



**BENNETT**  
**UNIVERSITY**  
**TIMES OF INDIA GROUP**

## **Program Structure & Syllabus**

**Bachelor of Business Administration: Duration: 03 Years**

**Bachelor of Business Administration (Honors with Research ): Duration: 04 Years**

**Bachelor of Business Administration (Honors ): Duration: 04 Years**

**Batch: 2025-29**

**School of Management**

**Vision of the University:**

To be a global leader in education, research, and innovation, empowering higher learning ecosystem

**Mission of the University:**

- Empower all the members of the Bennett ecosystem and provide thought leadership, focus on nation building and prepare our graduates to move with the Times.
- Cultivate international partnerships and collaborations with academic institutions, industry, and government organizations and provide a rigorous and innovative education that equips students with the knowledge, skills, and ethical values required to excel in their careers.
- Foster a culture of lifelong learning, adaptability, and critical thinking, ensuring graduates are prepared to tackle emerging challenges in all academic fields.
- Drive interdisciplinary research and innovation, pushing the boundaries of human knowledge, addressing pressing global issues and solving real world problems.
- Enhance a collaborative environment that encourages faculty and students to engage in research, innovation, and entrepreneurship, creating a lasting impact on society.
- Promote diversity, equity, and inclusion, ensuring that all individuals, regardless of background, feel welcomed, respected, and empowered.
- Prepare students to become global citizens, capable of addressing global challenges and contributing to the well-being of communities worldwide.
- Provide a globally connected career services networking with graduate employers and alumni.
- Foster a strong sense of ethical responsibility in our graduates, emphasizing the importance of ethical conduct, sustainability, and social impact in professional practice.
- Commit to ongoing assessment and improvement of our programs and invest in modern infrastructure and advanced technology to support teaching, research, and innovation adapting to the evolving needs of students, industries, and society.

**Vision of the School/Department:**

To Create Progressive and Inclusive Business Influencers

**Mission of the School/Department:**

SOMM1: To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges

SOMM2: Cultivate thought leadership, eagerness to learn and adapt

SOMM3: Foster innovative and collaborative business growth in an ethical and inclusive manner

SOMM4: Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values.

Program Educational Objectives (PEO):

PEO1: To develop technical competence in various functional domains such as Marketing, Finance, HR, Operations, International Business, and Retail

PEO2: To sharpen decision making skills to ensure sustainability in competitive business environment

PEO3: To develop socially responsible corporate citizens

PEO4: To impart entrepreneurial skills to establish and run successful business ventures

**PEO to Mission Statement Mapping:**

Mission Statements →	To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges	Cultivate thought leadership, eagerness to learn and adapt	Foster innovative and collaborative business growth in an ethical and inclusive manner	Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values.
↓ PEO Statements				
	M1	M2	M3	M4
PEO1		2		
PEO2	2	1		2
PEO3			2	3
PEO4	1		2	

1: Low

2: Medium

3: High

**Program Outcomes (POs) and Program Specific Outcomes (PSOs):**

PO1: Application: Remember functional business knowledge and apply managerial skills in changing business environment

PO2: Critical Thinking: Demonstrate critical thinking skills to address diverse business challenges and opportunities

PO3: Communication: Practice effective communication with different stakeholders

PO4: Lifelong Learning: Demonstrate commitment to continuous learning



PO5: Ethics: Relate and follow professional and ethical principles

PSO1: Applying Business Administration knowledge in the following domains: Marketing, Finance, Entrepreneurship, Human Resources, International Finance and Accounting and International Business

PSO2: Engaging in self-development and independent lifelong learning

PSO3: Practicing ethical decision making for sustainable benefit to the Business, Society and Environment

## Mapping of POs/PSOs to PEOs:

<p>PEO Statements</p>   <p>Program Outcomes</p> 	<p>To develop technical competence in various functional domains such as Marketing, Finance, HR, Operations, International Business, and Retail</p> <p>PEO1</p>	<p>To sharpen decision making skills to ensure sustainability in competitive business environment</p> <p>PEO2</p>	<p>To develop socially responsible corporate citizens</p> <p>PEO3</p>	<p>To impart entrepreneurial skills to establish and run successful business ventures</p> <p>PEO4</p>
<p>PO1: Application: Remember functional business knowledge and apply managerial skills in changing business environment</p>	3			
<p>PO2: Critical Thinking: Demonstrate critical thinking skills to address diverse business challenges and opportunities</p>		2		
<p>PO3: Communication: Practice effective communication with different stakeholders</p>		1		1
<p>PO4: Lifelong Learning: Demonstrate commitment to continuous learning</p>	1			1
<p>PO5: Ethics: Relate and follow professional and ethical principles</p>		2	3	
<p>PSO1: Applying Business Administration knowledge in the following domains: Marketing, Finance, Entrepreneurship, Human Resources, International Finance and Accounting and International Business</p>	3			3
<p>PSO2: Engaging in self-development and independent lifelong learning</p>	1			
<p>PSO3: Practicing ethical decision making for sustainable benefit to the Business, Society and Environment</p>		2	3	

1: Low

2: Medium

3: High

<b>Semester-I</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Principles of Economics- I	3
2	Human Behavior in Organisation	3
3	Principles of Management	3
4	Quantitative Techniques	3
5	AI for All	1
6	(University level)- Community Engagement and Social Responsibility	2
7	Inculcation of Human Values and Professional Ethics	1
8	(University level)- Professional Skills	2
9	(University level) -Communication Skills 1	2

<b>Semester-II</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Principles of Economics- II	3
2	Financial Accounting & Analysis	3
3	Fundamentals to Human Resource Management	3
4	Principles of Marketing Management	3
5	Spreadsheet Modelling and Data Visualisation	2
6	Community Service Project	2
7	University level)-Environment and Sustainability	2
8	(University level)-Leadership and Management Skills-	2
9	(University level)-Modern Language-Communication Skills 2	2

<b>Semester-III</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Law & Governance	3
2	Management Accounting	3
3	Production & Operations Management	3
4	Digital Marketing	3
5	Fundamentals of Entrepreneurship	2
6	Psychology for Managers	2
7	Business Leadership Skills	3 (pr 2)
8	Modern Indian Language: Hindi	2

<b>Semester-IV</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Fundamentals of Financial Management	3
2	Research Methodology	3
3	Management Information System	3
4	Consumer Behaviour	3

5	Fundamentals of International Business	4
6	Design Thinking and Innovation	2
7	Foreign Languages (French/German)	2

**Semester-V**

S.No	Subject	Credits
1	Sustainability and Circular Economy	3
2	Logistics and Supply Chain Management	3
3	Elective 1	3
4	Elective 2	3
5	Elective 3	3
6	Business Taxation	2
7	Health & Wellness	2
8	Summer Internship	2

**Semester-VI**

S.No	Subject	Credits
1	Cyber Crimes and Frauds in Business	3
2	Business Policy & Strategic Management	3
3	Emerging Technologies and Opportunities	3
4	Elective 4	3
5	Elective 5	3
6	Elective 6	3
7	Personal Wealth Management	2
8	Campus to Corporate	2

**Semester-VII**

S.No	Subject	Credits
1	Methods of Qualitative Research	3
2	Personal Branding	3
3	Operations Research and Decision Science	4
4	Elective 7	3
5	Elective 8	3
6	E Commerce Business Model	2
7	Personal & Managerial Effectiveness	2

**Semester-VIII**

S.No	Subject	Credits
1	Business Simulation	4
2	Industry Immersion Project / Research Project	12
3	Art of Happiness	1
4	Technology and Society	2
5	Mastering Speaking and Presentations: A Case based Approach	2

## Electives List

<b>MARKETING</b>		
<b>Semester V</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Consumer Behaviour and Marketing	3
2	Sales Force Management	3
3	Integrated Marketing Communications	3
4	Marketing Research	3
<b>Semester VI</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Brand Management	3
2	Social Media Marketing	3
3	Customer Relationship Management	3
4	Rural Marketing	3
<b>Semester VII</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Retail Marketing	3
2	Services Marketing	3
3	Green and Sustainable Marketing	3
<b>FINANCE</b>		
<b>Semester V</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Introduction to Fintech	3
2	Financial Institutions and Markets	3
3	Audit & Assurance Services	3
4	Security Analysis	3
<b>Semester VI</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Portfolio Management	3
2	Mergers & Acquisitions	3
3	Banking, Financial Services & Insurance	3
4	Private Equity & Venture Capital	3
<b>Semester VII</b>		

S.No	Subject	Credits
1	Financial Derivatives	3
2	Financial Modelling & Valuation	3
3	Sustainable Finance	3
4	Project Finance	3
<b>INTERNATIONAL BUSINESS</b>		
<b>Semester V</b>		
S.No	Subject	Credits
1	Global Business Ethics	3
2	Emerging Markets in International Business	3
3	EXIM Procedures & Documentation	3
4	Global Entrepreneurship	3
5	Application of AI in International Business	3
<b>Semester VI</b>		
S.No	Subject	Credits
1	Cross Cultural Management	3
2	International Supply Chain Management & Logistics	3
3	International Economics	3
4	Global Business Environment	3
<b>Semester VII</b>		
S.No	Subject	Credits
1	Launching a Product in International Market	3
2	International Marketing	3
3	International Finance	3
<b>ENTREPRENEURSHIP &amp; FAMILY BUSINESS</b>		
<b>Semester V</b>		
S.No	Subject	Credits
1	Culture, Society and Entrepreneurship in India (Theories & Development Trajectory)	3
2	Family Business Essentials Development & Growth	3
3	Global Entrepreneurship	3
4	Indian Startups: An Assessment	3
<b>Semester VI</b>		
S.No	Subject	Credits
1	Live Project I	3

2	Entrepreneurial Marketing and Finance	3
3	Social Entrepreneurship and Corporate Venturing	3
4	Entrepreneurial Strategy	3
<b>Semester VII</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Live Project II	3
2	Venture Creation Strategy & Stimulation	3
3	Innovation Development Process & Readiness Levels (Technology, Market & Investment)	3
<b>BUSINESS ANALYTICS</b>		
<b>Semester V</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Programming in Python	3
2	Data Visualisation	3
3	SQL	3
4	Predictive Modelling	3
<b>Semester VI</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Machine Learning and AI	3
2	Web and Social Media Analytics	3
3	Natural Language Processing	3
4	Supply Chain Analytics	3
<b>Semester VII</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Deep Learning & Prompt Engineering	3
2	Marketing Analytics	3
3	Data Mining for Business Intelligence	3
<b>HUMAN RESOURCE MANAGEMENT</b>		
<b>SEMESTER V</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Conflict Management	3
2	Recruitment and Selection	3
3	Training and Development	3
4	Compensation Management	3

<b>Semester VI</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
	HR Tools and Techniques	3
	Industrial Relations and Labour Laws	3
	Talent Management and Employee Engagement	3
	Advanced HRM	3
<b>Semester VII</b>		
<b>S.No</b>	<b>Subject</b>	<b>Credits</b>
1	Leadership and Change Management	3
2	Organizational Development	3
3	Managing Global Employees	3

# SEMESTER - I

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA119L</b>	<b>Principles of Economics – I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand and apply core microeconomic concepts like scarcity, opportunity cost, marginal analysis, and incentives to real-world individual and business decision-making.

**CO2:** Analyse demand and supply dynamics, elasticity, and government interventions to evaluate market outcomes and business pricing strategies.

**CO3:** Examine production and cost structures in short and long run to support profit-maximization and efficiency in business operations.

**CO4:** Compare various market structures and evaluate firm behaviour under perfect and imperfect competition to develop sustainable business strategies.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
CO1	3	2	1	2	1	3	2	1
CO2	3	3	1	2	1	3	2	2
CO3	3	3	1	2	1	3	2	2
CO4	2	3	2	2	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Why do we need to study microeconomics?**

**10 lecture hours**

What is Economics, microeconomics? Key concepts in economics

#### **Module II: Demand and Supply in a market**

**10 lecture hours**

Determinants of supply, determinants of demand, and market equilibrium. Elasticity, government intervention and impact of tax on market equilibrium.

**Module III: Firm behavior****13 lecture hours**

Production Theory and Cost theory. Types, Curves, Short run and long run Analysis.

**Module IV: Market Structure****12 lecture hours**

Types of market structures and profit maximization.

**Text Books:**

1. Mankiw (2015). Principles of Microeconomics. Cengage Learning.

**Reference Books:**

1. Salvatore & Rastogi (2016). Managerial Economics: Principles and Worldwide Applications. Oxford Publications, 8th Ed.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
	<b>Human Behavior in Organisation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Enhance the understanding of human behaviour at work

CO2: Increase awareness of the people-related challenges of organisational life, and to build proficiencies in dealing with them effectively

CO3: Address the holistic development of the student's personality with conceptual, analytical and communication skills

CO4: Improve team skills and gain an appreciation of team dynamics and to facilitate \ development of leadership competencies

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	1	2	2	1	2	3	2
<b>CO2</b>	2	1	3	4	2	1	2	1
<b>CO3</b>	3	3	2	3	1	3	1	3
<b>CO4</b>	1	2	3	3	3	3	1	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I:**

**15 lecture hours**

**Human Behaviour introduction:** concept and significance; elements, levels, relationship to other fields; OB Models, Contemporary challenges, Workforce Diversity- levels, benefits and implementation

#### **Individual Behaviour**

Attitude: meaning and definition, components, formation, changing of attitude.

Perception: meaning and definition, process, factors influencing perception, perceptual errors or distortions.

Personality: meaning and definition, the big five personality model, the Myers Briggs Type Indicator, additional work related aspects of personality

**Module II: Group Behaviour:****15 lecture hours**

Group Dynamics and Team Development:

Team Dynamics – a) Groups and Teams, b) Types of Teams, c) Stages in group development, d) problems in teamwork (Free riding, social loafing, group think)

Conflict; Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches, Power and Politics: Power and its Two Faces, Difference between the power and Politics. Leadership; Definition and Meaning, Theories of Leadership, Contemporary Business Leaders.

**Module III: Organizational Structure and Change****15 lecture hours**

Organizational culture and Organizational development: Concept; Need for change, resistance to change, Organizational Change and Development; Definition and Meaning, Need for Change, Strategies to Overcome Resistance, Process of Change, Meaning and Definition of OD, OD Interventions

**Text Books:**

1. Robbins, S. P., Judge, P. A. & Vohra, Organizational Behaviour (14th ed.). New Delhi: Pearson's, . (2018).
2. Pareek, Udai Narain. Understanding Organizational Behaviour. India: Oxford University Press, 2007.

**Reference Books :**

1. Swathappa, K., & Reddy, G. S. *Organisational Behaviour* (Vol. 12). Himalaya Publishing House, 1991

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Principles of Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** To develop the ability to identify, understand, and evaluate key management theories and their evolution.

**CO2:** To compare and analyse different management approaches for their applicability in various organizational contexts.

**CO3:** To synthesize insights from management theories and practices for strategic problem-solving and decision-making.

**CO4:** To effectively communicate management insights and strategic recommendations to stakeholders for organizational improvement.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	1	3	2	1
<b>CO2</b>	2	3	1	2	1	3	2	2
<b>CO3</b>	2	3	2	3	2	3	3	2
<b>CO4</b>	1	2	3	2	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Evolution of Management Thought:**

#### **Classical Theory of Management:**

**12 lecture hours**

Theory, Practical Insights and Applications in:

- Scientific Management Theory- F.W. Taylor
- Bureaucratic Theory- Max Weber
- Administrative or Classical Management - H. Fayol

### **Neoclassical Theory of Management:**

Theory, Practical Insights and Applications in:

- Human Relations Theory- B.E. Mayo and Roethlisberger
- Need Hierarchy Theory of Motivation - A. Maslow
- Theory X and Theory Y - D.M. McGregor

### **Module II: Modern Management Theory:**

**11 lecture hours**

Theory, Practical Insights and Applications in:

- Quantitative Theory - Johan McDonald, George R. Terry, Andrew Szilagyi
- System Theory – Herbert A. Simon, Chester Bernard, Ludwig Von Bertalanffy & others
- Contingency Theory – John Woodward, J.W. Lorsch, P.R. Lawrence and others
- Emotional Intelligence - Daniel Goleman
- Theory Z - William Ouchi

### **Module III: Contemporary and Applied Perspectives in Management: 10 lecture hours**

Theory, Practical Insights and Applications in:

- Competitive Analysis: Five Forces Model- Michael E Porter
- Change Management - John Kotter
- Management Innovation – Gary Hamel
- Core Competency - C.K. Prahalad & Gary Hamel

### **Module IV: Modern Practices in Management:**

**12 lecture hours**

Theory, Practical Insights and Applications in:

- Total Quality Management (TQM)
- Kaizen Project Management
- Business Process Re-engineering
- Lean Management
- Six Sigma
- McKinsey's 7-S Model
- SWOT Analysis

### **Text Books:**

1. Robbins, Stephen P., Mary Coulter, Amy Randel, and Rajeesh Viswanathan. 2022. Management. Fifteenth Edition. Pearson.
2. Tripathi, P.C., P.N. Reddy, and Ashish Bajpai. 2021. Principles of Management. Seventh Edition. McGraw Hill.
3. Ganguly, Atreyee, and Joyeta Bhadury. 2019. Principles of Management. First Edition. Cengage.

4. Stoner, James A.F., R. Edward Freeman, Daniel R. Gilbert, Ranjeet Nambudiri, and Amitabh Deo Kodwani. 2018. Management. Sixth Edition. Pearson.

**Reference Books:**

1. Strategic Management: Concepts and Case by Fred R David, Thirteenth Edition, Pearson.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Quantitative Techniques</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

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

**CO1:** Apply fundamental mathematical and statistical techniques, including percentages, ratios, linear equations, and set theory, to solve business-related problems using Excel.

**CO2:** Analyze and interpret quantitative and qualitative data through appropriate data presentation and summarization methods to support business decisions.

**CO3:** Evaluate risk and uncertainty in business environments using probability models, decision rules, and decision trees for effective decision-making.

**CO4:** Construct and solve linear programming and break-even models, and assess financial implications using tools like investment appraisal and index numbers.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	1	2	2	2	3	2	2	2
<b>CO2</b>	1	1	2	1	1	2	2	2
<b>CO3</b>	1	1	3	3	1	2	2	2
<b>CO4</b>	3	1	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1: Introduction to Excel**

**6 lecture hours**

Knowing excel and basic insights, Quantitative methods, numbers and business Key arithmetical procedures, Fractions- Common, Decimal, Mixed

#### **Module 2: Percentage, Ratio and Proportions**

**2 lecture hours**

**Module 3: Linear models****6 lecture hours**

Linear equations, Simultaneous equations, Break-even analysis, Inequalities, Linear programming

**Module 4: Dealing with curves****4 lecture hours**

Simple forms of non-linear equations The Economic Order Quantity model & other applications

**Module 5: Data and appropriations****4 lecture Hours**

Working with Data, Sources of data Types of data Arrangement of data

**Module 6: Data Presentation****6 lecture Hours**

Displaying qualitative data Displaying quantitative data Presenting bivariate quantitative data Presenting time series data

**Module 7: Data Summarization****4 lecture Hours**

Measures of location Measures of spread – theory and calculation on excel

**Module 8: Set Theory****4 lecture hours**

Concept and applications Approaches towards logic building

**Module 9: Summarizing Money Variables****3 lecture hours**

Index numbers Investment appraisal Compound Interest

**Module 10: Assessing Risk****3 lecture hours**

Introducing Probability- Measuring probability The types of probability The rules of probability Tree diagrams

**Module 11: Analysing Decisions****3 lecture hours**

Expectation Decision rules Decision trees Ideas from the Real World

**Text Books:**

1. Buglear, J. (2012). Quantitative methods for business and management. Pearson

**Reference Books:**

1. Gupta, S.P. Statistical Methods (Sultan Chand & Sons)
2. Newbold, P., W. Carlson and B. Thorne Statistics for Business and Economics.  
(Pearson)

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration (BBA)</b>				
	<b>Inculcation of Human Values and Professional Ethics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand, value and depict Human Values in their behaviour

CO2: Understand, value and describe Professional Ethical

CO3: Discuss Human Values and Professional Ethics in the global perspective

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	2	3	2	3	2
<b>CO2</b>	2	3	2	3	2	3	3	3
<b>CO3</b>	3	3	3	2	3	3	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Human Values and Professional Ethics**

**6 lecture hours**

- Morals, Values and Ethics
- Respect for Others
- Valuing Time
- Empathy - Self-Confidence

#### **Module II: Inculcation of Human Values**

**6 lecture hours**

- Understanding human values
- Harmony at various levels – self, family, society, nature

**Module III: Inculcation of Professional Ethics****6 lecture hours**

- Work Ethics Ethical responsibility of Professionals
- Abuse of Technologies
- Addiction to mobile phone usage/ Social networking websites.

