evaluation

Introduction of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Emerson Efficiency Plan.

Unit-IV

Determining External Competitiveness and Benefits Management

Introduction of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

Legal & Administrative Issues in Compensation Global Compensation:

Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration and strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay.

TEXT BOOKS

1. Milkovich & Newman, Compensation, 9th edition, 2017, Irwin/McGraw-Hill.
2. BD Singh, Compensation & Reward Management, 2nd Edition 2012, Excel books.
3. Bashker D. Biswas, Compensation and Benefit Design, 2012, FT Press.
4. Steven Balsam, An Introduction to Executive Compensation, 2002, Academic Press.

SUGGESTED READINGS

1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition 2004, Prentice Hall.
2. Richard I. Anderson, Compensation Management in Knowledge based world, 10th edition 2006, Pearson Education.
3. Er. Sonia Shyam Singh, Compensation Management, 2012, Excel Books.

HRD System and Strategies	
Course Code:21BBAHR605	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Area Elective

COURSE LEARNING OBJECTIVES

1. To understand the concept of HRD systems and strategies
2. To develop and improve an organization's systems and strategies leading to an optimal HRD climate.
3. To acquaint the students about the HRD applications
4. To make them aware about the HRD systems and HRD experience in Indian organizations.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

4. To understand the need for HRD and HRD practices which can develop and improve an organization's systems and strategies leading to an optimal HRD climate.
5. To examine the outcome of HRD in Indian context
6. To apply the HR knowledge in organizational settings.
7. To evaluate the Industrial relations and Future of HR in 21st Century.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENT

Unit- I

Introduction to Human Resource Development

Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.

Unit- II

HRD Process

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs
Evaluating HRD programs.

Unit- III

HRD Interventions

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

Unit- IV

HRD Applications and Industrial Relations

Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

TEXT BOOKS

1. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
2. Halder, U. K.: Human resource development, Oxford University Press India.

SUGGESTED READINGS

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication. Ltd.
3. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
4. Rao T.V.: Human Resource Development, Sage publication.
5. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
6. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
7. Werner J. M., De Simone, R.L.: Human resource development, South Western.
8. Mankind, D.: Human resource development, Oxford University Press India.

International Business

Fundamentals of International Trade	
Course Code: 21BBAIB503	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Electives

COURSE OBJECTIVES

1. To provide an understanding of the broad principles of international trade.
2. To help understand the theories to facilitate the free flow of trade in goods, services and capital.
3. To examine the impact of the trade policies followed at the national and international levels as also their welfare implications for the economies
4. To help students understand and apply the various trade mechanisms across geographical boundaries.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop a deeper understanding of the different theories of international trade.
2. Understand the economies of scale, tariff and non-tariff barriers in international trade.
3. Possess knowledge of the concepts and components of balance of payments and process of adjustment.
4. Learn about foreign exchange markets and their operations.

MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction

Theories of International Trade: Introduction to International Trade, Theories of Absolute Advantage, Comparative Advantage and Opportunity Costs; Heckscher Ohlin Theory of Trade, Factor Price Equalization; Empirical Testing of Heckscher Ohlin Theory; New Approaches to Trade Theory: The Product Cycle theory; Technology Gap Theory

Unit-II

Barriers to Trade

Imperfect Competition and International Trade: Economies of Scale, Intra-industry Trade; Terms of Trade: Concepts and Measurement of Terms of Trade; Theory of Tariff and Non-tariff Barriers: Partial equilibrium Analysis of Tariff; Effects of Tariff on Consumer's and Producer's Surplus; Various Non-tariff Barriers; Regionalism: Various Forms of Economic Integration; The Theory of Customs Union.

Unit-III

Balance of Payments

The Balance of Payments and Adjustments: Concepts and Components of Balance of Payments; Causes of Disequilibrium in the Balance of Payments; The Process of Adjustment Under: Gold Standard - Specie Flow Mechanism; Fixed Exchange Rate - Devaluation, Marshall Lerner's Conditions, Keynesian Absorption Approach, J-Curve Effect; Flexible Exchange Rate - Mundell Fleming model; Foreign Trade Multiplier.

Unit-IV

Foreign Exchange Markets

Foreign Exchange Markets: Euro Currency Markets, International Bond Markets; Contemporary Exchange Rate Systems; Foreign Exchange Transaction Forms; Foreign Exchange Arbitrage and Market Hedging.

TEXT BOOKS

1. Daniel J. Sullivan, John D Daniels, and Lee H. Radebaugh, International Business: Environments and Operations, 16th Edition (2017), Pearson.
2. Krugman, Paul R. and Obstfeld, Maurice: International Trade: Theory and Policy, 10th Edition (2017), Prentice Hall.
3. Salvatore, Dominick, International Economics: Trade and Finance, 11th Edition (2014), John Wiley & Sons.

SUGGESTED READINGS

1. Charles W.L. Hill, International Business: Competing in the Global Marketplace, 10th Edition (2017), McGraw-Hill College.
2. Feenstra, Robert C. and Taylor, Alan, M., International Trade, 4th Edition (2016), Worth Publishers.