**Module IV: Human Values and Professional Ethics in the global perspective****6 lecture hours**

- Multinational corporations and Ethics
- Ethical principles regarding the Environmental
- Ethical principles in the age of AI
- Code of Conduct
- Corporate Social Responsibility

**Module V: Relevant Case Studies****6 lecture hours**

- Relevant case studies related to Human Values and Professional Ethics

**Textbooks:**

1. Dhaliwal, K.K, “Gandhian Philosophy of Ethics: A Study of Relationship between his Presupposition and Precepts”, Writers Choice, New Delhi, India, 2016.
2. Jayshreesuresh, B.S.Raghavan, “Human values and professional ethics”,S.Chand& company Ltd, New Delhi, 2th Edition, 2007
3. Kiran D.R, “Professional ethics and Human values”, Tata McGraw Hill, New Delhi, 2007.

**Reference Books:**

NA

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# SEMESTER - II

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA406L</b>	<b>Principles of Economics – II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Principles of Economics – I</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Apply fundamental macroeconomic concepts to analyze real-world business and policy decisions.

**CO2:** Evaluate national income accounting methods and their implications for financial decision-making in business.

**CO3:** Measure and interpret key macroeconomic variables (GDP, consumption, investment) to assess economic performance and business opportunities.

**CO4:** Develop ethical and sustainable macroeconomic strategies for businesses, governments, and institutions.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	1	3	2	1
<b>CO2</b>	3	3	1	2	2	3	1	2
<b>CO3</b>	3	3	1	2	1	3	2	1
<b>CO4</b>	2	3	2	3	3	2	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I Introduction to Macroeconomics**

**10 lecture hours**

What is macroeconomics, macroeconomic issues in an economy, a brief on macroeconomic history

#### **Module II: National Income Accounting**

**10 lecture hours**

Concepts of GDP and National Income. Measurement of national income and related aggregates. Nominal and real income; limitations of the GDP concept.

**Module III: Keynesian Framework of Short Run economics****13 lecture hours**

ACTUAL AND POTENTIAL GDP; aggregate expenditure, Description of equilibrium GDP, Concept of multiplier. Consumption function; investment function; concepts of MPS, APS, MPC, APC; autonomous expenditure.

**Module IV: Money, Inflation, and Unemployment****12 lecture hours**

Concept of money in a modern economy; functions of money, monetary aggregates; money supply and credit creation; monetary policy and inflation. Unemployment measurement, types of unemployment and relationship with other macroeconomic indicators.

**Text Books:**

1. Mankiw (2012). Principles of Macroeconomics. Cengage Learning.
2. Case, Karl E. & Ray C. Fair, Principles of Macroeconomics, Pearson Education, Inc., 8th edition

**Reference Books:**

1. Dornbusch, R and Stanley Fischer and R Startz (DSFRS), (2012, 10<sup>th</sup> Ed) : “Macroeconomics”. Tata McGraw-Hill

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Financial Accounting &amp; Analysis</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** To understand the role of accounting in making economic and business decisions.

**CO2:** To have good knowledge on how to record business transactions.

**CO3:** To critically analyse and interpret the information conveyed in each of the basic financial statements using various financial tools.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3	2	3	2	3	2	1
<b>CO2</b>	2	2	1	3	2	1	3	2
<b>CO3</b>	3	3	2	3	2	3	3	2

**1= Weakly related**

**2= Moderately related**

**3= Strongly related**

### Course Contents:

#### **Module 1: Introduction to Accounting**

**3 lecture hours**

Introduction to Accounting – Development of Accounting – Need for Accounting – Definition of Accounting - Objectives of Accounting – Functions of Accounting – Bookkeeping vs Accounting - Branches of Accounting – Users of accounting information – Limitations of Accounting.

#### **Module 2: The Accounting Process**

**12 lecture hours**

Accounting Principles – Concepts and Conventions – Meaning and need for convergence of India accounting standard with IFRS – Double Entry Bookkeeping System – Single Entry system – Accounting Equation – Advantages of double entry system – single entry vs double entry.

Rules of Debit and Credit – Classification of accounts – Journal – Advantages of journal - Rules of Journal – Journal entries – Ledger – Ledger posting – Balancing the Account – difference between Journal and Ledger, Subsidiary Books.

Trial Balance – Preparation of Trial Balance; Rectification of Errors.

### **Module 3: Valuation of Assets, Liabilities and Shareholders' Equity 10 lecture hours**

Inventories: Definition of inventories; Matching inventory cost with revenues; Pricing of inventories.

Assets: Fixed Assets and Depreciation: Primer to fixed assets, cost of acquisition. Introduction to Depreciation- Straight line method, Diminishing balance method.

Liabilities: Classification of liabilities, Characteristics of Debentures.

Shareholders' Equity: Features of corporate form of organization, Types of share capital, Accounting for share capital.

### **Module 4: Understanding of Financial Statements 10 lecture hours**

Meaning – Objectives of Preparing Final Accounts – Manufacturing Account – Trading Account – Profit and Loss Account - Balance Sheet – Arrangement of Assets and Liabilities. Understanding of financial Statements of a Joint Stock Company as per the Companies Act 2013. Understanding the contents of a Corporate Annual General Report – Preparation of cash flow statements

### **Module 5: Financial Statement Analysis 10 lecture hours**

Analysis of Comparative and Common Size Statements – Ratio Analysis – Analysis and interpretation of financial statement through Accounting Ratios – Significance of Various Ratios – Uses and Limitations of Ratios.

#### **Textbooks:**

1. Guide Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting (6th ed.). Noida, India: Vikas Publishing House Pvt Ltd. ISBN 978-93-5271-853-5
2. Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi

#### **Reference Books:**

1. Kulkarni, Horngren, C.T. (2014). Introduction to Financial Accounting (11th ed.) Pearson, ISBN: 9780133251036
2. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Midterm Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Fundamentals to Human Resource Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

**CO1:** Explain the role of HRM in achieving organizational goals and fostering employee well-being.

**CO2:** Identify and analyze the significance of Human Resource Management Practices throughout the entire employee lifecycle.

**CO3:** Apply acquired principles and techniques of HRM to analyze and solve complex personnel issues

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>		2		2		3		
<b>CO2</b>		2			2			
<b>CO3</b>	2			3		2	3	1

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1: Introduction to Human Resource Management**

**10 lecture hours**

Introduction to HRM, Functions, importance and evolution of HRM, Difference between Personnel Management and HRM, Role of HR Manager, Duties and responsibilities of HR manager

**Module II: Job Analysis and Workforce Planning****10 lecture hours**

Introduction to Job Analysis, Importance and process, Job Description, Job Specification, Job Design, Introduction to manpower planning, importance, and objectives, HRP Process, Recruitment, Selection, Succession planning and process

**Module III: Training and Development****10 lecture hours**

Introduction to Training and Development, Objectives, Training Needs Analysis, Methods of Training and Development, Training Evaluation

**Module IV: Performance Appraisal****10 lecture hours**

Introduction of Performance Appraisal, Importance and methods of Performance Appraisal, Barriers to effective performance appraisal

**Module V: Contemporary Topics in HRM****5 lecture hours**

Performance management system (PMS), Industrial Relations, Compensation Management, Cross-cultural Management

**Text Books:**

1. Dessler, G. & Varrkey B. (2017). Human Resource Management. Pearson Education.
2. K. Aswathappa Tata Me Graw Hill, Human Resource and Personnel Management 2005.

**Reference Books:**

1. C. B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi – 2007  
Human Resource Management,
2. Decenzo David A. & Stephen Robbins P., Human Resources Management, John Wiley & Soans Inc. New York, 1994.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA116L</b>	<b>Principles of Marketing Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Gain solid understanding of key marketing concepts and skills.

**CO2:** Perform situation analysis to assess market opportunities.

**CO3:** Gather, analyse, and draw conclusions from market and environmental data.

**CO4:** Develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	1	3	2				2
<b>CO2</b>							2	
<b>CO3</b>	3	3	3	3			3	
<b>CO4</b>	3	1	3	2				2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Understanding Marketing Management and New Age Marketing:**

**3 lecture hours**

The importance of marketing and marketing's role in business and society, introduction to Digital Marketing, Online Communication Tools, Community and Content, affiliate Marketing and the Digital Campaigns.

#### **Module 2: Marketing Environment, Market Research, insights and Strategic Planning and the marketing Process:**

**5 lecture hours**

Internal and external forces impacting marketers, Company's Micro and Macro Environment, Explore the impact of social forces on marketing actions, describe how technological change affects marketing, designing the business Portfolio, discuss the Strategic Planning Process and Strategic Marketing Process, responding to the Marketing Environment.

**Module 3: Assessing opportunities in a dynamic marketing environment:**

**3 lecture hours**

Marketing Strategy in the New Internet Age, promise and challenge of E-Commerce, Business unit strategic planning and the value-delivery sequence.

**Module 4: The Marketing Research: From Information to Action and Managing and Marketing Information:**

**4 lecture hours**

How market research enables marketers to make informed marketing decisions, develop marketing strategies, developing and analyzing Marketing Information.

**Module 5: Consumer and Business Buyer Behavior and Segmentation Targeting and Positioning:**

**8 lecture hours**

Consumer buyer behavior, the buying decision process, business buyer behavior, Market segmentation, Market Targeting, positioning for competitive environment, Consumer Profiling, Segmentation and Positioning techniques.

**Module 6: CRM, Product and Branding:**

**4 lecture hours**

Customer Acquisition and Retention, IT enabled relationship management, Customer centric organizations, Involvement and Loyalty, E-CRM, Creating value for Customers.

**Module 7: Pricing Products and Integrated Marketing Communication:**

**9 lecture hours**

Factors to consider when setting prices, new product pricing strategies, Product mix pricing strategies, Price adjustments and changes, The Nature of Distribution Channels, Channel Management Decisions, Retailing and Wholesaling, Advertising, Sales Promotion and Public Relations and Personal Selling and Direct Marketing.

**Module 8: Managing Marketing and Growth and New age Social Marketing:**

**6 lecture hours**

Creating Competitive Advantage, The Global Marketplace, Managing a Holistic Marketing Organization. Ethics and social responsibility in marketing, social forces affecting marketing, Impact of culture on marketing, Importance of marketing in CSR and business sustainability.

**Text Books :**

1. Kotler, Philip., Keller, Kevin Lane. Marketing Management. India: Pearson Prentice Hall, 2009.
2. Kotler, Philip., Wong, Veronica., Saunders, John. Principles of Marketing. United Kingdom: Financial Times Prentice Hall, 2008.

**Reference Books :**

1. LAMB, CHARLES W.. HAIR., Sharma, Dheeraj. MKTG: a South-Asian Perspective. India: Cengage South-Western, 2015.
2. Kotler, Philip., Armstrong, Gary. Principles of Marketing. United Kingdom: Pearson/Prentice Hall, 2003.
3. Dalrymple, Douglas J., Parsons, Leonard J.. Marketing Management: Text and Cases. United Kingdom: John Wiley, 2000.
4. Kotler, Philip., Keller, Kevin Lane. Marketing Management. United States: Pearson Prentice Hall, 2006.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
	<b>Spreadsheet Modelling and Data Visualization</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1. Build familiarity & comfort with Excel

CO2. Develop capability for managing data input, data analysis & processing, and data visualization & reporting

CO3. Understand Methods for generating insights

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3	2	2
<b>CO2</b>	2	3				3	3	2
<b>CO3</b>	2	3				3	2	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1**

**7 lecture hours**

Understanding Excel Workbook and the tabs ,  
Filtering & Sorting Data

#### **Module II**

**7 lecture hours**

General Formatting  
Number Formatting  
Conditional Formatting

#### **Module III**

**7 lecture hours**

Introduction to formulas – SUM, AVERAGE, MIN, MAX, MEDIAN, MODE, STDEV \  
IF and Nested IF Statements  
Data Validation and Lists

#### **Module IV**

**5 lecture hours**

Introduction to charts – Line, Bar, Pie, Donut  
Pivot Tables and insights

#### **Module V**

**4 lecture hours**

Creating reports in Excel  
Designing in Excel  
Creating PDF reports in Excel

**Text Book :**

Winston, Wayne. Microsoft Excel Data Analysis and Business Modeling. United States: Pearson Education, 2016.

**Reference Books :**

1. Whigham, David. Business Data Analysis Using Excel. United Kingdom: Oxford University Press, 2007.
2. Tufte, Edward R.. The Visual Display of Quantitative Information. United Kingdom: Graphics Press, 2001.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA195J</b>	<b>Community Service Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

After the completion of course, the student(s) will benefit by:

**CO1:** Inculcate in students a sensitivity towards the needs of the society

**CO2:** Understand the importance of working in a group towards solving a societal goal

**CO3:** Application of Managerial Skills in Social Contexts

**CO4:** Enhancing communication and interpersonal skills through interaction with diverse community groups.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1	2	2	2	3	1	2	3
<b>CO2</b>	1	2	3	2	2	1	2	2
<b>CO3</b>	3	2	2	1	2	3	1	3
<b>CO4</b>	1	1	3	2	2	1	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction**

**1 Practical hour**

- Introduction to the course and activities
- Exploration and identification of activities/project
- Identification of organizations for target community group
- Formation of teams working in different areas
- Feasibility of the identified project

**Module 2: Learning from the examples of the world’s leading social workers and innovative brains** **5 Practical Hours**

The aim of the module is to sensitize the students about how the best brains in the world are working towards tackling the pressing issues surrounding our society at large. Through examples from Bill Gates’ life, the students will try and understand how issues like malnutrition and sanitation are addressed by the richest nations.

**Module 3: Field Visit, Project Report and Presentations**

**IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGs) IN A VILLAGE ECOSYSTEM** **50 Practical Hours**

**Project Initiation – Phase I**

- Field visit: - Problem identification and formulation
- Designing the survey methods/training program
- Preparation of activity schedule and task assignment
- Submission of progress report to the faculty

**Project Progress-Phase II**

- Regular field visits to the localities or communities where the work has been identified
- Analysis of works being carried out
- Re-work on strategy formulated if any deviation appears

**Project Completion-Phase III**

- Field Visits and culmination of project work
- Findings and analysis of activities conducted
- Expediting the project work

Final report submission and presentation

**Text Books:**

None

**Reference Books:**

None

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# SEMESTER – III

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA237L</b>	<b>Law and Governance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Appreciate the role of corporate law and governance mechanism in the economic and business context in which they operate.

CO2: Demonstrate how corporate law and governance mechanism facilitate economic activity

CO3: Develop the ability to respond to problems inflicted by the organizational form of the company based on sound knowledge of law and governance

CO4: Demonstrate understanding of values driven business, business ethics, service ethos, and trusteeship doctrine

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
<b>CO1</b>	2			3	2	2		
<b>CO2</b>	2			2	2		1	
<b>CO3</b>	3			3	3	3	3	
<b>CO4</b>	2			2	2			1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Corporate Laws and Introduction of Corporate Governance 12 lecture hours**

- Topic 1: Introduction to Corporate Laws
- Topic 2: Concepts, Scope and Regulation pertaining Corporate Governance
- Topic 3: Codes and Committees
- Topic 4: Theories and Models

#### **Module 2: Directors and roles and responsibilities**

**12 lecture hours**

- Topic 1: Board Composition and Functionalities
- Topic 2: Independent Directors
- Topic 3: Board Committees
- Topic 4: Shareholders and Stakeholders
- Topic 5: Corporate Financial Reporting

**Module 3: Corporate Governance and Development across the globe 12 lecture hours**

- Topic 1: Corporate Governance in Listed Companies
- Topic 2: Corporate Governance in Banks and Financial Institutions
- Topic 3: Corporate Governance in USA
- Topic 4: Corporate Governance in UK

**Module 4: Business Ethics and CSR**

**6 lecture hours**

- Topic 1: Business Ethics
- Topic 2: CSR

**Text Book :**

1. Corporate Governance: Principles and Practices. India: Sarup Book Publishers Pvt. Limited, 2015.

**Reference Books :**

1. Corporate Governance: Principles ,Mechanism & Practice. India: Dreamtech Press, 2006.
2. Blowfield, Mick., Murray, Alan. Corporate Responsibility: a critical introduction. United Kingdom: OUP Oxford, 2008.
3. Corporate Social Responsibility: Concepts and Cases: the Indian Experience. India: Excel Books, 2005.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Management Accounting</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

By the end of this program, students should have the following knowledge, skills and values:

**CO1:** Basic understanding about Management Accounting.

**CO2:** Understanding about different types of costs and how to determine and analyze the same.

**CO3:** Can provide insights on various business decisions involving alternate choices.

**CO4:** Can explain contemporary thinking in management accounting.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3		2		3	2		
<b>CO2</b>	3	2	2		3	2		
<b>CO3</b>	3	2	2		3	2	1	1

**1= Weakly related**

**2= Moderately related**

**3= Strongly related**

### Course Contents:

#### **Module 1: Basics of Management Accounting**

**3 Lecture hours**

Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

#### **Module 2: Cost Concepts**

**6 Lecture hours**

Types of cost – historical costs, future costs, standard costs, period costs, prime costs, direct and indirect costs, opportunity costs, sunk cost, differential cost, capacity cost, conversion cost, committed cost.

Cost unit, cost center. Cost Sheet

**Module 3: Cost Allocation****5 Lecture hours**

Prime cost and overheads; Classification of overheads, absorption of overheads; Under absorption and over-absorption of overheads.

**Module 4: Marginal Costing & Cost Volume Profit Analysis****8 Lecture hours**

Concept of Marginal Costing, Scope and Characteristics of Marginal Costing, Assumptions and Limitations of Marginal Costing, Marginal Costing Vs Absorption costing, Contribution, Marginal Cost equations, Profit Volume ratio, Introduction of Cost Volume Profit analysis, methods of determination of Breakeven point, Margin of safety, Angle of Incidence, Assumptions & Limitations of Breakeven point, uses of breakeven analysis, applying CVP analysis, limitations of CVP analysis

**Module 5: A Decisions involving alternate choices.**

Nature of managerial decision making, Make or Buy Decisions, change in product Mix, Pricing Decisions, exploring a New Market, Shut-down Decisions

**Module 6: Budgeting and Budgetary Control****10 Lecture hours**

Elements of management planning and control system; Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting, Concept of limiting budget factor

**Module 7: Standard Costing and Variance Analysis****4 Lecture hours**

Introduction; Standard Cost; Difference between Standard Cost & Historical Cost; An overview of Standard Costing and Variance analysis; Difference between Standard Costing & Traditional Costing; Advantages and limitations of Standard Costing

**Responsibility Accounting****3 Lecture hours**

Introduction; Pre-requisites of responsibility accounting; Advantages and limitations of responsibility accounting; Controllable and uncontrollable costs in responsibility accounting; Responsibility centers of control – cost center, revenue center, profit center, investment center.

**Textbooks:**

1. Khan, M. Y. and Jain, P. K.: Management Accounting - Tata McGraw Hill, New Delhi.
2. Rustagi, R. R. (2021). *Management Accounting (2<sup>nd</sup> Edition)*. Taxman

**Reference Books:**

1. **Horngren, C. T., Datar, S. M., & Rajan, M. V. (2018).** *Cost Accounting: A Managerial Emphasis* (15th Edition). Pearson Education.
2. A comprehensive and globally respected text on management and cost accounting concepts.
3. **Drury, C. (2017).** *Management and Cost Accounting* (10th Edition). Cengage Learning.
4. A detailed and practical guide to management accounting, with case studies and real-world applications.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
	<b>Production &amp; Operations Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the development of manufacturing and service operations management as a subject and be able to outline the strategic concerns involved in operations decisions.

CO 2: Be able to demonstrate the links between operations strategy, corporate strategy and organization performance.

CO 3: Be conversant with the principles and philosophy underpinning operations and be able to identify limitations and problems with implementing these techniques in practice.

CO 4: Identify the connection between organizational structures, technology, operational activities and competitiveness.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3		2
<b>CO2</b>	3	2	2			3	2	
<b>CO3</b>	3		2			2		
<b>CO4</b>		3					3	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Introduction to Operations Management**

**10 lecture hours**

Operations Management: introductions, activities of Operations Management; operations performance, trade-off between performance objectives; Operations strategy.

#### **Module 2: Operations design**

**10 lecture hours**

Process design: meaning, process types, process design: Design of Product and services: good design, benefits, challenges; Layout and flow: types of layouts, layout selection, layout design.

#### **Module 3: Planning and control**

**15 lecture hours**

Nature of planning and control, Capacity management, measuring demand and capacity, alternative capacity planning; Inventory planning and control, Supply chain planning, types of relations in supply chain, supply chain improvement.

#### **Module 4: Improvement**

**10 lecture hours**

Quality management, conformance to quality, Total quality management, Operations and new age technology: CAD, CAM, IoT.

### Text Books :

1. Stevenson, W. J., *Operations Management* (9<sup>th</sup> Edition), New Delhi Tata McGraw-Hill, 2009
2. Mahadevan, B., *Operations Management: Theory and Practices* (2nd Edition), New Delhi, Pearson Education, 2010

**Reference Books :**

1. Gaither, N. *Production and Operation Management* (10<sup>th</sup> Ed.), Bombay, Dryden Press, Thomson Learning, (2016),
2. Slack, N., Chambers, S., Johnston, R., *Operations Management*, Prentice Hall, 5<sup>th</sup> Ed., FT, 2007
3. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., Srivastava, S. K. *Operations Management: Processes and Supply Chains* (9<sup>th</sup> Edition), New Delhi, Pearson Education, 2015

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA214L</b>	<b>Digital Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop Understanding of the concept of digital marketing and its application.

CO2: Identify the role and dynamics of content and its forms in the digital marketing practice.

CO3: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

CO4: Identity, describe, and explain the interactivity played by marketing decisions in physical and virtual or digital ecosystems.

CO5: Apply the learnings toward organizational development and success.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	L	2		1	1	1	1
<b>CO2</b>		2	2	2		1	2	1
<b>CO3</b>	2	2	2	3	2	2	2	2
<b>CO4</b>	2	3	2	3	3	2	3	3
<b>CO5</b>		3	3	3	3		3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1:**

**7 lecture hours**

Introduction to Digital Marketing

- Traditional Vs. Modern Marketing
- Role and Growth of Digital Marketing in India
- Challenges associated with digital marketing
- Concept and practices for Buyer's Persona

#### **Module 2:**

**7 lecture hours**

Consumer segmentation and behavioral dimension

- Marketing Mix in the digital era
- Models of Digital Marketing
  - Forrester's 5I model
  - 6Cs of Customer Motivation
  - McKinsey's consumer decision journey
  - Race Planning, The Honeycomb Model

**Module 3:** **8 lecture hours**  
 Overview of SEO and SEM

- Basics of search marketing:
  - Organic & paid search results
  - Overview of Google AdWords
  - Strategizing marketing through smart devices
  - Basics of email marketing
  - Concept of A/B testing & its use

**Module 4:** **7 lecture hours**  
 Display marketing ecosystem

- Digital Advertisement- designing and displaying decisions
- Pricing methods Evolution of social media channels
- Brand Building- PR and Customer Engagement on social media
- Choosing a relevant social media channel

**Module 5:** **7 lecture hours**  
 Considerations in building and managing content in a digital environment

- Concept of Active Listening- Significance and practices in the digital era
- Digital Strategy Measurement Framework
- Common ways to measure and improve ROI of digital strategies

**Module 6:** **6 lecture hours**  
 Content Marketing

- Vlog, Podcasting, RSS
- Product Opinion Sites and Forums
- Role of web analytics in digital decision making
- Legal and ethical issues in Digital Marketing
- Digital marketing as a career option

**Text Book :**

1. Chaffey, Dave., Ellis-Chadwick, Fiona. Digital Marketing: Strategy, Implementation & Practice. United Kingdom: Pearson, 2019.

**Reference Books :**

1. Kotler, Philip., Kartajaya, Hermawan., Setiawan, Iwan. Marketing 4.0: Moving from Traditional to Digital. Germany: Wiley, 2016.
2. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. United Kingdom: Kogan Page, Limited, 2015.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Fundamentals of Entrepreneurship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the foundational concepts, types, and significance of entrepreneurship in a dynamic business environment.

**CO2:** Analyse entrepreneurial opportunities using environmental scanning, idea generation, and feasibility studies.

**CO3:** Develop a basic business plan incorporating innovation and sustainability principles.

**CO4:** Evaluate the applications and implications of Artificial Intelligence (AI) in modern entrepreneurial ventures.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	2	1	2	3	1	2
<b>CO2</b>	3	3	2	2	2	3	2	2
<b>CO3</b>	3	3	3	2	3	3	2	3
<b>CO4</b>	3	3	2	2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Entrepreneurship**

**8 lecture hours**

- Definition, scope and importance
- Entrepreneur vs intrapreneur vs manager
- Types of entrepreneurs (innovative, social, women, tech)
- Role in economic development

#### **Module II: Entrepreneurial Opportunity and Business Planning**

**7 lecture hours**

- Opportunity identification and environmental scanning
- Idea generation techniques
- Feasibility analysis (market, financial, technical)
- Structure and elements of a basic business plan

**Module III: Innovation, Ethics and Sustainable Entrepreneurship****8 lecture hours**

- Creativity and innovation in startups
- Ethical issues and decision-making
- Principles of sustainability in new ventures
- Green entrepreneurship

**Module IV: AI in Entrepreneurship****7 lecture hours**

- Introduction to AI: relevance and basics for entrepreneurs
- AI-driven opportunity recognition and customer targeting
- AI tools for business planning, operations, and decision-making
- Ethical and data privacy considerations in AI applications

**Text Books:**

1. Kuratko, D. F. (2020). *Entrepreneurship: Theory, Process, and Practice*, 11e, Cengage Learning.
2. S.S. Khanka (2006). *Entrepreneurial Development*. S. Chand Publishing.

**Reference Books:**

1. Hisrich, R.D., Peters, M.P., Shepherd, D.A. (2017). *Entrepreneurship*, 10e, McGraw-Hill

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Psychology for Managers</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>					

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand key psychological principles to enhance employee and organizational performance.

**CO2:** Apply leadership theories, emotional intelligence, and group dynamics to resolve conflicts and foster effective teamwork.

**CO3:** Develop strategies to improve employee well-being, decision-making, and consumer behaviour using psychological insights.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2			2		2		2
<b>CO2</b>	2	1	3	2	2		3	
<b>CO3</b>		3	1	2		3	2	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Understanding of Organizational Psychology**

**10 lecture hours**

Introduction to industrial/organizational psychology, role of psychology in business management, motivation theories: Maslow's hierarchy of needs, Herzberg's two-factor theory & McClelland's acquired needs, perception & attribution theory in workplace, cognitive biases in managerial decision-making, personality & work behavior: Big five model

#### **Module 2: Leadership & Group Dynamics**

**10 lecture hours**

Leadership vs. Management, transformational & transactional leadership, servant leadership & ethical leadership, stages of group development (Tuckman's model), team cohesion & conflict resolution strategies, emotional intelligence (Goleman's model) for managers

#### **Module 3: Employee Well-being & Performance**

**5 lecture hours**

Stressors in workplace: causes & coping mechanisms, work-life balance strategies for employees, job satisfaction & organizational commitment, employee engagement & productivity

linkages, psychological safety & high-performing teams, workplace diversity & inclusion strategies, unconscious bias & its impact on hiring/promotions, mental health awareness for managers.

#### **Module 4: Applied Psychology for Managers**

**5 lecture hours**

Persuasion techniques, negotiation psychology & win-win strategies, behavioral economics in consumer decision-making, nudge theory for organizational change, resistance to change & Kotter's 8-step model

#### **Textbooks:**

1. **Pareek, U. (2018).** *Understanding organisational behaviour* (4th ed.). Oxford University Press.

#### **Reference Books:**

1. **Arnold, J., Silvester, J., Patterson, F., Robertson, I., Cooper, C., & Burnes, B. (2016).** *Work psychology: Understanding human behaviour in the workplace* (7th ed.). Pearson.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Business Leadership Skills</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Define leadership and identify different leadership theories and styles in business contexts.

**CO2:** Analyze the role of emotional intelligence and communication in effective leadership.

**CO3:** Apply leadership principles to team building, conflict management, and decision-making.

**CO4:** Evaluate ethical, cultural, and strategic aspects of leadership in a globalized business environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2	1	1	1	2	1	1
<b>CO2</b>	1	3	3	2	2	1	2	2
<b>CO3</b>	3	3	3	2	3	3	2	3
<b>CO4</b>	1	2	2	3	3	2	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Fundamentals of Leadership**

**10 lecture hours**

- Meaning, nature, and importance of leadership in business
- Leadership vs. management
- Overview of leadership theories: Trait, Behavioural, Contingency, Transformational
- Leadership styles and their business relevance
- Case studies on prominent business leaders

#### **Module II: Emotional Intelligence and Leadership Communication**

**10 lecture hours**

- Understanding emotional intelligence (EI) and its role in leadership
- Tools for self-awareness and self-regulation
- Leadership communication: verbal and non-verbal skills
- Active listening and feedback
- Communicating vision and motivating teams

**Module III: Cyber Risk Management and Fraud Prevention**

**13 lecture hours**

- Building and leading effective teams
- Conflict resolution and negotiation strategies
- Decision-making styles and group decision dynamics
- Delegation and empowerment
- Leadership simulations and role-playing

**Module IV: Ethical and Strategic Perspectives on Cybersecurity**

**12 lecture hours**

- Ethics and integrity in leadership
- Cross-cultural leadership and diversity
- Strategic thinking and visionary leadership
- Leadership in change management and crisis situations
- Emerging trends: digital leadership, inclusive leadership

**Text Books:**

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2018). *Leadership: Enhancing the Lessons of Experience*. McGraw-Hill Education.

**Reference Books:**

1. Northouse, P. G. (2021). *Leadership: Theory and Practice*. Sage Publications.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA232L</b>	<b>Modern Indian language: Hindi</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop Understanding the importance of the official language – Hindi in India especially. Command of spoken and written Hindi, enabling students to engage in meaningful conversations, presentations, and written communication.

CO2: Develop Ability to communicate confidently and effectively in Hindi across various contexts, including personal, academic, and professional settings.

CO3: Demonstrate the skill to read and comprehend a range of written texts in Hindi, including literature, news articles, and business documents.

CO4: Demonstrate ability to produce well-structured written compositions in Hindi, adhering to appropriate writing conventions and styles. They will draft essays, reports, emails, and other documents effectively.

CO5: Demonstrate an enthusiasm for continuous language development, exhibiting a willingness to further enhance their Hindi proficiency and cultural understanding beyond the formal course

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	1		2	3		1	2	1
<b>CO2</b>	3		3	2		2	3	1
<b>CO3</b>	3	2	2			3	2	1
<b>CO4</b>	3		2	2	1	2	2	1
<b>CO5</b>	3	1	2	2		3	3	1

1=weakly related

2= moderately related

3=strongly related

### **Course Contents**

**Unit I: Foundations of Hindi Language and Communication**

**5 lecture hours**

Overview of the Hindi language and its significance in India, Devanagari script: Introduction and basic writing practice, Hindi in United Nations, Global presence of Hindi (Via Cinema, social media, Culture)- (Bollywood, Australian Nigerian, Pakistan, Fiji, Mauritius etc. Constitutional Status of Modern Hindi and Constitution/Official Language Hindi, Three Language Formula (त्रिभाषा फार्मूला))

## **Unit II: Vocabulary and Grammar**

**5 lecture hours**

Phonetics and pronunciation: Vowels, consonants, and common phonetic patterns, Building a basic Hindi vocabulary: Family, colours, months, days of the week, etc., Introduction to noun, gender and numbers, Sentence structure: Subject-Object-Verb (SOV) order (विषय-िस्तु-विया), Greetings and basic conversational phrases

## **Unit III: Speaking, Listening, Reading, and Writing**

**5 lectures hours**

Practice in asking and answering questions, Role-play activities: Ordering food, asking for directions, introducing oneself, etc., Listening comprehension exercises: short dialogues, audio clips, and songs, reading simple texts: short stories, dialogues, and descriptions, Writing practice: Simple sentences, paragraphs about personal experiences, and descriptions, Introduction to basic punctuation and sentence connectors

## **Unit IV: Literary Texts and Analysis**

**5 lectures hours**

Introduction to famous Hindi authors and their works, Reading and analysing selected short stories or poems, identifying literary devices: Rasa (रस), Grammar Ornament (अलंकार) Metaphor (रूपक), etc., Reflecting on cultural and societal themes in literature

## **Unit V: Creative Writing**

**5 lectures hours**

Developing narrative skills: Writing personal anecdotes (उपाख्यान-वकसा), fictional stories, or essays, Emphasis on creativity, expression, and descriptive language, Peer editing and constructive feedback.

## **Unit VI: Understanding the presence & uses of Hindi in Culture, Society, Films-OTT & Corporate World**

**5 lectures hours**

Exploring cultural aspects: Festivals, traditions, art forms, and cuisine, Understanding regional variations and dialects within Hindi-speaking regions, Discussion on contemporary issues and their representation in Hindi Media, Practicality of Hindi language in media

### **Text Book:**

Dutt, Surabhi, Hindi: Rahtrabhasha se VishwaBhasha(त्रिन्दी राष्ट्र भाषा से विश्वभाषा), Vikas Prakashan-Kanpur, 2019

**Reference Books:**

1. Bhasha Sanshay Shodhan: Bestseller Book by Kamlesh Kamal: Bhasha Sanshay Shodhan. N.p.: Prabhat Prakashan, 2022.
2. Shukla, Ashutosh, *World Language Hindi, (त्रिष्व भाषा त्रिन्दी)*, Central Institute of Hindi 1999.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

# SEMESTER - IV

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA233L</b>	<b>Fundamentals of Financial Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Have a thorough understanding of the main goal of financial management and the important decision-making areas of financial management.

CO2: Be equipped with the analytical techniques that are useful in financial decision-making areas of capital budgeting, capital structure and working capital management.

CO3: Develop familiarity with the sources from where the financial manager can raise long term and short-term funds.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3				3		2
<b>CO2</b>		2						
<b>CO3</b>	2					2		2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Introduction to Financial Management**

**4 lecture hours**

- Financial Decisions of a Firm
- Goals of Financial Management
- Agency Problem

#### **Module 2: Tools required for taking financial decisions**

**12 lecture hours**

- Financial Ratios
- Time Value of Money: Compounding, Discounting, Perpetuity and Annuity
- Cost of Equity, Cost of Debt, Cost of Capital

#### **Module 3: Capital Budgeting Decision**

**6 lecture hours**

- Basics of Capital Budgeting
- Investment Criteria: NPV, IRR, Payback Period

#### **Module 4: Working Capital Management Decision**

**8 lecture hours**

- Sources of short-term finance: Accruals, Trade credit, Working capital advance by commercial banks, Commercial Paper
- Estimating working capital requirement, Operating cycle analysis

#### **Module 5: Sources of Finance**

**4 lecture hours**

- Equity Shares, Debentures, Different types of Debentures, Preference Shares, Terms Loans.
- Important Features, advantages and limitations of various type of sources of fund.

#### **Module 6: Capital Structure Decision**

**8 lecture hours**

- Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach

**Text Books :**

1. Aswath Damodaran, Corporate Finance: Theory and Practice (2nd ed.), Wiley, 2004
2. Prasanna Chandra, Fundamentals of Financial Management (6th ed.), McGraw Hill Education,. 2014
3. I.M. Pandey, Financial Management (11th ed.), Vikas Publication House, 2015

**Reference Books :**

1. Khan and Jain, Financial Management: Text, Problems and Cases (7th ed.), McGraw Hill Education,. 2015
2. Ross and Westerfield, Corporate Finance, (10th ed.), McGraw Hill Education,. 2005

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Research Methodology</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand fundamental concepts, types, and the process of business research.

**CO2:** Formulate research problems, design research, and develop appropriate sampling techniques.

**CO3:** Apply suitable data collection and data analysis methods to draw valid research conclusions.

**CO4:** Evaluate the applications of Artificial Intelligence (AI) tools and ethical practices in business research.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	2	1	2	3	2	2
<b>CO2</b>	3	3	2	2	2	3	2	2
<b>CO3</b>	3	3	3	2	2	3	2	3
<b>CO4</b>	3	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Research and Research Process**

*12 lecture hours*

- Meaning, objectives, and significance of research in business
- Types of research: exploratory, descriptive, causal
- Research process: steps in conducting research
- Characteristics of good research
- Defining and evaluating research problems

#### **Module II: Research Design, Hypothesis & Sampling Techniques**

*12 lecture hours*

- Research design: meaning, need, and types (qualitative vs. quantitative)
- Hypothesis: meaning, types, and formulation
- Sampling: meaning, sampling techniques (probability and non-probability), sample size determination

- Errors in sampling and non-sampling

**Module III: Data Collection and Analysis**

*12 lecture hours*

- Primary and secondary data: sources and differences
- Tools for data collection: questionnaire, interview, observation, schedule
- Scaling techniques and attitude measurement
- Data preparation: editing, coding, tabulation
- Introduction to data analysis: use of MS Excel/SPSS for basic analysis
- Interpretation of results and report writing

**Module IV: Artificial Intelligence in Research**

*9 lecture hours*

- Role of AI in literature review (tools like ChatGPT, Scite.ai)
- AI for plagiarism checking, reference generation, and summarization
- AI-based tools for data visualization and analysis
- Research ethics: plagiarism, informed consent, data privacy

**Text Books:**

1. Kothari, C.R. (2004) *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi.
2. Cooper, D.R. & Schindler, P.S. (2017). *Business Research Methods*, McGraw Hill Education.

**Reference Books:**

1. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*, Pearson Education.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA315L</b>	<b>Management Information System</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

**CO1:** Understand the fundamentals of information systems, basic IT Infrastructure, and systems security

**CO2:** Understand emerging technologies in information systems

**CO3:** Develop the ability to use information systems in decision making

**CO4:** Develop an understanding of the ethical and societal implications of information systems

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>			1			2		
<b>CO2</b>	3					2		
<b>CO3</b>	3	2				2		
<b>CO4</b>					2			2

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Unit I: Introduction to information systems, organization strategy, and business process** **6 lecture hours**

Overview of information systems, components of information systems, types of information systems, the role of information systems in organizations, information systems development lifecycle, socio-technical system, business process, IT to improve business process, decision support system, supply chain management system, and customer relationship management systems.

Case study: Technology aids strategic fight against COVID-19

#### **Unit II: IT Infrastructure, security, and risk management**

**6 lecture hours**

Introduction to IT infrastructure, data management and storage systems, virtualization, emerging trends, Information systems security, threats and vulnerabilities, risk management and assessment, procedures, and incident response.

Case study: Can virtual workplaces replace physical offices?

**Unit III: Emerging technology in information system****16 lectures hours**

Introduction to emerging technology and digital businesses, artificial intelligence, machine learning, internet of things (IoT), blockchain technology, Meta-verse, cloud computing, virtual reality, e-commerce, digital marketing, cybersecurity in digital businesses, emerging technology adoption and implementation strategies, digital transformation, and organizational change, future trends, and innovations (Generative AI-Chat GPT, Bird).

Case study: Do you know who is using your face?

Are self-driving cars ready for the road?

**Unit IV: Information Systems in decision making****11 lectures hours**

Introduction to decision-making and decision-support systems, data, information, and knowledge management, business intelligence and data warehousing, data visualization and dashboards, predictive analytics and data-driven decision-making, and emerging technologies (e.g., artificial intelligence) in decision-making.

Case study: Should an algorithm make our decision?

**Unit V: Ethical and Societal Implications of information systems 06 lectures hours**

Ethical considerations in using information systems, data privacy and its importance in information systems, ethical implications of data collection and sharing practices, legal and regulatory frameworks for data protection, understanding the digital divide and its implications, societal consequences of unequal access to information technology, socioeconomic disparities in education, healthcare, and employment, strategies to bridge the digital divide and promote digital inclusion.

Case study: Phishing: customers beware!

**Text Book :**

1. Laudon, Kenneth C., Laudon, Jane Price. Management information systems : managing the digital firm. United Kingdom: Prentice Hall, 2004.

**Reference Book :**

1. O'Brien, James., Marakas, George. Management Information Systems. United Kingdom: McGraw-Hill Companies, Incorporated, 2008..

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Consumer Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamental concepts and theories of consumer behaviour.

CO2: Acquire knowledge on factors affecting the behaviour and perception of the consumers and learn and understand the impact of social and cultural setting on consumer behaviour.

CO3: Understand the process of consumer decision making

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	1	1	3	3	3
<b>CO2</b>	3	3	2	2	1	3	2	2
<b>CO3</b>	3	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Consumer Behaviour**

**10 lecture hours**

**Consumer behaviour:** nature, scope, and importance & application, Factors influencing consumer behaviour: psychological, social, and cultural, purchase behaviour, buyer's role, Basics of consumer buying behaviour: consumer decision making process (five step model).

#### **Module II: Consumer Motivation and Needs**

**11 lecture hours**

Consumer motivation: needs & goals, positive & negative, Maslow's hierarchy of needs and other motivation theories, Types of consumer needs: functional, emotional, social, and symbolic, Consumer involvement and importance of understanding motivations, Consumer satisfaction and dissatisfaction: factors influencing post-purchase evaluation.

#### **Module III Consumer Perception & social & cultural setting**

**12 lecture hours**

**Perception:** Concept and Elements of Perception, Consumer Imagery. Consumer Attitude with reference to consumer behaviour. **Consumer in social & cultural setting:** Reference groups, concepts, factors affecting reference groups, Family: Functions of family, Family decision

making, Family Life Cycle Social class & its measurement. Culture & sub-culture: definition & influence on Consumer Behaviour.