Transnational and Cross-Cultural Marketing	
Course Code: 21BBAIB504	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To understand the concept and scope of international marketing.
2. To understand the social and environmental challenges on industrial and consumer product.
3. To learn the marketing research activities and process for multicultural environment.
4. To understand the methods of price and promotion decisions in international markets.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts and developments in international marketing.
2. Explore the challenges of cultural and social forces of industrial and consumer product in international market.
3. Apply and connect with the techniques and process of marketing research in multicultural environment of international market.
4. Acknowledge the price mechanism and promotional strategic decisions in international markets.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

Introduction of International Marketing

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing.

Unit-II

Cultural Forces in International Marketing

Cultural and social forces, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

Unit-III

International Marketing Research

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analysing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Unit IV

Pricing and Promotion Decisions in International Market

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing– personal selling – exhibition – generic promotions in international marketing.

TEXT BOOKS

1. Cherunillam, Francis: International Marketing, 2021, Himalaya Publishing House.
2. Cateora, Philip R. & Graham, John L., International Marketing, 18th Edition 2020, Tata McGraw Hill.

SUGGESTED READINGS

1. J. J. Shaw & Sak Onkvisit, International Marketing- Analysis and Strategies, 2004, Routledge.
2. Warren J. Keegan: Global Marketing Management, 2014, Pearson Prentice Hall.

Course Code: 21BBAIB 505	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60Marks
Prerequisite: NIL	Course Category: Functional Area Electives

COURSE OBJECTIVES

1. To guide the students upon identifying right structure and understanding the set of key differences between domestic business and international business.
2. To enable students to learn and identify various methods for getting involved in international business.
3. To highlight the components of the international business environment.
4. To make students understand various measures of economic progress and development and describe the position of the United States in International trade.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn the fundamental theories, purposes and practices of international business, and better understand why companies engage in it;
2. Recognize and appreciate the complexity of entering an international market;
3. Understand the relationship between government (foreign and domestic) and international business;
4. Better understand the impact of physical, cultural, political, legal and financial forces on international business;

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

Unit-I

An Overview of International Business

Background for International Business - the definition international business - the rise of globalization – India's position in international trade. Theories of International Trade & Investment - the advantages of specialization - the concept of comparative advantage.

Unit-II

Monetary system and financial markets

The International Monetary System - the role of the International Monetary Fund (IMF) - fixed and floating exchange rates - the impact of European currency (EURO) and US Dollar. International Financial Markets - how a foreign exchange market function.

Unit-III

Integration and Trade Policies

Economic Integration among Countries - the levels of economic integration - the various arguments of economic integration. Trade and Investment Policies - the role of foreign aid in international trade and investment - the goals and function of WTO.

Unit-IV

International Operations & Logistics

Starting International Operations - various entry strategies used by firms to initiate international business activity - indirect exporting and importing - advantages and disadvantages of licensing. International Logistics - international logistics - the usefulness of free trade zones.

TEXT BOOKS

1. Han, Jerry C. Y., Wild, John J., Wild, Kenneth L., International Business: The Challenges of Globalization, 4th Edition, 2009, Prentice Hall.
2. Thomas G. Cummings & Christopher, Organizational Development & Change, Second Edition, 2015. Sage Publication.

SUGGESTED READINGS

1. Charles W. Hill, International Business: Competing in the Global Marketplace, 11th Edition, 2018, McGraw-Hill Custom Publishing, North Ryde.
2. George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, Global Transnational Business, Strategy and Management, 2nd Edition, 1986, Wiley.

Global Strategic Management	
Course Code: 21BBAIB603	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. To develop a global vision towards business operations.
2. To enables students to respond to rapid changes in global environment
3. To understand the impact of strategies adopted at various levels in an organisation.
4. To help students to implement strategies effectively in a global market.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn about Strategic Management and its dynamics.
2. Comprehend external and internal environment and its impact on business.
3. Make strategic choice for different levels of the organization.
4. Develop familiarity with some of the practical realities of running a business across the globe.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit-I

Introduction

International and global strategy; Global organization; The strategic management process; Approaches to strategic decision making; Strategic role of Board of Directors and Top management; Qualities of a global leader; Strategic intent; Concept of strategic fit, leverage and stretch; Strategic flexibility and learning organization.

Unit- II

Environmental Analysis

Analysis of global environment- Environmental profile, institutional and economic distance; Michael Porter's Diamond framework; Managing country selection, country differences, analysis

of operating environment - Michael Porters model of industry analysis; Strategic group analysis, analysis of internal environment– Resource Audit; Resource Based View (RBV), diversity of labour pool around the globe, global value chains systems; Core and distinctive competencies; Sustainable vs. Transient Competitive advantage.

Unit-III

Strategic Choice

Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porters“ competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.); Competing under strategic independence; Global competitive dynamics; Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy.