#### **Module IV: Consumer Personality & Decision Making**

**12 lecture hours**

**Introduction to Personality:** Theories, Product Personality, and Self-Concepts. **Consumer Decision Making:** Introduction to opinion leadership. Process Diffusion of innovations: Diffusion Process, Adoption Process. Consumer decision making, Models of consumer decision (Howard Sheth, Nicosia Model, EngelBlackwell and Kollat).

#### **Text Books:**

1. Schiffman, L.G. (2018), Consumer Behavior, 12th edition, Pearson Prentice Hall, New Delhi
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour, Thomson
5. Learning

#### **Reference Books:**

1. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon
2. "Consumer Behavior: Insights from Indian Market" by M. S. Balaji and P. S. Raju
3. "Consumer Behavior: Building Marketing Strategy" by Dheeraj Sharma and Jagdish N. Sheth
4. "Consumer Behavior: A Strategic Approach" by Henry Assael
5. "Consumer Behavior: Building Market.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Fundamentals of International Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand about dynamics of of global trade.

CO2: Understand about dynamics of Globalization.

CO3: Understand about role and nature of FDI.

CO4: Categorize the types of barriers to international trade.

CO5: Assess the role of AI in present global business environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

### **Course Content**

#### **Module 1: Globalization and International Institutions (8 hours)**

Globalization: Meaning, dimensions, and indices

WEF indicators of globalization

Role of IMF, IBRD, WTO, UNCTAD

#### **Module 2: International Business Environment (10 hours)**

Free Trade vs. Protectionism

Political, Economic, Legal, and Cultural Environment

Balance of Trade and Balance of Payments

Exchange rate regimes and convertibility

#### **Module 3: International Trade Theories and FDI (10 hours)**

Theories: Absolute Advantage, Comparative Advantage, Mercantilism, New Trade Theory

Nature, forms, and impact of FDI

FDI policy frameworks and global flows

#### **Module 4: Barriers to International Trade (8 hours)**

Tariff and non-tariff barriers  
Protectionist policies and contemporary conservatism  
Countervailing duties and trade remedies

**Module 5: Trade Blocs and Agreements (12 hours)**

Types and roles of trade blocs  
Bilateral and multilateral treaties  
Case studies: NAFTA, EU, SAFTA, COMESA

**Module 6: Role of AI in International Business (12 hours)**

Overview of Artificial Intelligence  
AI in market research and environmental scanning  
AI applications in global supply chains and strategic decision-making

**Text Books:**

1. International Business: Environment and Operations: John Daniels, Lee Radebaugh, Pearson Publications.

**Reference Books:**

1. International Business Management: S C Gupta, Ane Publications.
2. The International Business Environment: Text and Cases: Anant K. Sundaram, J. Stewart Black, PHI Publications

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Design Thinking and Innovation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand, apply, and adapt various design thinking methodologies, such as empathizing, defining the problem, ideating, prototyping, and testing, to solve complex problems and foster innovation in diverse contexts.

CO2: Students will develop the ability to identify and define problems creatively, generate innovative ideas, and employ systematic approaches to address challenges across different domains, including product design, service innovation, and social entrepreneurship.

CO3: Students will acquire the skills to work collaboratively in interdisciplinary teams, leveraging diverse perspectives and expertise to co-create innovative solutions, communicate effectively, and navigate ambiguity and uncertainty inherent in the innovation process.

CO4: Students will learn to critically evaluate design solutions by considering factors such as usability, feasibility, desirability, and sustainability.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	2	3	2	3	2
<b>CO2</b>	2	3	2	3	2	3	3	3
<b>CO3</b>	3	3	3	2	3	3	3	2
<b>CO4</b>	3	2	2	2	2	3	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Foundation of Design Thinking**

**4 lecture hours**

Introduction to Design Thinking & Significance of Design Thinking, Design Thinking Process- Critical Questions, Design Thinking Process & Wicked Problems, How Design Thinking is Different from Traditional Thinking, The Knowledge Funnel, Cognitive Bias: What Design Thinkers Should Avoid.

**Module II: The Foundation for Innovation****5 lecture hours**

Define users' explicit pain points and latent needs, Reframe the innovation context to identify the most game-changing part of the problem, Analyze the organizational environment for the ideal conditions for insightful thinking, Problem Framing Exercise: Reframe problems from various perspectives (deep, emotional, broad, and dynamic) to identify new pain points and make new solutions possible.

**Module III: Tools for Generating Ideas****6 lecture hours**

Develop the design principles that will help you create user-focused ideas, Customer Journey Map, Customer Experience, Persona, Experiment with ideation tools for breaking cognitive fixedness and generating ideas.

**Module IV: User Values and Behaviors****6 lecture hours**

Refine innovation ideas using design heuristics, identify prompts to improve users' ability and motivation to engage in a desired behavior. Prototyping- Paper prototype, Story Board prototype, Scenario prototype, Low fidelity and high fidelity, Test Foundation and Tools, Introduction to Test.

**Module V: An Experimentation Mindset****3 lecture hours**

Combine ideas into complex innovation concepts, Critique and strengthen concepts using evaluation tools

**Module VII: AI and Design Thinking****6 lecture hours**

Role of AI in Design Thinking; AI tools for user research and persona creation; AI-assisted ideation and rapid prototyping; Simulating and testing with AI; Ethical considerations and bias in AI-driven design, Guest Lectures from Industry Experts

**Text Books:**

1. Pavan Soni. Design Your Thinking: The Mindsets, Toolsets, and Skill Sets for Creative Problem-solving, Penguin Random House India Private Limited, 2020.
2. Devyani Lal Design Thinking- Beyond the sticky Notes, Sage.

**Reference Books:**

1. Jeanne Liedtka. Why design thinking works. Harvard Business Review. October 2018
2. Tim Brown & Jocelyn Wyatt. Design Thinking for Social Innovation. Stanford Social Innovation Review, 2010

3. Kouprie, M., & Visser, F. S. A framework for empathy in design: stepping into and out of the user's life. *Journal of Engineering Design*, 20(5), 437-448, 2009.
4. Gasparini, Andrea. Perspective and use of empathy in design thinking. In *ACHI, the Eight International Conference on Advances in Computer-Human Interactions*, pp. 49-54. 2015.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA1008L</b>	<b>Foreign Language - French</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

**On completion of this course, the students will be able to:**

CO1: Acquire basic knowledge of French language in daily life.

CO2: Develop listening skills and understand the gist of various communication modes.

CO3: Familiarize the students with different types of written text for skill enhancement.

CO4: Acquire knowledge of French culture and civilization for employability.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3		2				3	
<b>CO2</b>			3			1	1	
<b>CO3</b>	3						3	1
<b>CO4</b>	3					1	2	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1:**

**10 lecture hours**

- Topic 1 Introduction
- Topic 2 Culture and civilization
- Topic 3 Alphabets and sounds
- Topic 4 Greetings

- Topic 5 Subject Pronouns and nouns
- Topic Test 1
- Topic 6 Masculine and Feminine,
- Topic 7 Counting (Cardinal and ordinal)
- Topic 8 Days and months
- Topic 9 Nationalities and professions
- Topic 10 Adjectives
- Topic 11 Singular Plural
- Topic 12 Conjugations
- Topic Test

**Module 2:**

**10 lecture hours**

- Topic 1 Conjugations of etre, avoir and er ending verbs.
- Topic 2 Articles (Definite, Indefinite)
- Topic 3 Sentence Making
- Topic 4 Lesson1
- Topic 5 Se Presenters
- Topic 6 Se presenter
- Topic Test 3
- Topic 7 Lesson 2
- Topic 8 Article Partitive
- Topic 9 Negation
- Topic Revision
- Topic 10 Possessive Adjectives
- Topic 11 Prepositions
- Topic Sentence making

**Module 3:**

**10 lecture hours**

- Topic 1 Lesson 3
- Topic 2 Prepositions of places
- Topic 3 Question Making

- Topic 4 Interrogative Adjectives
- Topic 5 Interrogation
- Topic 6 Lesson 4
- Topic Revision
- Topic 7 Presenter un ami
- Topic 8 Conjugations
- Topic 9 Describe your family.
- Topic Test 4
- Topic 10 Futur Proche
- Topic 11 Jouez la scene
- Topic Revision

**Textbook:**

K Madanagobalane. Synchronie 1. Chennai: Samhita Publication, 2011.

**Reference Books:**

1. Beryl, T and Duval, A., The Collins Robert French Dictionary. Paris : Collins, 2010.
2. Dominique, P., Le Nouveau Sans Frontier Part 1 Indian Ed. Paris: CLE International, 1997.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA1010L</b>	<b>Foreign Language German</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To greet and say goodbyes, to introduce self and others, to speak about oneself and others, Numbers till 20, Telephone numbers and E mail address, to spell, to speak about countries and their languages.

CO2: to speak about Hobbies, to fix an appointment, Weekdays, to speak about work, profession and work hours, Numbers above 20, Seasons, to set up a profile on internet.

CO3: To name places and buildings in a city, to ask questions about going to a place, to put in sequence a picture story, to ask about things, mode of Transport, to ask for a way and to describe a way, to understand a Text with international words, learn Articles.

CO4: To speak about Food, to plan a shopping trip, to start a conversation while shopping, to start a conversation while eating, To understand Texts with “W” – questions, To put words in order and to learn.

CO5: to understand and tell the time, date and time designation, to speak about the family, to decide on an appointment, to excuse oneself over the delay, to fix an appointment on telephone.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1		3	2	1	2	1	1
<b>CO2</b>			3	2		2		
<b>CO3</b>			3	3				
<b>CO4</b>				3		1		
<b>CO5</b>				3			1	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

**Module I: Topic 1: Guten Tag!**

**5 lecture hours**

**Topic n: To greet and say goodbyes**, to introduce self and others, to speak about oneself and others, Telephone numbers and E mail address, to spell, Numbers from 1 – 20, Countries and their languages, GRAMMAR: W- Questions, Statements, Verbs and personal pronouns

**Module 2: Topic 1: Freunde, Kollegen und ich** **5 lecture hours**

**Topic n: Hobbies, Weekdays Numbers** from 20 onwards, professions, Months and Seasons, GRAMMAR: Article – der, das, die, Verbs and personal pronouns 2, Yes/ No questions, plural of Nouns, the verbs *haben* (to have) and *sein* (to be)

**Module 3 Topic 1: In der Stadt,** **5 lecture hours**

**Topic n: Places and buildings** Mode of transport, Directions, GRAMMATIK: definite articles - *der, das, die*, indefinite article - *ein, eine ein* , Negation article - *kein kein keine*, Imperative with formal *Sie* (you)

**Module 4 Topic 1: Guten Appetit !** **5 lecture hours**

**Topic n : Mealtimes**, Grocery items, Beverages, Shops GRAMMATIK : Position in a sentence, Accusative case , Verbs in Accusative case

**Module 5 Topic 1: Tag für Tag** **5 lecture hours**

**Topic n: Daily routine**, Time, Family GRAMMATIK : Time designation with prepositions - *am, um, von ... bis*, possessive article - *mein* (my) *dein* (your) ..., Modal verbs in sentences

**Module 6 Topic 1: Zeit mit Freunden** **5 lecture hours**

**Topic n:** Recreational activities, Food, Beverages, Characteristics, Events GRAMMATIK : Date designation – *am* , breakable verbs , preposition – *für+* Accusative, personal pronouns in accusative case – *mich, dich ...* , past tense of *haben* (to have) and *sein* (to be)

### Text Book :

1. Dengler, S., Rusch, P., Netzwerk A1 (Klett) – Kursbuch , Arbeitsbuch , Glossar , Intensiv Trainer, Goyal Publishers, 2020

### Reference Books:

1. Aufderstraße, Hartmut., Bock, Heiko., Gerdes, Mechthild., Müller, Helmut., Müller, Jutt a. Themen aktuell 1: Deutsch als Fremdsprache / PDF-Download Glossar Deutsch-Englisch. Germany: Hueber, Verlag GmbH & Company KG, 2003.
2. Langenscheidt Schulwörterbuch Englisch: Englisch-Deutsch / Deutsch-Englisch – mit Wörterbuch-App. Germany: Langenscheidt bei PONS, 2021

### Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

# SEMESTER – V

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Sustainability and Circular Economy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: To understand the principles of circular economy and their application in business models to minimize waste, optimize resources, and enhance long-term profitability.

CO 2: Evaluate the role of sustainable practices in corporate strategy, including regulatory compliance, stakeholder engagement, and ESG metrics.

CO: 3 Design actionable sustainability initiatives for businesses by integrating circular economy tools.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2						2
<b>CO2</b>	2	3	2	3		3		
<b>CO3</b>	3		2	3	2		2	3

1=weakly related      2= moderately related      3=strongly related

### Course Contents:

#### **Module 1:**

**10 lecture hours**

#### **Foundations of Sustainability & Circular Economy**

Introduction to sustainability, evolution of SD, Triple Bottom Line (People, Planet, Profit), Linear vs. Circular Economy: Key differences and global trends, "Take-Make-Waste" model critique, Circular economy principles (Reduce, Reuse, Recycle, Recover, Regenerate) Drivers of circularity, UN Sustainable Development Goals (SDGs), SDG progress, resource scarcity

**Module 2:****8 lecture hours****Circular Business Models & Innovation**

Environmental Kuznets Curve (EKC), Circular business models: Product-as-a-Service, De-growth, Sharing Economy, Remanufacturing, Circular supply chains: Reverse logistics, closed-loop systems, Digital tools for circularity: AI, IoT, and blockchain in resource tracking

**Module 3:****14 lecture hours****Policy, Metrics, and Stakeholder Engagement**

ESG (Environmental, Social, Governance) frameworks and reporting, ESG reporting standards (GRI, SASB, TCFD), Circular economy policies: Extended Producer Responsibility (EPR), carbon pricing, Carbon pricing & cap-and-trade systems, Circularity indicators (Material Circularity Indicator, MCI), Stakeholder mapping: Engaging suppliers, customers, and investors, "Can profit and sustainability coexist?"

**Module 4:****10 lecture hours****Implementation & Future Trends**

Life-Cycle Assessment (LCA) and cradle-to-cradle design, Overcoming barriers: Cost, scalability, and behavioral change, Emerging trends: Circular cities, blue economy, regenerative agriculture, Greenwashing.

**Textbooks:**

1. Stahel, W. R. (2019). Circular economy: A user's guide. Routledge.
2. Lacy, P., Long, J., & Spindler, W. (2020). The economics of the circular economy. Wiley.

**Reference book**

1. Braungart, M., & McDonough, W. (2002). Cradle to cradle: Remaking the way we make things. North Point Press.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Logistics and Supply Chain Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>					

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a fundamental knowledge and understanding of the Supply Chain Management functions in any organization.

CO2: To explore key concepts and strategies of supply chain integration for enhanced efficiency and responsiveness.

CO3: To understand planning, coordination, and strategic tools for effective supply chain management.

CO4: To develop an understanding of sustainable supply chain practices that balance environmental, social, and economic goals.

CO5: To explore emerging trends and technologies shaping modern supply chain management practices.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3		
<b>CO2</b>		3		3			1	
<b>CO3</b>	3	3	2	3				
<b>CO4</b>					2		2	2
<b>CO5</b>		2		3		2	3	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Logistics & Supply Chain Management      8 lecture hours**

Introduction to Logistics & Supply Chain Management, Objectives & Functions, Supply Chain Process/ Basic components of SCM, Drivers of SCM, Supply Chain Metrics and KPIs, Scope of Supply Chain Management, Current issues in SCM & Carrier Opportunities

**Module II: Supply Chain Integration****8 lecture hours**

Concept of Supply Chain Integration, Types of Integration: Internal vs. External, Vertical and Horizontal Integration in Supply Chain, Push-Based Supply Chain, Pull based Supply Chain, Push-Pull Supply Chain, Implementation of Push-Pull Strategy, Manufacturing strategies, Demand strategies, Strategic Alliance

**Module III: Planning and coordination in Logistics & Supply chain 8 lecture hours**

Planning and Coordination in Supply Chain, Advantages of Supply Chain, Strategies to achieve coordination, Strategic Partnership and Trust in supply chain, Benchmarking in the supply chain, Inventory management in SCM, Role of Logistics in SCM, Transportation planning and models, Distributed Resource Planning, Strategic Alliance

**Module IV: Sustainable Supply Chain Management****8 lecture hours**

Sustainable supply chain concepts and strategies, Environmental sustainability in supply chains, Social responsibility in supply chains, Economic sustainability in supply chains, Sustainable Procurement and Sourcing Practices, sustainable manufacturing, Sustainable Logistics and Transportation, Case Studies on SSCM Best Practices

**Module V: Trends in Logistics & Supply Chain Management****8 Lecture hours**

Digital Transformation in Supply Chain Management, New Development Management in Supply Chain, Role of IT in Logistics, Artificial Intelligence (AI) and Machine Learning (ML) in Logistics & Supply Chain Management, Indian & Global Case Studies.

**Text Books:**

1. David Simchi-Levi, Ravi Shankar, Phillip Kaminsky, Designing and Managing the Supply Chain 4 th edition. McGraw-Hill Publishing Company Ltd, New Delhi.
2. Richard B. Chase, Ravi Shankar, and F. Robert Jacobs, Operations & Supply Chain Management (15 th Edition: SIE), McGraw-Hill Publishing Company Ltd, New Delhi.

**Reference Books:**

1. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and
2. Operation, 3 rd Edition, Prentice Hall (2007).
3. G Srinivasan: Quantitative methods in operations and supply chain management, PHI

4. Learning Pvt Ltd. Delhi (2010). James. A. Fitzsimmons, Mona Fitzsimmons, & Sanjeev K. Bordoloi, *Service Management-Operations, Strategy, Information Technology* (8th Edition), McGraw Hill Education, New Delhi. ISBN: 978-0-07-802407-8

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Business Taxation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain taxation objectives, Indian tax system, and determine corporate residential status using key concepts like income and assessee.

CO2: Compute corporate tax liability, apply loss provisions, MAT, and e-file returns per the Income-tax Act, 1961.

CO3: Formulate tax planning strategies for organizational, financial, and managerial business decisions to optimize tax outcomes.

CO4: Describe GST types and benefits, compute GST liability, and identify GST return requirements for businesses.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2	1	2	1	3	1	1
<b>CO2</b>	3	2	1	2	1	3	1	1
<b>CO3</b>	3	3	1	2	2	3	1	2
<b>CO4</b>	2	2	1	2	1	3	1	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1 Introduction to Taxation and Corporate Taxation**

**6 lecture hours**

Introduction- Objectives of Taxation; Canons of Taxation; Tax system in India - Direct and Indirect Taxes - Meaning and Types. Key concepts: Income, previous year, assessment year, assessee. Residential status of companies and its determination.

#### **Module 2: Taxations of Companies**

**10 lecture hours**

Computation of taxable income of companies; Computation of the amount of corporate tax liability; Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under

Sec. 79 of Income-tax Act, 1961; Minimum Alternate Tax; Tax on income distributed. E-filing of income tax returns by companies.

**Module 3: Tax Planning with reference to specific business decisions 10 lecture hours**

Tax Planning with reference to form of organization. Tax Planning with reference to Financial Management Decision. Tax Planning with reference to Managerial Decisions.

**Module 4: Goods and Services Tax (GST) 4 lecture hours**

Concept, features, and types of GST (CGST, SGST, UTGST, IGST). Benefits of GST and tax invoice credit method. Computation of GST liability. Types of GST returns for businesses.

**Text Books:**

1. Singhania, V., & Singhania, M. (2023). *Corporate Tax Planning & Business Tax Procedures with Case Studies*. New Delhi: Taxmann Publications Private Limited.
2. Mehrotra, H., & Goyal, S. P. (2023). *Corporate Tax Planning & Management*. Sahitya Bhawan Publications.

**Reference Books:**

1. E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
2. V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
3. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
4. Taxman, The Tax and Corporate Law Weekly.
5. Bhagmati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Health and Wellness</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the fundamental concepts of health and wellness

CO2: Managing their physical, mental, emotional and social health through practical tools discussed.

CO3: Evaluate the impact of nutrition, sleep, and fitness in maintaining holistic health and wellness.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1	1	2	3	2	1	3	2
<b>CO2</b>	1	1	2	3	2	1	3	2
<b>CO3</b>	1	1	2	3	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Health and Wellness**

**15 lecture hours**

Definition of health and wellness, difference between health and wellness, Importance of health in everyday life, Components of health- physical, mental, emotional and social and its relevance; relevant videos/ cases/ activities

#### **Module II: Physical Health**

**15 lecture hours**

Introduction to various activities to improve physical health; students to identify a set of physical activities that will improve their overall health – fitness, nutrition, sleep, yoga, meditation etc.; relevant videos/ cases/ activities

Activity – Students will keep a record of the physical activities they are doing and its impact on their physical health

**Module III: Mental Health & wellness**

**15 lecture hours**

Importance of Mental Health and wellness, Managing Mental Health and wellness - Self-reflection and awareness, finding purpose, mindful meditation, etc.

Activity – Students to identify any one method of managing mental health as mentioned above and practice the same during the course and record their experiences

**Module IV: Emotional and Social Health**

**15 lecture hours**

Stress Management – identification of stress, identification of trigger points, introduction to relaxation techniques; relevant videos/ cases/ activities

Activity – Students to document their ability to identify stress and trigger points and the effectiveness of relaxation techniques

**Textbooks:**

NA

**Reference Books:**

NA

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
	<b>Summer Internship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Apply theoretical knowledge to the practical business setting

CO 2: Develop professional skills in teamwork and project management

CO 3: Develop communication skills to present findings in the format of a written and oral report

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2			1	2	3	1
CO2	3	2	2		2			
CO3	3	2	1		1	2	3	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

**Module-1- Week 1: Orientation and Project Selection**

**15 lecture hours**

Introduction to the internship project and expectations

Review of methodologies and project development

Finalization of project plan in consultation with the faculty and industry supervisors

**Module-2- Week 2: Project Design**

**15 lecture hours**

Conduct a comprehensive review of relevant work and literature

Develop internship project questions and hypotheses.

Design project methodology and select appropriate techniques.

**Module-3- Week 3-5: Data Collection and Analysis (where relevant)**

**15 lecture hours**

Collect and analyze data using appropriate techniques Interpret and analyze data results.

Develop conclusions and recommendations.

Continuous review of research progress and feedback from supervisors

**PS.** Data collection may not be relevant for every project

**Module-4- Week 6-7: Report Writing**

**10 lecture hours**

Identify the concluding points of the project

Develop a research report outline and begin writing the report

**Module-5-: Report Writing and Presentation**

**5 lecture hours**

Refine the research report and complete the final draft Develop a presentation for the project.

Present the findings to the faculty and field supervisors.

**Text Books :**

1. Cooper, Donald R., and Pamela Schindler. *Business research methods*. Mcgraw-hill, 2014.

**Reference Books :**

1. Levin, Richard I., and David S. Rubin. *Statistics for management*. Prentice Hall, 1991.
2. Cooper, Donald R., and Pamela Schindler. *Business research methods*. Mcgraw-hill, 2014.

3. Hair Jnr, Joseph F., William C. Black, Barry J. Babin, and Rolph E. Anderson. "Multivariate data analysis." (2010).
4. Chawla, Deepak, and Neena Sodhi. *Research methodology: Concepts and cases*. Vikas Publishing House, 2011.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam/ Report Submission</b>	<b>End Exam Viva</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# SEMESTER – VI

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Cyber Crimes and Frauds in Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Define and classify various cyber-crimes and digital frauds relevant to business environments.

**CO2:** Examine the legal and regulatory framework surrounding cyber security and business frauds in India.

**CO3:** Apply appropriate tools and practices to assess cyber risks and design prevention strategies.

**CO4:** Evaluate the ethical, legal, and organizational implications of cyber-crimes in modern businesses.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2	1	1	2	2	1	2
<b>CO2</b>	3	3	2	1	3	3	2	3
<b>CO3</b>	3	3	2	2	3	3	3	3
<b>CO4</b>	2	2	3	2	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Cyber Crime and Business Frauds**

**10 lecture hours**

- Meaning and scope of cyber crime
- Types of cyber-crimes: hacking, phishing, identity theft, cyberstalking, ransomware, etc.
- Business frauds: financial frauds, e-commerce frauds, accounting frauds
- Case studies of cyber-crimes in Indian and global businesses

#### **Module II: Legal Framework for Cyber Security**

**10 lecture hours**

- Information Technology Act, 2000 (amended 2008)
- Indian Penal Code and cyber-related provisions
- Data privacy laws and compliance (GDPR overview)
- Regulatory authorities and enforcement mechanisms (CERT-In, RBI, SEBI guidelines)

**Module III: Cyber Risk Management and Fraud Prevention****13 lecture hours**

- Principles of cyber risk assessment
- Cybersecurity policies and protocols
- Tools and technologies for fraud detection and prevention
- Digital forensics and investigation procedures
- Insider threats and organizational response

**Module IV: Ethical and Strategic Perspectives on Cybersecurity****12 lecture hours**

- Ethical issues in cyberspace
- Corporate governance and cyber accountability
- Role of leadership and culture in managing cyber threats
- Strategic approaches to building cyber resilience
- Emerging trends: AI in cybersecurity, blockchain for fraud prevention

**Text Books:**

1. Chander, Harish (2012). Cyber Laws and IT Protection. PHI Learning

**Reference Books:**

1. Reuvid, Jonathan, (2014). Managing Business Risk: A Practical Guide to Protecting
2. Your Business, Kogan Page

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Business Policy &amp; Strategic Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: Understand the fundamentals of business policy and strategic management and analyze the external and internal business environment for strategic decision-making.

CO 2: Evaluate competitive strategies for sustainable business growth.

CO 3: Apply strategic management models in real-world scenarios, develop business policies and implementation frameworks.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	1		2	1	2	3	
<b>CO2</b>	2	2	3	2		3	3	
<b>CO3</b>				2		3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Introduction to Business Policy & Strategic Management**

Definition, Nature, and Importance of Business Policy & Strategic Management, Levels of Strategy: Corporate, Business, Functional, Strategic Management Process, Role of Vision, Mission, and Objectives, Importance in a dynamic business environment (VUCA world).

#### **Module 2: Strategic Analysis (External & Internal Environment)**

Environmental Scanning: PESTEL Analysis, Porter's Five Forces Model, SWOT Analysis, Core Competencies & Resource-Based View (RBV), VRIO Framework (Value, Rarity, Imitability, Organization), Value Chain Analysis, Sources of competitive advantage (cost, differentiation, focus), Blue Ocean vs. Red Ocean Strategy.

#### **Module 3: Strategy Formulation**

Corporate-Level Strategies (Growth, Stability, Retrenchment), Business-Level Strategies (Cost Leadership, Differentiation, Focus), Competitive Strategies (Miles & Snow, BCG Matrix, GE-McKinsey Matrix), Strategic Alliances, Mergers & Acquisitions

#### **Module 4: Strategy Implementation and Contemporary Issues in Strategic Management**

Organizational Structure & Strategy Implementation, Leadership & Corporate Culture in Strategy Execution, Budgeting, Policies, and Procedures, Strategic Control & Performance Measurement (Balanced Scorecard), Digital Transformation & Business Strategy, Corporate Social Responsibility (CSR) & Sustainability, Case Studies on Business Strategy Failures & Successes

#### **Textbooks:**

1. Wheelen, Hunger, Hoffman & Bamford – *Strategic Management & Business Policy* (Pearson).

#### **Reference Books:**

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson – *Strategic Management: Concepts and Cases* (Cengage).
2. Fred R. David & Forest R. David – *Strategic Management: A Competitive Advantage Approach*.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Emerging Technologies and Opportunities</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Describe the Emerging Technologies in the field of Management

CO2: Compare, contrast and evaluate the various Emerging Technologies in the current times

CO3: Comprehend the changing business environment because of disruptive technologies and the possible opportunities that arise

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	2	3	2	3	2
<b>CO2</b>	2	3	2	3	2	3	3	3
<b>CO3</b>	3	3	3	2	3	3	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

**Module I: Introduction to Emerging/ Disruptive Technologies** **3 lecture hours**

**Module II: Emerging Technologies 1** **9 lecture hours**

**Artificial Intelligence (AI)**

**Internet of Things (IoT)**

**Virtual and Augmented Reality (VR&AR)**

**Module III: Emerging Technologies 2** **9 lecture hours**

**Autonomous Vehicles**

**Flying Drones**

### 3D Printers

#### Module IV: Emerging Technologies 3

9 lecture hours

**Blockchain**

**Alternative Energy**

**Biotechnology**

#### Module V: The Future of Work/ Opportunities

9 lecture hours

**Blurred Reality**

**Full Automation**

**Solving Problems**

#### Module VI: Relevant Case Studies

6 lecture hours

**Relevant case studies for Emerging Technologies and Opportunities**

#### Textbooks:

Disruption: Emerging Technologies and the Future of Work Victor Del Rosal 2015

#### Reference Books:

NA

#### Assessment Scheme:

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Personal Wealth Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO 1: To provide basic principles for managing personal finance.

CO2: To help individual learn investment decisions

CO3: To mitigate old age financial planning.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	1		2	1	2	3	
<b>CO2</b>	2	2	3	2		3	3	
<b>CO3</b>				2		3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Basics of Personal Financial Management**

Basics of Personal Financial Management: Budget, The Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Personal Income Tax Planning. Case studies on personal financial planning of individuals.

#### **Module 2: Personal Savings & Investment**

Investment Criteria- liquidity, safety and profitability. Savings instruments of Post Office and Banks. Chit Funds. Investment in Shares, Debentures, Corporate and Government Bonds, Mutual Fund. Investment in Physical Assets : Real Estate, Gold and Silver, Gold certificates. Risk and Return associated with these investments. Case studies on risk and return perception of retail investors on various investments.

#### **Module 3: Computation of Return and Risk of Personal Investment**

Present Value and Future Value of a Single Amount and an Annuity. Computation of interest, dividend and capital gains on personal investments. Impact of leverage on return. Personal tax planning,

## **Module 4: Retirement Savings Plans**

Retirement Savings Plans:, Gratuity plans from the government. Life Insurance types. Health insurance. Pension Plans- Defined Contribution Plan and Defined Benefit Plan. Provident Fund, Gratuity. Life Insurance Plans. General Insurance Plans. Reverse Mortgage Plans

### **Textbooks**

Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tat McGraw-Hill Publishing Company Ltd. New Delhi.

### **Reference Books:**

- Financial Education by Reserve Bank of India – rbi.org.
- Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers.
- Information Broachers of Post Offices, Banks, Mutual Funds, Insurance Companies
- Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc

### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA317L</b>	<b>Campus to Corporate</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

## Course Content

The course equips students with the essential skills and knowledge required for a smooth transition from campus life to the corporate world. It covers various aspects such as professional communication, workplace etiquette, time management, career development, and emotional intelligence. Through interactive sessions, real-life case studies, and practical exercises, students will develop the confidence and competence needed to excel in their professional endeavours.

### Course Outcomes (CO)

**CO1:** Equip students with an understanding of professional etiquette and corporate culture.

**CO2:** Teach the fundamentals of networking /relationship building and time management in a professional context.

**CO3:** Use emotional intelligence techniques in business and personal situations to improve decision making.

**CO4:** Cultivate problem-solving and decision-making skills relevant to corporate challenges.

**CO5:** Embrace emerging digital tools and technologies for professional development.

### CO – PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2		3		2	2		1
<b>CO2</b>	2		3		1	2		
<b>CO3</b>		3	2		2			3
<b>CO4</b>	2	3		3		2		1
<b>CO5</b>	3			3		3	2	

3 = Strongly Mapped 2 = Moderately Mapped 1 = Weakly Mapped

## Course Content

### Module 1 Introduction to Corporate Environment

**6 lecture hours**

Understanding the corporate culture, adaptability, and flexibility

Demonstrating the key differences between academic and corporate environments through performative exercises

<b>Module 2</b>	<b>Setting Realistic Goals &amp; Time Management</b> How to set achievable goals in first job Understanding job descriptions and roles vs. actual job duties Identifying and addressing personal and external time wasters through practical exercises.	<b>6 lecture hours</b>
<b>Module 3</b>	<b>Workplace Etiquette &amp; Professional Networking</b> Professional Appearance and Punctuality Handling conflicts and difficult situations professionally through role-plays Navigating Professional Networks with Mentorship	<b>6 lecture hours</b>
<b>Module 4</b>	<b>Developing Emotional Intelligence (EI)</b> Benefits of EI at workplace specially in Decision-Making and Feedback Hands-on sessions to learn constructive feedback and decision-making	<b>6 lecture hours</b>
<b>Module 5</b>	<b>Professionalism in the Digital Age</b> Digital Communication Etiquettes Demonstrating workplace digital tools and technologies Ethics and Privacy in Digital Interactions	<b>6 lecture hours</b>

**Textbooks/Learning Resources:**

None

**Reference Books/Learning Resources:**

1. Ramesh, G & Ramesh, M (2015). *From College to Career*. Pearson
2. Mariotti, S., Newberry, B., & Chowdhary, N. P. (2019). *College & career readiness: Teacher's Edition*.
3. Mishra, A., & Mishra, K. (2020). *College to career: Your Guide to Getting Your Dream Job*. Independently Published.
4. 5 steps to building a personal brand you feel good about  
[https://www.ted.com/talks/marcos\\_salazar\\_5\\_steps\\_to\\_building\\_a\\_personal\\_brand\\_you\\_feel\\_good\\_about?subtitle=en&geo=hi](https://www.ted.com/talks/marcos_salazar_5_steps_to_building_a_personal_brand_you_feel_good_about?subtitle=en&geo=hi)
5. What's Your Brand?  
[https://www.ted.com/talks/kent\\_noble\\_what\\_s\\_your\\_brand?geo=hi&subtitle=en](https://www.ted.com/talks/kent_noble_what_s_your_brand?geo=hi&subtitle=en)
6. The 3 Magic Ingredients of Amazing Presentations | Phil WAKNELL | TEDxSaclay  
<https://www.youtube.com/watch?v=yoD8RMq2OkU>

**Teaching-Learning Strategies**

1. Class activities with the use of multimedia presentations and discussing real-life case studies to provide practical insights.
2. Assign individual work and group projects to students that simulate real corporate scenarios.

3. Conduct workshops on time management/workplace etiquettes/emotional intelligence.
4. Organizing networking events, alumni interactions, and corporate talks.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# SEMESTER – VII

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Name</b>	<b>Method of Qualitative Research</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basic understanding of research methods</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1: Understand** the philosophical foundations and key methodologies of qualitative research, distinguishing between approaches such as ethnography, phenomenology, and grounded theory. (*Knowledge, Comprehension*)

**CO2: Apply** qualitative data collection techniques (interviews, focus groups, observations) and ethical principles to design and conduct a small-scale research study. (*Application, Analysis*).

**CO3: Analyze** qualitative data using coding, thematic analysis, and software tools (NVivo/ATLAS.ti) to derive meaningful insights from textual, visual, or observational data. (*Analysis, Evaluation*)

**CO4: Evaluate** and communicate research findings with rigor, considering credibility, transferability, and ethical implications, while presenting results effectively in written and oral formats. (*Evaluation, Creation*)

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	2	3	2	3	2
<b>CO2</b>	2	3	2	3	2	3	3	3
<b>CO3</b>	3	3	3	2	3	3	3	2
<b>CO4</b>	3	2	2	2	2	3	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Foundations of Qualitative Research**

**6 lecture hours**

Philosophy of qualitative research (interpretivism, constructivism)

Comparison with quantitative/mixed methods

Major approaches: Ethnography, Phenomenology, Grounded Theory, Case Studies

Ethical considerations in qualitative research

**Module 2: Research Design & Data Collection**

**9 lecture hours**

Selecting a research design (case study, narrative research, etc.)

Sampling strategies (purposive, snowball)

Data collection methods:

- Interviews (structured/semi-structured)
- Focus groups
- Participant observation
- Document/artifact analysis

Ethical fieldwork practices

**Module 3: Qualitative Data Analysis I: Coding & Thematic**

**9 lecture hours**

Principles of qualitative analysis

Manual coding techniques (open, axial, selective)

Thematic analysis (Braun & Clarke)

Hands-on exercises with real datasets

**Module 4: Qualitative Data Analysis II: Advanced Tools & Techniques**

**6 lecture hours**

Introduction to software (NVivo/ATLAS.ti)

Discourse/content analysis

Visual data analysis (photos, videos)

Ensuring rigor: Triangulation, reflexivity

**Module 5: Evaluating & Validating Qualitative Research**

**6 lecture hours**

Trustworthiness criteria (Lincoln & Guba)

Addressing bias: Member checking, peer debriefing

Critical appraisal of published studies

Common pitfalls in qualitative research

**Module 6: Communicating Findings**

**9 lecture hours**

Structuring qualitative research papers/reports

Writing compelling findings (using quotes, thick description)

Data visualization (concept maps, matrices)

Oral presentations & stakeholder engagement

Final Project Workshop (peer feedback session)

**Text Books:**

1. Creswell, J. W. (2013). *Qualitative Inquiry & Research Design* (3rd ed.).
2. Braun, V., & Clarke, V. (2013). *Successful Qualitative Research*
3. Denzin, N. K., & Lincoln, Y. S. (2017). *The SAGE Handbook of Qualitative Research*.
4. Saldaña, J. (2021). *The Coding Manual for Qualitative Researchers*.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	Bachelor of Business Administration				
	Personal Branding	L	T	P	C
<b>Owning School/Department</b>	School of Management	1	0	2	3
<b>Pre-requisites/Exposure</b>	None				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the foundations of personal branding.

CO2: Design and implement an action-based personal brand strategy using digital tools.

CO3: Develop an authentic, professional identity that aligns with long-term goals.

CO4: Communicate their brand story effectively in both physical and digital spaces.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2		2				
CO2	2	3	3	2	2	2		
CO3				2	2	2	3	
CO4	2	3	3	2		2	1	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### Module I Introduction to Personal Branding (2 Lecture + 4 Practical Hours)

- What is personal branding and why it matters; defining your personal values, strengths, and goals.
- Self-assessment through Johari Window, SWOT, TOWS analysis etc.; Reflective journaling for self-awareness

#### Module II: Designing Your Brand Identity (2 Lecture + 4 Practical Hours)

- Building your personal narrative; identifying values, passions, and unique selling points (USP); Voice, tone, and visual identity in branding

- Build your brand board (visual + textual), Peer feedback session: brand pitch.

**Module III: Strategic Self-Marketing**

(2 Lecture + 4 Practical Hours)

- Understanding how to use strategic marketing models and techniques for designing and enhancing professional image; marketing your skills to target audiences.
- Developing strategic self-marketing plan tailored to career goals; Mock presentations to refine communication of personal brand.

**Module IV: Social Media and Digital Branding**

(2 Lecture + 4 Practical Hours)

- Social media strategies for personal branding in the digital age; Building consistency across platforms (LinkedIn, Twitter, etc.), AI-powered personalization and dynamic brand identities.
- LinkedIn profile makeover; Personal website/blog initiation

**Module V: Sustainability & Showcase**

(2 Lecture + 4 Practical Hours)

- Evolving with your brand: feedback, rebranding, growth; Ethics, boundaries in branding.
- Personal brand showcase (presentation + portfolio), Peer and mentor review panels

Textbooks:

N/A

Reference Books:

- Kang, Karen. *Branding Pays: The Five-Step System to Reinvent Your Personal Brand*. BrandingPays Media, 2013.
- Clark, Dorie. *Reinventing You: Define Your Brand, Imagine Your Future*. Harvard Business Review Press. Deckers, Erik & Lacy, Kyle. *Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself*. Pearson Education, 2017.
- Deckers, Erik & Lacy, Kyle. *Branding Yourself: How to Use Social Media to Invent or Reinvent Yourself*. Pearson Education, 2017.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Operations Research &amp; Decision Science</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

**CO 1:** Understand the origins, nature, and impact of Operations Research and Decision Science.

**CO 2:** Formulate, solve, and analyze Linear Programming models and Decision analysis models.

**CO 3:** Build and interpret trends using forecasting methods and regression.

**CO 4:** Model and analyze Waiting Line problems for single-channel and multiple-channel systems.

**CO 5:** Formulate and solve Multicriteria Decision-Making problems using Goal Programming and Analytic Hierarchy Process (AHP).

**CO 6:** Develop decision-making skills by applying Operations Research techniques to real-world problems across various domains.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3		
<b>CO2</b>	2					2		
<b>CO3</b>		2	2		3			2
<b>CO4</b>	3		3		2		2	2
<b>CO5</b>		3		3		3	3	2
<b>CO6</b>		3		3				

1=weakly related

2= moderately related

3=strongly related

**Course Contents:**

**Module I: Introduction to Operations Research**

**2 lecture hours**

Origins of Operations Research

Nature and impact of Operations Research & Decision Science

Modelling: Defining the problem, formulating its mathematical model, and deriving solutions

**Module II: Introduction to Linear Programming**

**4 lecture hours**

What is Mathematical Programming?