Unit- IV

Strategy Implementation and Control

Reasons and process of firms’ internationalization; International entry options; multi-country and global strategies; Outsourcing strategies, Global Value Creation, The AAA triangle. Interdependence of formulation and implementation of strategy; Issues in global strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; Culture and leadership; Strategy evaluation and control, ethical and social considerations in global strategic management.

TEXT BOOKS

1. Kazmi, A. & Kazmi, A. Strategic Management. 5th Edition (2020), McGraw-Hill Education.
2. Wheelen, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. Strategic Management and Business Policy: Globalization, Innovation and Sustainability. (2018), Pearson.
3. David, R. Fred & David, R. Forest. Strategic Management: Concepts and Cases—A Competitive Advantage Approach , 16th Edition (2018), Pearson.

SUGGESTED READINGS

1. Prahalad, C. K., & Hamel, G., The Core Competence of the Corporation, 1st Edition (2017), Macat Library.
2. Hill, Charles, W.L. & Gareth, R. Jones. Strategic Management: An Integrated Approach, 9th Edition (2012), Cengage Learning, India.
3. Hitt, Michael A., R. Ireland, Duane & Hoskisson, Robert E. Strategic Management: Concepts and Cases: Competitiveness and Globalization. Cincinnati, (2009), Cengage Learning.

Global Logistics Management	
Course Code: 21BBAIB604	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

COURSE OBJECTIVES

1. Identify and explain terms in the global supply chain environment. Describe a logistics information system.
2. Make student learn current global transportation and supply chain issues while demonstrating an understanding of logistical operations.
3. Identify the business implications of global logistics management. Incorporate sources of suppliers into a supplier network.
4. Identifying and explaining terms in the global supply chain environment

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain logistics/global supply chain terms and describe a logistics information system.
2. Solve transportation problems utilizing knowledge of world geography, the transportation system and applying forecasting techniques to various facets of supply chain management.
3. Evaluate technical factors of logistics in international trade and its implications on global logistics management.
4. Demonstrate the multiple aspects of maritime transportation and its role in the global supply chain.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

COURSE CONTENTS

UNIT I

Introduction to logistics

The Supply Chain Revolution; Logistics Drivers, customer Accommodation, Procurement, & Manufacturing, Information Technology; Inventory management and packaging.

UNIT-II

Inventory Management

Inventory and transport infrastructure, Transportation Operations and Warehousing, Packaging and Handling; Global Supply Chains

UNIT III

Network Integration

Network Integration; Improving Logistics Performance, Operational, Financial and Social Performance; resolving the challenges to optimize efficiency and minimize the vulnerability of global supply

UNIT IV

Measuring logistics

Measuring logistics and supply chain management, logistic network design and planning, supply chain collaborations.

TEXT BOOKS

1. John J. Coyle, Supply Chain Management: A Logistics Approach, 10th Edition (2016), Cengage Learning.
2. Sunil Chopra and Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, 5th Edition (2013), Pearson.
3. Mangam, Lalwani, Butcher, & Javadpour, Global Logistics and Supply Chain Management, 2nd Edition (2011), John Wiley & Sons.

SUGGESTED READINGS

1. Paul Myerson, Lean Supply Chain and Logistics Management, 1st Edition (2012), McGraw-Hill Education.
2. Frankel, R., The Definitive Guide to Supply Chain Best Practices: Comprehensive Lessons and Cases in Effective SCM. Council of Supply Chain Management Professional (CSCMP). 1st Edition (2013), Pearson FT Press.

INDIA'S FOREIGN TRADE AND POLICY	
Course Code: 21BBAIB 605	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Electives

COURSE OBJECTIVES

1. To acquaint the students with structure of India's foreign trade and explore India's trade policy.
2. To create awareness about the various schemes initiated for EXIM.
3. To provide understanding about role of Indian government in promoting India's foreign trade.
4. To understand the regulatory framework of bodies handling foreign exchange facilities.

COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Equip the students to critically evaluate the India's foreign trade policy and it's economic relations.
2. Analyse the importance of various measures and schemes adopted for EXIM.
3. Understand the meaning importance of role of Indian government in promoting India's foreign trade.
4. Develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

COURSE CONTENTS

Unit- I

Introduction to India's Foreign Trade and Policy

History and introduction to foreign trade, India's Foreign Trade Recent Trends, objective of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items, Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings.

Unit- II

Export Promotion Measures and Schemes

Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorization scheme (DFIA), deemed exports.

Unit- III

Indian Government Role

Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

Unit- IV

Foreign Exchange facilities and Regulations

Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

TEXT BOOKS

1. James P. Neelankavil and Anoop Rai, International Business, 3rd Edition, 2015, Taylor and Francis.
2. V.K. Bhalla, International Business Environment and Management, 2010, Thirteen Revised Edition, Anmol Publications.

SUGGESTED READINGS

1. Vyuptakesh Sharan, International Business: concept, environment and strategy, 3rd Edition, 2010, Pearson Education, India.
2. Prashant Salwan, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, 15th Edition, 2016, Pearson.