Creating Optimization Models using Linear Programming

Software and programming languages for building optimization models

Optimization and Excel Solver

**Module III: Modelling Linear Programming (LP) problems**

**18 lecture hours**

The Linear Programming Model: A simple maximization problem

Assumptions in Linear Programming

Graphical Solution Procedure

Extreme points and optimal solution

Solving Linear Programming: The Simplex Method

Applications of Linear Programming

Formulating and Solving Linear programming models using Excel Solver

Sensitivity analysis and interpretation of solutions

Transportation, Assignment and Transshipment Problems

**Module IV: Decision Analysis**

**8 lecture hours**

Decision-making without probabilities

Decision-making with probabilities

Risk Analysis

Utility and Decision Making

**Module V: Waiting Line Models****8 lecture hours**

Modelling a Waiting Line

Single-Channel Waiting Line Models

Multiple Channel Waiting Line Models

**Module VI: Multicriteria Decisions****10 lecture hours**

Goal Programming: Formulation and graphical solution

Applications of Goal Programming

Analytic Hierarchy Process (AHP): developing the hierarchy

Establishing priorities using AHP

Using AHP to develop Overall Priority Ranking

**Module VII: Forecasting****10 lecture hours**

Components of time series

Smoothing methods

Trend projection

Trend and seasonal components

Regression analysis

**Text Books:**

Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2019). *An introduction to management science: quantitative approaches to decision making*. Cengage learning.

**Reference Books:**

1. Ragsdale, C. T. (2012). *Spreadsheet modeling & decision analysis: A practical introduction to management science*. South-Western, Cengage Learning.
2. Hillier, F. S., & Hillier, M. S. (2019). *Introduction to management science: a modeling and case studies approach with spreadsheets*. McGraw-Hill.
3. Hillier, F. S., & Lieberman, G. J. (2015). *Introduction to operations research*. McGraw-Hill.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100

<b>Name of Program</b>	Bachelor of Business Administration				
<b>Course Code:</b>	<b>E-Commerce Business Models</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the concepts, types, and evolution of e-commerce business models.

**CO2:** Evaluate digital payment systems, infrastructure, and security issues.

**CO3:** Analyze challenges and opportunities in the Indian e-commerce ecosystem.

**CO4:** Interpret the impact of emerging technologies and trends on e-commerce.

**CO5:** Apply ethical and regulatory knowledge to real-world e-commerce applications.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2		3	2	2	2		
<b>CO2</b>	2	3		2			2	
<b>CO3</b>	2	2	2	3		2		
<b>CO4</b>		2		3	1		2	
<b>CO5</b>	2	1		2	1	2	2	3

1 = weakly related    2 = moderately related    3 = strongly related

### Course Contents

#### **Module 1: Introduction to E-Commerce (6 Hours)**

E-Commerce: Meaning, Nature, Advantages and Disadvantages

Reasons for Transacting Online

Types of E-Commerce

Indian E-Commerce Landscape: Adoption, Readiness & Challenges

#### **Module 2: E-Commerce Models & Business Applications (6 Hours)**

Types of E-Commerce Models: B2B, B2C, C2C, C2B, B2G

Challenges and Barriers in the E-Commerce Environment

Application of E-Commerce across Industries

Case Studies on Indian E-Commerce Startups

#### **Module 3: Digital Payments and Infrastructure (6 Hours)**

Digital Payment Requirements  
Types of Electronic Payment Systems  
Concept of e-Money and Electronic Fund Transfer (EFT)  
Infrastructure Issues and Risks in EPS

**Module 4: Security, Legal & Ethical Issues (6 Hours)**

Security Needs, Threats in E-Commerce  
Basics of Encryption and Decryption  
E-Commerce Security Environment  
Regulatory and Ethical Considerations in Indian Context

**Module 5: Emerging Trends and Mobile Commerce (6 Hours)**

Emerging Trends: AI, Voice Commerce, Social Commerce, Big Data  
Mobile Commerce: Economic, Technological, and Social Considerations  
Role of Government and Industry Regulations  
Future of E-Commerce in India

Textbooks:

- Laudon, K.C., & Traver, C.G. (2021). E-Commerce 2021: Business, Technology, Society. Pearson.
- Chaffey, D. (2019). Digital Business and E-Commerce Management. Pearson.

Reference Books:

- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0. Wiley.
- Pralok Gupta (2021). E-Commerce in India: Economic and Legal Perspectives

Assessment Scheme:

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Personal &amp; Managerial Effectiveness</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Demonstrate enhanced self-awareness and apply principles of personal mastery to improve individual productivity, emotional resilience, motivation and growth.
- CO2: Interpret and utilize non-verbal communication techniques to strengthen interpersonal relationships and project managerial presence in diverse professional settings.
- CO3: Apply persuasive communication and negotiation strategies to influence stakeholders ethically and constructively in managerial contexts.
- CO4: Evaluate cultural contexts to respond with adaptive and ethical communication strategies in cross-cultural/global settings.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	1		3	1	1		
<b>CO2</b>	2	2	3				1	
<b>CO3</b>	1	1	3			2	1	
<b>CO4</b>		2	3		1			2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Cultivating Self-Awareness and Personal Mastery**

3 Lecture+6 Practical Hours

- Personality Profiling Tools (MBTI, DISC, Big Five)
- Mindset Theory (Carol Dweck)
- Mindfulness and Emotional Agility
- Habits and Behavioural Change Models (e.g., Atomic Habits, The Habit Loop)
- Personal Mastery (Peter Senge's Five Disciplines)

#### **Module II : Mastering Non-verbal Communication for Managerial Presence**

3 Lecture+6 Practical Hours

- Communication Types and Barriers to communication

- Types of Non-Verbal Communication Types: Kinesics, Proxemics, Haptics, Chronemics, Paralanguage
- Importance of Context and Cultural Variations in Non-Verbal Interpretation
- Posture, Gestures, and Facial Expressions in Leadership
- Eye Contact and Its Role in Building Trust
- Power Poses and Confidence Projection
- Paralanguage: Pitch, Pace, Volume, and Intonation
- Using Silence Strategically in Leadership and Negotiation

### **Module III: Influence, Persuasion, and Negotiation**

3 Lecture+6 Practical Hours

- Principles of Persuasion (Cialdini's Six Principles)
- Negotiation Styles and Tactics (BATNA, ZOPA, Win-Win)
- Stakeholder Analysis and Influencing Without Authority

### **Module IV: Cultural Intelligence for Managerial Effectiveness**

3 Lectures + 6 Practical Hours

- Understanding Cultural Dimensions (Hofstede, Trompenaars)
- Managing Diversity in Teams
- Cross-Cultural Communication
- Global Etiquette and Sensitivity
- Working in Virtual Global Teams

### **Module V: Ethics, Purpose, and Lifelong Effectiveness**

3 Lectures + 6 Practical Hours

- Ethics in personal and managerial life
- Integrity, Responsibility, and Trust (PLUS Model, 3Cs approach)
- The Power of Grit & Perseverance (Angela Duckworth)

### **Textbooks:**

N/A

### **Reference Books:**

1. Courtland L. Bovee, John V. Thill and Abha Chatterjee, Business Communication Today ( 10th ed.), Pearson Publication . 9788131757994
2. Chaturvedi P.D and Mukesh Chaturvedi, The Art and Science of Business Communication (4th Edition), Pearson Publication. ISBN 978-325-8728-1
3. Business Communication for Managers by Payal Mehra, Published by Pearson, ISBN 978-93-325-7664
4. Goman, C. K. (2011). The Silent Language of Leaders: How Body Language Can Help – or Hurt – How You Lead.
5. Cialdini, Robert B. "Harnessing the Science of Persuasion." Harvard Business Review, October 2001.

6. TED Talk: Cuddy, Amy. Your Body Language Shapes Who You Are. TED Talk. TED.com. June, 2012.
7. Senge, P. M. (2006). The Fifth Discipline: The Art and Practice of the Learning Organization.
8. Covey, S. R. (2004). The 7 Habits of Highly Effective People.
9. Knapp, M. L., Hall, J. A., & Horgan, T. G. (2013). Nonverbal Communication in Human Interaction.
10. Cialdini, R. B. (2021). Influence: The Psychology of Persuasion (Rev. Ed.).
11. Ury, W., Fisher, R., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In.
12. Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business.
13. Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviours, Institutions, and Organizations Across Nations.
14. Grit: The Power of Passion and Perseverance | Angela Lee Duckworth | TED talk.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# SEMESTER- VIII

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Business Simulation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Students will be able to understand different areas of business and experience how they all come together to make the complete entity leading to the success of the business

CO2: Students will acquire the skills to collaborate effectively in teams and analyse how the various areas of the business are interconnected and regulated

CO3: Students will develop the ability identify and apply various business analysis tools required for planning an managing a business

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	1	2	3	2	2
<b>CO2</b>	3	3	2	1	2	3	2	2
<b>CO3</b>	3	3	2	1	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Business Simulation**

**10 lecture hours**

Introduction to business; aims of business; structure of business; important elements of business; functions of business; relevant case lets/ videos/ guest lecture

#### **Module II: Planning for a business**

**10 lecture hours**

Students in groups brainstorm, discuss and start planning for a business. They discuss the basic requirement and highlight the basic ideas relating to approx. finance, required infrastructure, raw materials, labour, etc. required for their business, relevant case lets/ videos/ guest lecture

#### **Module III: Finalization of Business Plan and Strategy**

**15 lecture hours**

Students in groups finalize their business plan, divide the team members into various business heads (HR, Marketing, Finance, Strategy, Operations, etc.), each of these sub-units finalize their respective requirements/ strategies, relevant case lets/ videos/ guest lecture.

**Module IV: Execution of the business plan**

**15 lecture hours**

Each of the teams progresses with their business based on the strategy and the plan finalized in the earlier phase, relevant case lets/ videos/ guest lecture.

**Module V: Adapting to Changes**

**15 lecture hours**

Each team/ business gets impacted due to regulatory/ policy/ global changes. As a result, the teams/ businesses are now forced to rework on their strategies and continue operating their businesses, relevant case lets/ videos/ guest lecture

**Module VI: The Final Output**

**15 lecture hours**

Each team works on the final submission striving to show how successful their respective businesses have been incorporating their entire journey from the planning to the final output.

**Textbooks:**

NA

**Reference Books:**

NA

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Research Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>12</b>
<b>Pre-requisites/Exposure</b>	<b>Business Research Method and Methods of Qualitative Research</b>				

### Course Outcomes (COs)

**CO 1:** Demonstrate the ability to formulate a clear research problem, develop objectives, and design an appropriate methodology to investigate real-world business issues.

**CO 2:** Apply relevant research tools and techniques to collect, analyze, and interpret business data, ensuring ethical standards and academic integrity.

**CO 3:** Present research findings in a structured written report and effectively communicate insights and recommendations through oral presentations.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	2	3	2	2
<b>CO2</b>	3	3	2	2	2	3	2	2
<b>CO3</b>	3	3	2	2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I**

**15 lecture hour**

introduction and setting the expectations from the research project, expected outcomes and discussion of the working module, project briefing and topic approval (by the mentor)

**Module II Proposal development and Literature survey 40 lecture hours**

Objectives, problem statement, hypothesis, scope, Review of prior studies, theory building

**Module III: Data and Methodology 50 lecture hours**

Research Design, sampling data tools, data collection

**Module IV: Data Analysis 35 lecture hours**

Familiarizing with the datasets and software like NVIVO, SPSS, STATA, R, PYTHON (depending on the area of the research project) and conducting the analysis (under the guidance of the mentor

**Module V: Report Writing , Submission and viva 40 lecture hours**

Drafting the report with mentor input, online presentation and VIVA

**Text Books:**

None

**Reference Books:**

Non

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA295J</b>	<b>Industry Immersion and Project</b>	L	T	P	C
<b>Owning School/Department</b>	<b>School of Management</b>	0	0	24	12
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Apply theoretical knowledge and concepts to practical business situations in the chosen industry.

CO2: Analyze and understand the dynamics, trends, and challenges of the industry.

CO3: Develop problem-solving and critical thinking skills by working on real-world business problems.

CO4: Enhance project management skills, including project planning, execution, and monitoring.

CO5: Collaborate effectively in a team-based environment and develop professional skills such as communication, time management, and networking.

### **CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3					3	
CO2			2				1	
CO3	3	1		L		2		1
CO4	2			2			2	
CO5			3	3	3			2

1=weakly related

2= moderately related

3=strongly related

## **Course Contents:**

### **Introduction and Project Selection: 10 lecture hours**

- Overview of the course objectives, expectations, and project selection process.
- Introduction to different industries and their significance in the global business landscape.
- Selection of the industry and identification of potential project areas.

### **Industry Overview: 50 lecture hours**

- In-depth study of the chosen industry, including its structure, key players, and value chain analysis.
- Analysis of industry trends, challenges, and opportunities.
- Examination of regulatory frameworks and their impact on the industry.

### **Project Planning: 50 lecture hours**

- Defining the project scope, objectives, deliverables, and timeline.
- Conducting a comprehensive literature review and gathering relevant data.
- Developing a project plan, including resource allocation and risk assessment.

### **Project Execution: 170 lecture hours**

- Working on the project under the guidance of the faculty mentor and industry professional.
- Conducting primary and secondary research to gather data and insights.
- Analyzing data, identifying patterns, and formulating recommendations.

### **Project Review and Feedback: 40 lecture hours**

- Regular review sessions with the faculty mentor and industry professional to assess project progress.
- Providing constructive feedback to enhance the quality of the project work.
- Addressing challenges and refining project objectives, if necessary.

### **Project Presentation and Report Submission: 40 lecture hours**

- Preparing a comprehensive project report that includes an executive summary, methodology, findings, and recommendations.
- Presenting project findings to the class, faculty, and industry professionals.
- Submitting the final project report and supporting documents.

### **Text Book :**

Saunders, Mark N. K., Lewis, Philip., Thornhill, Adrian. Research Methods for Business Students. United Kingdom: Pearson Education, 2019.

### **Reference Books :**

1. "The Role of Industry Analysis in Understanding the Business Environment" - <https://hbr.org/1980/03/the-role-of-industry-analysis-in-understanding-the-business-environment>
  2. "Project Management in the Age of Industry 4.0" - <https://www.pmi.org/learning/library/project-management-age-industry-4-0-114843>. "The Importance of Networking in the Business World" - <https://www.forbes.com/sites/forbescoachescouncil/2018/07/30/the-importance-of-networking-in-the-business-world/?sh=3e3e8e7e4e0e>
  3. "Effective Communication Strategies for Project Managers" - <https://www.pmi.org/learning/library/effective-communication-strategies-project-managers-11485>
  4. "The Impact of Corporate Social Responsibility on Business Performance" - <https://hbr.org/2011/01/the-impact-of-corporate-social-responsibility-performance>
  5. "The Power of Data Analytics in Decision Making" - <https://sloanreview.mit.edu/article/the-power-of-data-analytics-in-decision-making/>
  6. "Managing Team Dynamics for Project Success" - <https://www.pmi.org/learning/library/managing-team-dynamics-project-success-11486>
  7. "Ethical Leadership in the Workplace" - <https://www.forbes.com/sites/forbescoachescouncil/2019/03/25/ethical-leadership-in-the-workplace/?sh=3e3e8e7e4e0e>
  8. "The Role of Innovation in Industry Transformation" - <https://hbr.org/2019/09/the-role-of-innovation-in-industry-transformation>
  9. "The Importance of Time Management for Project Success" - <https://www.pmi.org/learning/library/importance-time-management-project-success-11487>
- Please that of these articles may require a subscription or purchase.

### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	50%	0%	50%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Art of Happiness</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the Concept and Science of Happiness

CO2: Enhance Emotional Intelligence and Self-Awareness

CO3: Develop Mindful and Purposeful Living Skills

CO4: Apply Happiness Principles in Personal and Professional Contexts

### CO-PO/PSO Mapping

<b>COs \ POs &amp; PSOs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1	2	1	3	3	1	3	3
<b>CO2</b>	1	2	2	3	3	1	3	3
<b>CO3</b>	1	2	2	3	3	1	3	3
<b>CO4</b>	2	3	3	2	3	2	3	3

1= weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1: Foundations of Happiness (3 Hours)**

- Definitions: Hedonic vs Eudaimonic happiness
- Indian & global perspectives (Bhagavad Gita, Jainism, Buddhism, Positive Psychology)
- Myths of happiness
- Baseline theory and the happiness set point

#### **Module 2: Emotional Intelligence and Inner Balance (3.5 Hours)**

- Self-awareness and self-regulation
- The role of empathy and compassion
- Neuroscience of emotions
- Managing stress and negativity

#### **Module 3: Mindfulness, Gratitude, and Purpose (3.5 Hours)**

- Practices for mindfulness and meditation

- Gratitude journaling and reflection exercises
- Aligning values, goals, and daily actions
- Finding meaning in everyday experiences

**Module 4: Happiness at Work and in Relationships (4 Hours)**

- Positive workplace culture and leadership
- Emotional contagion and psychological safety
- Building strong personal and professional relationships
- Ethics, purpose, and conscious capitalism

**Delivery:** Interactive lectures, experiential activities, reflections, and group discussions

**Text Books:**

None

**Reference Books:**

None

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Technology and Society</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

CO1: Explain the historical evolution of technology and its impact on society.

CO2: Analyze the social, ethical, and economic implications of emerging technologies.

CO3: Evaluate the influence of digital transformation on businesses and human behavior.

CO4: Discuss the role of technology in shaping sustainability, equity, and global citizenship.

CO5: Identify policy and regulatory frameworks addressing technology-related societal challenges.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

## **Course Content**

### **Module 1: Introduction to Technology and Society (6 hours)**

Defining technology and society

Historical perspectives: Industrial Revolutions and Digital Age

The co-evolution of technology and culture

### **Module 2: Technology, Economy, and Work (6 hours)**

Technological innovation and economic development

Impact on labor markets: automation, AI, and the gig economy

Business transformation in the digital era

### **Module 3: Ethical and Social Implications of Technology (6 hours)**

Privacy, surveillance, and data security

Algorithmic bias and ethical AI

Social media and mental health

### **Module 4: Technology and Sustainable Development (6 hours)**

Technology for environmental sustainability

Smart cities and green technologies

The digital divide and inclusive innovation

### **Module 5: Governance, Policy, and Future Outlook (6 hours)**

Tech regulations and public policy (e.g., data protection laws)

Role of international institutions in tech governance

Future trends: Web 3.0, Metaverse, Quantum Computing

### **Textbook**

1. Technology and Society – Deborah G. Johnson and Jameson M. Wetmore, MIT Press

### **Reference Books**

1. The Social Shaping of Technology – Donald MacKenzie and Judy Wajcman
2. Digital Ethics: Research and Practice – Don Heider and Adrienne L. Massanari
3. Future Politics – Jamie Susskind

### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Mastering Speaking and Presentations: A</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Demonstrate clarity, coherence, and confidence in delivering oral presentations.

CO2: Analyze and adapt messages based on audience, purpose, and context.

CO3: Apply case-based learning to solve communication challenges.

CO4: Create and deliver effective presentations.

### **CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	3					
CO2	1	1	3					
CO3	2	2	2					
CO4			3					

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Week 1:**

1. Course Introduction
2. Pre-Assessment
3. Vocabulary made easy
4. The Power of Words
5. Case Studies

#### **Week 2:**

1. Spoken English Part 1: Introduction to Word Accent
2. Word Accent – Disyllabic Words
3. Word Accent – Shift of Accent in Disyllabic Words
4. Word Accent – Polysyllabic Words
5. Case Studies

#### **Week 3:**

1. Spoken English Part 2: Introduction to Rhythm
2. Introduction to Intonation
3. Rising Intonation
4. Falling Intonation
5. Case Studies

#### **Week 4:**

1. Spoken English Part 3: Introduction & Specific scenarios
2. Telephone Skills: Taking & Making Calls, Voice, Intonation, and Language
3. Conversations: The Role of Questions
4. Conversations: Types and Functions of Questions, avoiding Counterproductive Questions
5. Case Studies

#### **Week 5:**

1. Impactful Presentations Part 1: Introduction
2. Body Language: Introduction
3. Body Language: Mechanics & Style
4. Voice Modulation: Voice Projection, replacing Fillers, and Emphasis
5. Case Studies

#### **Week 6:**

1. Impactful Presentations Part 2: Introduction
2. Power of Pause: Pause to engage audience in Conversation
3. Power of Pause: Combine Pause & Repetition Techniques
4. Power of Pause: Demonstrate Confidence & Control, establish Presence
5. Case Studies

#### **Week 7:**

1. Impactful Presentations Part 3: Introduction
2. Empathy: Essential Human Quality
3. Empathy: Practice Heartful Communication
4. Impact: The result of Communication
5. Impact: How to make your Speech memorable

#### **Week 8:**

1. Case Observations on Effective Speaking & Impactful Presentations: the Why & How
2. Case Observation: Study 1
3. Case Observation: Study 2
4. Case Observation: Study 3
5. Course Conclusion

**Textbooks:**

N/A

**Reference Books:**

How to Write and Deliver Effective Speeches (Fourth Edition), Judith A.

McManus: Thomas Asia Pte. Ltd., 2003.

Secrets of Power Presentations, Peter Urs Bender: Macmillan India Ltd., 2000.

Professional Presentations, Malcolm Goodale: Cambridge University Press, 2005.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# ELECTIVE SEMESTER - V MARKETING

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Consumer Behaviour and Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Functional knowledge: In-depth knowledge of consumer behaviour theories and their application in marketing mix decisions. Students should be able to appreciate the inter-relatedness of consumer behaviour in all marketing decisions by the end of this course.

CO2: Analytical and reflective thinking: Aspiring managers should be able to identify and analyse the consumer behaviour related issues and develop themselves as reflective practitioner and learning can be applied to various marketing decision-making scenarios.

CO3: Application of knowledge: Learner should be able to apply consumer behaviour knowledge in real-life consumption scenarios and marketing decisions/strategies based on the understanding of consumers.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	1	1	3	3	3
<b>CO2</b>	3	3	2	2	1	3	2	2
<b>CO3</b>	3	3	2	3	2	2	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Consumer Behaviour and Marketing**

**11 lecture hours**

Consumer Behaviour as a process and as a field of study; Relevance of market research with consumer behaviour; Approaches to consumer behaviour research; Research paradigms in consumer research; Consumer research process and Importance of rooting marketing decisions Strategies in the understanding of consumer behaviour; Consumer-focussed targeting, and segmentation

**Module II: Consumer Decision Process****12 lecture hours**

Determinants and stages of buyer behaviour; Need recognition, search, and information gathering; Comparing brands and Evaluation rules; Choice Post-purchase process; Consumer's expectations and satisfaction; Measuring satisfaction and value; Irrational buying behaviour/decisions.

**Module III Individual Determinants of Consumer Behaviour****12 lecture hours**

Consumer: The Individual and Self-Concept; Gaps in self-image and ideal image; Self-image, brand image and choice; Consumer needs, goals, and motivations; Theories of personality; Personality and STP decisions; Consumer personality and brand personality; Creation and management of consumer perception; Learning: Different ways of learning; Cognitive development; Memory: Creation of schemas, storing and retrieving information, memory systems; Change or repositioning of information, what makes us forget? Attitude formation and modification: Power of attitudes; Theories of attitude: Formation of attitudes, Attitude change methods; Marketing activities to change consumer attitudes.

**Module IV: External Influences on Consumer Behaviour****10 lecture hours**

Consumer – In a group; As a group: Consumer identity as a member of a group: Gender roles, social class, and lifestyles; Situational effects: Temporal, social, physical, task, purchase, usage, disposition, and other antecedent states.; Influence of culture and subcultures: Cultural and sub-cultural influences on individual, norms and their role, customs, traditions, and value system; Consumer Behaviour in different contexts.

**Text Books:**

- Solomon, Michael R (2020), Consumer Behavior: Buying, Having and Being, 13th Edition, Pearson Prentice Hall.
- Schiffman, L.G. (2018), Consumer Behavior, 12th edition, Pearson Prentice Hall, New Delhi.

**Reference Books:**

- Vanessa A. Tetteh (2016), Consumer Behavior Overview, Research Starters, 1-5.
- Xavier Lhuer, Tunde Olanrewaju, and Hyo Yeon, What it takes to deliver breakthrough customer experiences, McKinsey Quarterly, November, 2015, 1-6.
- Magids, S., Zorfas, A and Leemon, D. (2015). The New Science of Customer Emotions. Harvard Business Review. November, 2015.
- The thinker and The Shopper: Four Ways Cognitive Technologies Can Add Value To Consumer Products, Deloitte University Press, 2015.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Code:</b>	<b>Course Name: Sales Force Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

#### COURSE SUMMARY

This course introduces the students to the theory and practice of Sales and Distribution Management as a functional area in the management of business enterprise. It primarily discusses the principles, concepts and basic problems affecting the sales force whose sole responsible is to generate revenue for the organization. It also includes the methods, strategies and application of sales planning, forecasting tools, budgeting, management of sales territories, tasks of organizing, staffing, training, motivating and compensating, leading and controlling sales force. It also covers the various aspects of distribution channel management: Designing the distribution system, conflict management. This course strives to equip the young managers of tomorrow to be effective leaders in business efficiency improvement.

## PROGRAM OUTCOMES (PO)

**PO1:** Application: Remember functional business knowledge and apply managerial skills in changing business environment

**PO2:** Critical Thinking: Demonstrate critical thinking skills to address diverse business challenges and opportunities

**PO3:** Communication: Practice effective communication with different stakeholders

**PO4:** Lifelong Learning: Demonstrate commitment to continuous learning

**PO5:** Ethics: Relate and follow professional and ethical principles

## PROGRAM-SPECIFIC LEARNING OUTCOMES (PSO)

By the end of this degree program, students should have the following knowledge, skills and attitudes:

**PSO1:** Applying Business Administration knowledge in the following domains: Marketing, Finance, Entrepreneurship, Human Resources, International Finance and Accounting and International Business

**PSO2:** Engaging in self-development and independent lifelong learning

**PSO3:** Practicing ethical decision making for sustainable benefit to the Business, Society and Environment

## COURSE OUTCOMES (CO)

CO 1: Understand the concepts of sales management

CO 2: Internalize selling skills, Negotiation, know how to bargain and win in sales, learn and apply the basic steps in the selling process and Sales Forecasting

CO 3: Understand nature of sales organization and enumerate stages in designing a sales territory, Designing and developing a sales force

CO 4: Understand the concepts and Importance of Distribution Channel, Designing Distribution channels, and Understand conflict management

## CO – PO / PSO MAPPING

COs → POs	PO1	PO2	PO3	P4	PO5	PSO1	PSO2	PSO3
CO1	3	2	3	2	1	3	3	1
CO2	3	2	1	2	1	3	3	3
CO3	3	2	1	2	1	3	2	3
CO4	3	2	1	2	1	3	3	1

H: High / M: Medium /L: Low

## Syllabus

Module	Details	Hours	CO mapping
Module 1	<b>Introduction</b> sales management process	8	<b>CO 1; CO 2: CO3 and CO 4</b>
	Introduction to course content and evaluation components, Nature and importance of sales management, types of selling, the sales management process, Personal Selling and buying styles, selling skills, <b>the selling process</b> (8 step process), Planning, Sales forecasting and budgeting and market demand, Sales organization		-do-
Module 2	<b>Salesforce management, Training, and Motivation</b>	8	<b>CO 2 &amp; CO 3</b>
	Size, allocation and design of sales territory, Importance of sales quotas, types of sales quota, methods of setting sales quota, Recruitment and selection of sales force, staffing, Objectives of sales training, training process, training		-do-

	methods, Designing a sales training programme, Sales force motivation and designing a motivational programme, characteristics of an effective compensation plan, designing and implementing a compensation plan		
<b>Module 3</b>	<b>Distribution Channel management, Channel design and Conflict</b>	6	<b>CO 1; CO 2: CO3 and CO 4</b>
	Activities of a distribution channel performs, distribution channel strategy, Marketing Channels. Retailing and Wholesaling, designing a customer-oriented channel, capturing customer requirements and conceiving the channel flows. Managing channel relationships, channel positioning, channel conflict. Logistics planning, inventory management decisions		
<b>Module 4</b>	Group project (Baazar) and Closing observations and course wrap-up	2	<b>CO 1; CO 2: CO3 and CO 4</b>

## EVALUATION POLICY

<b>Components of Course Evaluation</b>	<b>Percentage Distribution</b>
Mid Semester Examination	30
End Semester Examination	40
Continuous Evaluation	30
Total	100%

## TEXTBOOKS:

Krishan K Havaladar & Vasant M Cavale, "Sales and Distribution Management - Text and Cases", 4th (Latest) Edition, TMH

## REFERENCE BOOKS:

- Still, Cundiff, & Govoni, "Sales Management: Decision Strategy and Cases", 5th Edition, Pearson
- Tapan Panda & Sunil Sahdev, *Sales and Distribution Management*, Latest Edition, Oxford University Press
- Johnston & Marshall, "Sales Force Management", 9th Edition, TMH.
- Tanner, HoneyCutt, and Erffmeyer, "Sales Management – Shaping Future Sales Leaders", Pearson.

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>					
<b>MBBA369L</b>	<b>Integrated</b>	<b>Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing</b>					

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Explain the concept of IMC and its role in marketing communications.

**CO2:** Analyze an organization's marketing and communication needs to develop IMC objectives.

**CO3:** Develop creative strategies for IMC campaigns across different media platforms.

**CO4:** Create media plans for implementing IMC campaigns.

**CO5:** Evaluate the effectiveness of IMC campaigns using appropriate metrics.

**CO6:** Apply ethical principles in developing and executing IMC campaigns.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2	2	2	2	3	2	2
<b>CO2</b>	3	3	3	3	2	3	3	2
<b>CO3</b>	3	3	3	3	2	3	3	2
<b>CO4</b>	3	3	3	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3	3	3
<b>CO6</b>	3	2	3	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

**Module I:** Introduction to IMC

**6 lecture hours**

Integrated marketing communications overview, The IMC strategic planning process, Developing creative strategy.

**Module II: Role of IMC Tools and Media Platforms**

**12 lecture hours**

Advertising, Sales Promotion, Public Relations and Publicity (Outline of crisis management, corporate social responsibility, and reputation management), Direct and Digital Marketing (Outline of SEO, SEM, content marketing, social media marketing, and influencer marketing), Personal Selling.

**Module III: Implementing Effective IMC Campaigns**

**12 lecture hours**

Setting objectives and budgeting for the IMC plan, Developing effective media strategies, Executing integrated campaigns across media platforms

**Module IV: Measuring IMC Effectiveness**

**6 lecture hours**

Pre-testing and post-testing of campaigns, Quantitative and qualitative evaluation methods, Metrics for assessing IMC campaign effectiveness

**Module V: Ethical and Legal Issues in IMC**

**6 lecture hours**

Evaluating the Social, Ethical, and Economic issues in marketing communications, International Perspective of IMC, Regulations related to IMC

**Text Books:**

- George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 13th Edition, ISBN10: 1266149066 | ISBN13: 9781266149061.

**Reference Books:**

- Cases in Advertising and Marketing Management by Kelley Hoffman and Betsy D. Gelb.
- Strategic Integrated Marketing Communications by Larry Percy.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Marketing Research</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management, Statistics</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Overview of marketing research, defining research problems in the context of strategic and non-strategic marketing decisions and specifying information needed

CO2: Evaluating the research design for the decision situation, qualitative and quantitative research, observational study, survey methods.

CO3: Sampling, questionnaire design and hypothesis formulation

CO4: Analysing and interpreting data (Normal distribution, t-Test, Z-test, Chi-Square Test, ANOVA, and Simple regression)

CO5: Utilizing the information for making the research report and presentation.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	1	3	1	3	2	1
<b>CO2</b>	3	3	1	3	1	3	2	1
<b>CO3</b>	3	3	1	3	1	3	2	1
<b>CO4</b>	2	3	1	3	2	3	2	1
<b>CO5</b>	2	3	2	3	2	3	2	1

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Marketing Research**

**10 lecture hours**

Definition of marketing research, types of research, process of research, research applications in marketing decisions, features of good research study. defining the research problem, problem identification process, formulation of research hypotheses. exploratory and descriptive, and causal research

**Module II: Data Collection, Measurement, and Scaling****11 lecture hours**

Research designs: qualitative vs. quantitative; qualitative research, observational study, survey methods (sampling errors and non-sampling errors), attitudinal measurement (scales of measurement), data collection methods, sampling methods, and questionnaire design.

**Module III Sampling and Sampling Distributions****12 lecture hours**

Introduction to data and basic statistics, , Population and sample, Frequency distribution, Graphical representation of data, Measures of central tendency, mean, median, mode, quartiles, measures of dispersion, range, variance, standard deviation, Hypothesis testing for single population, introduction to hypothesis testing, hypothesis testing procedure, two-tailed and one tailed tests of hypothesis, Type I & Type II error, hypothesis testing for single population means using the z statistic, hypothesis testing for single population means using the t statistic; Hypothesis testing for two population, hypothesis testing for the difference between two population means using the z statistic, hypothesis testing for the difference between two population means using the t statistic.

**Module IV: ANOVA, Correlation and Regression****12 lecture hours**

Calculating SST and mean square, F- Test Statistic. Hypothesis testing for categorical data (Chi-Square Test): Introduction, Chi-Square test, goodness-of-fit test, test of independence; Correlation, Simple linear regression: introduction, least square method, Determining the equation of a regression line, measures of variation, residual analysis for linearity, constant error of variance, independence of error, normality of error. Analysis of variance and experimental designs (ANOVA): analysis of variance, completely randomized design (One-way ANOVA).

**Text Books:**

1. Nargundkar, Rajendra (2017). Marketing Research: Text and Cases. McGraw Hill Books. ISBN: 978-0-070220874.

**Reference Books:**

1. Cooper, D. R., Schindler, P. S., & Sun, J. (2003). Business Research Methods. 12th edition. McGraw Hill Books.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VI  
MARKETING

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Brand Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the concepts and process of designing, developing and successfully launching products/ brands.

CO2: Understand the importance of product strategy and value of customer-based brand equity in the growth of an organization.

CO3: Apply different techniques and tools to plan, develop, implement and measure success of new products/ brands in the marketplace.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2		2	2	2	1	2
<b>CO2</b>	2	3	3	3	3		3	3
<b>CO3</b>	3	3	3	2		3	2	

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Foundational concepts of Product Management and Branding 6 lecture hours**

Product Policy and elements of product strategy, Brand elements, Importance of brand for consumers and firms, Branding various entities; goods, services, events, experiences, persons, places, properties, organizations, information, and ideas Product v/s Brand.

#### **Module II: New Product Development Process and Product Strategy 8 lecture hours**

New product development process, drafting the concept, creating the design, development of product or service, and aligning marketing mix elements.

#### **Module III Managing Brands successfully and Brand Strategy**

**6 lecture hours**

Customer Based Brand Equity, Defining customer-based brand equity, Brand equity as bridge, Sources of brand equity; brand awareness, brand image, Establishing Brand Positioning; Target Market, Competitive frame of reference, Point of Parity, Point of Difference, Brand positioning guidelines, straddle positioning, updating brand positioning overtime, laddering, Perceptual Mapping for brand positioning, Brand promise, Brand mantra, Brand Resonance and Brand Value Chain Model; Brand building process, Brand resonance pyramid (Brand salience, Brand performance, Brand imagery), Brand judgement, Brand feeling, Brand resonance model, Brand value chain model.

#### **Module IV: Designing and Implementing Brand Marketing Programs 6 lecture hours**

Choosing brand elements to build brand equity; What are brand elements?; Criteria for choosing brand elements; Options and tactics of brand elements; Brand names, URLs, Logos and Symbol, Characters, Slogans, Jingles, Packaging, Brand Identity, New perspective on marketing, Integrating marketing, Experiential marketing, relationship marketing, mass customization, one on one marketing, Product strategy, Pricing strategy, Channel Strategy, Major marketing communication; Advertising and promotion, Interactive marketing, Events and experience, Mobile marketing, Brand amplifiers, Developing integrated marketing communications, Conceptualizing leveraging process, Leveraging from secondary sources; Company, Country of origin, Channel of distribution, Co-Branding, Ingredient branding, Licensing, Celebrity endorsement, Sporting, cultural or other events, Third party sources

Exercise: Brand Communication Process

#### **Module V: Measuring and Interpreting Brand Performance 6 lecture hours**

Developing a Brand Equity Measurement and Management System; Conducting Brand Audit: Brand inventory, Brand exploratory, Designing brand tracking studies; product-brand tracking, corporate or family brand tracking, Interpreting brand tracking studies, Rolex brand audit discussion, Establishing a Brand Equity Management System; Brand charter, Brand equity, Measuring sources of brand equity; qualitative research techniques; free association, projective techniques, ZMET, Neural research methods, Brand personality: the big five model, ethnographic and experiential method, Quantitative research techniques; measuring brand image, brand response, brand relationship, Brand Dynamics model, Y&R Brand asset valuator, Capturing brand performance, Brand based comparative methods, Marketing based comparative methods, Conjoint analysis, Holistic methods; Residual approach, Valuation approach; Accounting methods, Interbrand brand valuation,

Case Study: Coke's New Vending Machine

**Module VI: Growing and Sustaining Brand Equity**

**6 lecture Hours**

Developing brand architecture strategy, Product-Brand matrix, Capitalizing brand potential, Brand portfolio, Brand hierarchy, Guidelines for brand hierarchy decisions, Corporate branding, New product and brand extensions, Evaluating brand extensions, Managing brands overtime; Brand reinforcing, brand consistency, Revitalizing brands, Brand portfolio adjustment, Managing brands beyond boundaries; Regional market segments, Demographic and cultural market segments, Rationale for going beyond boundaries, Standardization v/s Customization, Building global customer based brand equity.

Case Study: Wingreens Farms

**Module VII: Other Contemporary Issues**

**4 lecture Hours**

Digital products and brand and role of social media in influencing brand strategies.

**Text Books:**

1. Keller, Parameswaran, Jacob. Strategic Brand Management. New Delhi, Pearson Education, 2015

**Reference Books:**

1. Dyer, Davis., "Rising Tide: Lessons from 165 Years of Brand Building at Procter & Gamble", US, Harvard Business Review Press, 2004
2. Godin, Seth., All Marketers Are Liars: The Power of Telling Authentic Stories in A Low-Trust World, US, Penguin USA, 2012
3. Liedtka, Jeanne., Salzman, Randy., Azer, Daisy. Design Thinking for the Greater Good: Innovation in the Social Sector. United Kingdom: Columbia University Press, 2017.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Social Media Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Introduction to Marketing or equivalent</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Understand the core concepts and functions of social media platforms and their use in business marketing.

CO2: Develop and execute social media strategies, align them with business objectives, and understand how to segment target audiences effectively.

CO3: Acquire the skills to create engaging content and manage social media accounts across different platforms.

CO4: Learn to analyze social media performance and understand key metrics for campaign optimization.

CO5: Understand ethical issues in social media marketing and the legal considerations in digital marketing.

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	2	2	3	2	2
<b>CO2</b>	3	3	3	3	2	3	3	3
<b>CO3</b>	2	3	3	2	2	3	3	2
<b>CO4</b>	3	3	2	2	3	3	3	2
<b>CO5</b>	2	2	3	2	2	2	3	2

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Social Media Marketing**

**8 lecture hours**

Overview of social media and its impact on business, key social media platforms: Facebook, Instagram, Twitter, LinkedIn, TikTok, YouTube, Evolution and growth of social media marketing, consumer behaviour on social media, integration of social media in the marketing mix, social media's role in brand building and consumer engagement.

**Module II: Social Media Strategy Development****8 lecture hours**

Developing social media marketing strategies: aligning business goals with digital strategies, setting SMART goals for social media campaigns, identifying and segmenting target audiences: using data for audience insights, crafting an integrated social media marketing plan, budgeting for social media campaigns.

**Module III: Content Creation and Curation****8 lecture hours**

Types of content: text, visual, video, and interactive content, creative tools for social media content creation, crafting compelling and shareable posts, user-generated content and engagement strategies, importance of branding in social media content.

**Module IV: Social Media Advertising and Paid Campaigns****7 lecture hours**

Overview of paid social media advertising, platform-specific advertising tools (Facebook Ads, Instagram Ads, LinkedIn Ads, etc.), budgeting and bidding strategies for social ads, A/B testing and optimization techniques, influencer marketing and partnerships.

**Module V: Social Media Analytics and Performance Measurement****7 lecture hours**

Understanding Key Performance Indicators (KPIs) in social media marketing, analyzing engagement metrics: reach, impressions, click-through rates (CTR), conversion rates, social media analytics tools: Google Analytics, Hootsuite, Sprout Social, Buffer, measuring campaign performance: using data to optimize campaigns, social media ROI.

**Module VI: Ethical, Legal, and Emerging Trends in Social Media Marketing****7 lecture hours**

Privacy concerns and data protection in social media, copyright, fair use, and intellectual property in social media content, transparency and authenticity in social media marketing, ethical guidelines for social media marketers, social commerce and e-commerce integration, artificial intelligence and automation in social media, future trends in social media marketing.

**Textbooks:**

1. Social Media Marketing (3rd Edition) by Tracy L. Tuten, Michael R. Solomon, and Bikramjit Rishi, Sage Publications.
2. *Social Media Marketing: A Strategic Approach* (3rd Edition) by Melissa Barker, Donald I. Barker, and Krista E. Neher, Cengage Learning.

**Reference Books:**

1. Digital Marketing by Rajan Gupta and Supriya Madan, BPB Publications.
2. Social Media Marketing All-in-One for Dummies (5th Edition) by Michelle Krasniak, Zimmerman, and Deborah Ng, For Dummies.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA348L</b>	<b>Customer Relationship Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate a comprehensive understanding of the core concepts, principles, and theories related to Customer Relationship Management.

CO2: Assess customer needs and expectations effectively through data analysis, surveys, and feedback mechanisms to identify opportunities for enhancing customer satisfaction.

CO3: Design and implement effective CRM strategies that align with organizational goals and foster long-term customer loyalty.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	2	3	1	2
<b>CO2</b>	3	3	2	2	2	2	L	2
<b>CO3</b>	3	3	2	2	2	2	L	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: Introduction to CRM**

**10 lecture hours**

- CRM's definition and significance
- CRM development and its relevance in the digital era
- Customer Evolution and Transformation: A Touchpoint Analysis.
- CRM's role in boosting customer loyalty and satisfaction

#### **Unit II: Customer Value and Assessing Customer Profitability**

**12 lecture hours**

- Customer Relationship Styles, Customer Value Categories, and Collaborative Value Creation. Customer Lifetime Value, Value Chain Evaluation, and Customer Attrition
- Assessing Customer Profitability, Fundamental Profit Analysis.
- Keep Customers Engaged: Importance, Phases, Evaluation
- Meeting and Exceeding Customer Expectations: Effective Management and Delivery

#### **Unit III: CRM-Tools and Technology**

**11 lectures hours**

- Front desk management technology, CRM technology, and customer data management are examples of contact centre technology. e-CRM; Its Importance; Understanding Internet Adoption Barriers.

**Unit IV: CRM Implementation and Management**

**12 lectures hours**

- Making a customer profile, getting to know your customers, targeting and segmenting them, and tools for doing so.
- Challenges and best practises for CRM deployment
- Strategies for employee adoption of change
- Key performance indicators (KPIs) for evaluating the effectiveness of CRM
- Case studies on the effective use of CRM across a range of sectors

**Text Books :**

1. Fader, Peter. Customer Centricity: Focus on the Right Customers for Strategic Advantage. United States: Wharton School Press, 2020..
2. Buttle, Francis. Customer Relationship Management: Concepts and Technologies. Netherlands: Butterworth-Heinemann, 2009.

**Reference Books :**

1. Greenberg, Paul. CRM at the Speed of Light, Third Edition: Essential Customer Strategies for the 21st Century. United Kingdom: McGraw-Hill Education, 2004.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Code:</b>	<b>Rural Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Identify and define fundamentals of rural marketing including key concepts, theories and tools.

**CO2:** Understand how and why to use rural marketing for multiple objectives within a rural market setup.

**CO3:** Develop the requisite skills for crafting effective rural marketing strategies.

**CO4:** Equip to create, evaluate, execute and lead a comprehensive rural marketing strategy and plan.

**CO5:** Empower with an understanding of latest market insights and strategies, rural business models, and ethical practices for rural markets.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	1	2	1	2	2	2	3
<b>CO2</b>	2	2	1	2	2	3	2	2
<b>CO3</b>	3	2	2	3	1	1	3	2
<b>CO4</b>	3	3	2	1	3	2	3	1
<b>CO5</b>	2	3	2	1	2	2	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

**Module I: Rural marketing Fundamentals**

**8 lecture hours**

Rural market: definition, difference from Urban marketing systems, rural consumers – characteristics consumption patterns, understanding rural opportunities, rural economy and experiences.

**Module II: Knowing rural consumers in depth**

**9 lecture hours**

Understanding rural consumer behavior, associated models, factors affecting etc., rural marketing research – Sources, approaches and tool, planning and attracting markets – the concept of segmentation, targeting and positioning

**Module III: Understanding Products, Pricing & Distribution**

**10lecture hours**

Decisions on products – concept of value, product classification, product design, product life cycle, product packaging & product innovations, Tackling counterfeits

The concept of pricing, pricing objectives, rural vs urban pricing, pricing for conscious segment, competitive pricing etc.

Understanding rural distribution, rural logistics and coverage

**Module IV: Showcasing and promotions**

**9 lecture hours**

Rural counters and the concept of rural retailing, Rural Malls, Public Private Partnerships, concept of local ‘haat’ or ‘mela’ or ‘bazaar’.

Awareness motivation and communication, promotional mix, designing the communication strategy, rural advertising

Activity – In conformance with the discussion flow and/or as specified in the class

**Module V: Advanced rural marketing landscap**

**9 lecture hours**

Marketing of tangible products vs marketing of services, marketing of agri products, social marketing, agricultural marketing

Project – The Haat Project

**Text Book:**

1. Rural Marketing: Text and Cases, 2/E. (2011). India: Pearson Education or advance edition

**Reference Books:**

1. Rural Marketing - Environment, Problems. (2009). India: Vikas Publishing House Pvt Limited.
2. Kashyap, P., Raut, S. (2005). The Rural Marketing Book (Text & Practice)

- (With Cd). India: Dreamtech Press.
3. Kumar, D., Gupta, P. (2017). Rural Marketing: Challenges and Opportunities. India: SAGE Publications.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# ELECTIVE SEMESTER - VI MARKETING

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA342L</b>	<b>Retail Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Apply the principles, practices, and concepts used in retail marketing management

CO2: Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer

CO3: Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry

CO4: Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3	2				3	1
<b>CO2</b>	3	2	3	2		2	3	
<b>CO3</b>		3	2	3	1		2	3
<b>CO4</b>	3	3		2	1		2	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: Introduction to Retail Marketing**

**7 lecture hour**

Understanding retail management and retail marketing

Retailing formats and classifications

Retail strategy and structure

#### **Unit II: Retail Strategy and Market Planning**

**8 lecture hour**

Retail situation analysis

Retail location strategy

Strategic retail planning process

#### **Unit III: Store Management & Merchandise Management**

**8 lecture hour**

Developing merchandise plans

Implementation of merchandise plans

Pricing in retailing

#### **Unit IV: Consumer Behavior and Retail Operations**

**8 lecture hour**

Understanding retail consumers  
Identification of consumer characteristics and needs  
Retail operations management: Operational context  
Customer relationship management

**Unit V: Retail Marketing and Communication**

**8 lecture hour**

Communicating retail image  
Retail promotional strategy  
Retail branding and positioning

**Unit VI: The Retail Communication Mix**

**6 lecture hour**

Communicating retail image  
Retail promotional strategy  
Retail branding and positioning

**Text Book :**

1. Pradhan, Swapna. Retailing Management:Text & Cases. India: McGraw-Hill Education (India) Pvt Limited, 2009.

**Reference Book :**

1. Gilbert, David. Retail Marketing Management. United Kingdom: Pearson Education, 2002.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA242L</b>	<b>Services Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

**CO2:** Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.

**CO3:** Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

**CO4:** Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

**CO5:** Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

**CO6:** Conduct a services audit plan for a service firm.

**CO7:** Integrate course concepts into individual performance to become better customer service representatives in the service environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>PSO 3</b>
<b>CO1</b>	3	3	2	2	2	3	2	3
<b>CO2</b>	3	3	2	2	2	2	2	3
<b>CO3</b>	3	3	2	2	2	2	2	2
<b>CO4</b>	3	3	2	2	2	3	2	3
<b>CO5</b>	3	3	2	2	2	2	2	3
<b>CO6</b>	3	3	2	2	2	2	2	2
<b>CO7</b>	3	3	2	2	2	2	2	2

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Unit I: Understanding Service Products, Consumers, And Markets:**

**8lecturehours**

Creating Value in the Service Economy  
Understanding Service Consumers  
Positioning Services in Competitive Markets

**Unit II: Applying The 4 Ps of Marketing to Services** **8 lecture hours**

Developing Service Products and Brands  
Distributing Services Through Physical and Electronic Channels  
Service Pricing and Revenue Management  
Service Marketing Communications

**Unit III: Managing the Customer Interface** **8 lectures hours**

Designing Service Processes  
Balancing Demand and Capacity  
Crafting the Service Environment  
Managing People for Service Advantage

**Unit IV: Developing Customer Relationships** **6 lectures hours**

Managing Relationships and Building Loyalty  
Complaint Handling and Service Recovery

**Unit V: Striving for Service Excellence** **6 lectures hours**

Improving Service Quality and Productivity  
Building a World-Class Service Organization

**Text Book :**

Zeithaml and Bitner. Services Marketing: Integrating Customer Focus Across the Firm. Tata McGraw-Hill, 2018

**Reference Book :**

Wirtz, Jochen., Lovelock, Christopher. Services Marketing: People, Technology, Strategy (Eighth Edition). Singapore: World Scientific Publishing Company, 2016.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration S</b>				
<b>Course Code:</b>	<b>Green and Sustainable Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management, Professional Ethics</b>				

### Course Outcomes (COs)

By the end of this course, students will be able to:

CO1: Functional Knowledge – Demonstrate a comprehensive understanding of green and sustainable marketing principles and their relevance in today’s business environment.

CO2: Strategic Application – Develop strategic marketing plans incorporating sustainability, stakeholder engagement, and environmental impact analysis.

CO3: Analytical Thinking – Evaluate and critique green marketing practices through ethical, economic, and ecological lenses.

CO4: Innovation & Sustainability Mindset – Create marketing strategies that integrate eco-innovation, circular economy principles, and consumer responsibility.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	2	3	3	3
<b>CO2</b>	3	3	3	3	2	2	3	3
<b>CO3</b>	3	2	2	2	3	2	3	3
<b>CO4</b>	3	2	3	3	2	3	2	2

1 = Weakly related    2 = moderately related    3 = strongly related

### Course Contents

- **Module I: Introduction to Green Marketing & Sustainability**                      **10 lecture hours**

- Evolution and significance of green marketing
- Core concepts: Triple Bottom Line, SDGs, circular economy, carbon footprint
- Greenwashing vs. Authentic Sustainability
- Role of sustainability in strategic marketing
- Stakeholder theory and sustainability

- **Module II: Consumer Perspectives & Ethical Considerations**                      **12 lecture hours**

- Green consumer behavior: Motivations and barriers
- Segmentation and targeting of eco-conscious consumers
- Ethical marketing and corporate social responsibility (CSR)
- Perceived value and trust in sustainable branding
- Certifications and eco-labels: Role in consumer choice

• **Module III: Sustainable Product and Brand Strategies** **12 lecture hours**

- Designing sustainable products and packaging
- Brand positioning in the green space
- Eco-innovation and lifecycle marketing
- Rebranding for sustainability
- Marketing communication: Transparency, storytelling, and cause marketing

• **Module IV: Implementation, Metrics & Case Studies** **11 lecture hours**

- Tools for measuring marketing sustainability (LCA, GRI, ESG metrics)
- Green supply chain marketing
- Challenges in implementing green strategies
- Future trends: Digital sustainability, climate tech, regenerative marketing

**Text Books:**

1. Ottman, Jacquelyn A. (2011). The New Rules of Green Marketing, Greenleaf Publishing.
2. Belz, Frank-Martin & Peattie, Ken (2010). Sustainability Marketing: A Global Perspective, Wiley.

**Reference Books:**

1. Grant, John (2009). The Green Marketing Manifesto, Wiley.
2. Martin, Diane & Schouten, John (2014). Sustainable Marketing, Pearson Education.
3. White, Katherine & Hardisty, David (2020). The Psychology of Green Marketing, Annual Review of Psychology.
4. Kotler, Philip (2010). Marketing 3.0: From Products to Customers to the Human Spirit, Wiley.

Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
<b>Weightage (%)</b>	40%	20%	40%	100%

# ELECTIVE SEMESTER - V FINANCE

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Code</b>	<b>Introduction to FinTech</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Explain how FinTech evolved from basic banking (1.0) to advanced digital systems (3.5), revolutionizing finance with efficiency and inclusion, especially in India and emerging economies via mobile tech.

**CO2:** Evaluate how FinTech transforms payments (UPI, wallets) and lending (P2P, microfinance) in India, offering speed and access but facing cybersecurity and regulatory hurdles.

**CO3:** Demonstrate an understanding of how Blockchain, 4G/5G, and CBDCs drive FinTech in wealth management, insurance, and inclusion, with examples like robo-advisors and remittances.

**CO4:** RBI, SEBI, and GDPR regulate FinTech; RegTech ensures compliance, data protection, and fraud prevention for sustainable growth globally and in India.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	1	2	3	1	3	2	1
<b>CO2</b>	3	3	1	1	1	3	1	1
<b>CO3</b>	3	2	2	3	1	3	2	1
<b>CO4</b>	3	3	1	1	3	3	1	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Introduction to FinTech (7 Hours)**

What is FinTech? - FinTech Evolution: FinTech 1.0: Infrastructure (Pre-2008); FinTech 2.0: Traditional Financial Institutions (2008-2014); FinTech 3.0 & 3.5: Startups and Emerging Markets (2014-Present) - Importance of FinTech in modern finance-Main FinTech Hubs- Emerging Economics: Opportunities and Challenges

## **Module 2: FinTech Reshaping Financial Services - Payments and Lending (10 Hours)**

FinTech in the Payment Industry-Digital Wallets (e.g., UPI, Paytm)- Digital Financial Services (DFS) - Mobile Money and Individual Payments - RTGS, NEFT, and IMPS in India -KYC applications.

FinTech in the Lending Industry-Peer-to-Peer (P2P) Lending-Online Lending and Microfinance in India-Crowdfunding-New Models: Initial Coin Offerings (ICOs) and TechFins (e.g.:-Amazon Pay, Google Pay etc.)

## **Module 3: FinTech as a Disruptor - Wealth Management and Insurance (9 Hours)**

FinTech in Wealth Management Industry-Financial Advice (Robo-Advisors), Automated investing, socially responsible investing, Fractional Investing.

FinTech in Insurance Industry- P2P insurance, On-Demand Insurance, On-Demand Consultation, Customer engagement through Quote to sell, policy servicing, Claims Management.

## **Module 4: Technology Disruptions Enabling FinTech (9 Hours)**

4G/5G networks and Mobile Applications in Finance-Transforming Customer Experience: Embedded Sensors and social media in Finance - Technology's Role in Financial Inclusion – Cryptocurrencies - Introduction to Digital Currencies - Future of Central Bank Digital Currencies (CBDCs) - Blockchain Technology- Basics and Applications in Finance.

## **Module 5: Global FinTech Landscape and Regulations (10 Hours)**

FinTech ecosystems: US, UK, China, India, Africa, Brazil FinTech ecosystems - Introduction to FinTech Regulations: Global Perspective and India's Regulatory Framework (RBI, SEBI, Sandbox initiatives) - Evolution of Regulatory Technology (RegTech): Regulation 1.0 to 2.0 (KYC to KYD-Know Your Data) - Digital Identity and Data Protection: GDPR and India's Personal Data Protection Bill - Role of Technology in Smart Regulation and Fraud Detection - Challenges of Data Regulation

### **Text Books:**

1. Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the financial service industry CRC Press.
2. Sanjay Phadke (2020), Fintech Future : The Digital DNA of Finance Paperback .
3. Sage Publications Pranay Gupta, T. Mandy Tham (2018). Fintech: The New DNA of Financial Services Paperback

**Reference Books:**

1. Arner D., Barberis J., Buckley R (2015) The evolution of FinTech: a new post crisis paradigm, University of New South Wales Research Series.
2. Susanne Chishti, Janos Barberis (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries (Wiley) Paperback, Wiley Publications
3. Richard Hayen (2016). FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Financial Institutions and Markets</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the structure and components of the Indian financial system and its role in economic development.

**CO2:** Understand the functioning and regulatory framework of various financial institutions

**CO3:** Understand the organization, instruments, and participants of capital market and money market.

**CO4:** Apply concepts related to derivatives and foreign exchange markets to understand risk management and global financial integration.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3	3	2	1	3	2	1
<b>CO2</b>	2	2	3	2	1	3	2	1
<b>CO3</b>	2	3	3	2	1	3	2	1
<b>CO4</b>	1	1	3	2	1	2	2	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Financial System**

**8 lecture hours**

Financial System: Meaning and components of financial system: Financial markets, Assets and Intermediaries. Roles and Functions of Participants in Financial Markets. An overview of Indian Financial System. Major reforms in the last decade in Indian Financial Sector: Payment banks, GST, Insolvency and Bankruptcy code.

#### **Module II: Financial Institutions**

**10 lecture hours**

Indian Banking System, An Overview, Recent Developments, Banking Institutions, Classification of Banks; NPA, Risk Management in Banks, Basel Norms, Retail banking and

corporate banking products. Role of Reserve Bank of India; NABARD; Regulatory issues of banking institutions. Non-Banking Financial Institutions: Provident Fund, Pension Fund, Insurance Companies, Mutual Fund, Credit Rating Agencies, Merchant Bank, Venture Capital Funds. Role of NBFCs in economic development, Regulatory framework of NBFCs.

**Module III: Financial Markets**

**15 lecture hours**

Money market – Functions, Organization, and Instruments. An overview of Indian money markets. Role of central bank in money market. Capital Markets – Functions, Organization, and Instruments. Indian equity market – primary and secondary markets; Public Offerings; Private Placement; Role of stock exchanges and depositories in India. Capital market regulations: SEBI – role and functions. Debt Market: Introduction and meaning, Market for Government/Debt Securities in India. Overview of Corporate debt market.

**Module IV: Derivatives and Foreign Exchange Markets**

**12 lecture hours**

Financial derivatives: Meaning and Functions. Classification of derivative instruments. Derivative markets in India. Pricing of Futures, Options and Swaps. Foreign Exchange Market: Structure, operations and trends. Risk Management in Foreign Exchange Market, Exchange Rate Determination, Foreign Capital – FDI & FII, Central Bank Intervention in Foreign Exchange Market

**Textbooks:**

1. L.M. Bhole and J. Mahakud, Financial Institutions and Markets: Structure, Growth and Innovations, McGraw Hill Education, India, 6th Edition, 2017
2. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education, New Delhi, Second edition, 2008.

**Reference Books/Material:**

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third edition, 2005
4. Guidelines, Annual Reports and Bulletins of RBI and SEBI.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Midterm Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Audit &amp; Assurance Services</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basic Understanding of Accounting &amp; Finance</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate knowledge of international regulatory frameworks, professional ethics, laws, and regulations governing audit and assurance services, including money laundering, fraud, and professional liability.

CO2: Apply auditing principles to plan and conduct audits, assess risks, gather evidence, evaluate audit procedures, and prepare auditor's reports while considering quality management at both firm and engagement levels.

CO3: Analyze current developments in audit and assurance, including sustainability audits, public sector audits, and other specialized assignments, ensuring compliance with evolving professional and ethical standards.

CO4: Utilize professional skepticism, analytical skills, and commercial acumen while leveraging technology to effectively access, manipulate, and present data in a professional audit environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3		
<b>CO2</b>	2	3		3			3	
<b>CO3</b>	2	3		3		2	3	
<b>CO4</b>			3	2				3

1=weakly related

2= moderately related

3=strongly related

## **Course Contents:**

### **Module I: INTRODUCTION TO AUDITING**

**15 lecture hours**

The concept of audit and other assurance engagements, Types of Audits, Internal & External audits, Forensic Audit, Audit of Social, Environmental and Group Audit, Integrated reporting, corporate governance and Professional ethics

### **Module II: AUDIT PLANNING**

**10 Lecture hours**

Obtaining and accepting continuing audit engagements, Objective and general principles, assessing audit risks, Understanding the entity and its environment and the applicable financial reporting framework, Fraud laws and regulations, Audit Planning and Documentation

### **Module III: INTERNAL CONTROL**

**10 Lecture hours**

Systems of internal control, the use and evaluation of systems of internal control by auditors, Tests of controls, Communication on internal control, Internal audit and governance, the differences between external audit and internal audit, the scope of the internal audit function, Outsourcing and internal audit assignments

### **Module IV: AUDIT EVIDENCE**

**15 Lecture hours**

Assertions and audit evidence, Audit procedures, Audit sampling and other means of testing, The audit of specific items, Automated tools and techniques, Not-for-profit organizations.

### **Module V: REVIEW AND REPORTING**

**10 lecture hours**

Subsequent events, going concern, Written representations, Audit finalization and the final review, Role of Legal Professionals in Overseeing the Audit report, The Independent Auditor's Report

## **Text Books:**

1. Auditing and Assurance -Taxmann's Publications (CA Intermediate) Textbook
- Pankaj Kumar Roy (2019). Auditing and Assurance. Oxford HED Publications.

**Reference Books:**

1. BPP - ACCA AA Course Book - BPP Holdings Limited 2023
2. Kaplan - ACCA AA Study Text - Kaplan Publishing UK
3. Zell Study Notes - ACCA AA

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Security Analysis</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Fundamentals of Financial Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Basic concepts of investments: financial market and financial instruments, understanding Risk, return, portfolio and the theories of investment

CO2: Application of investment theories in real life situations

CO3: Evaluate various investment decisions and strategies,

CO4: Designing a framework for investment for different types of clients

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	3	2	2	1	3	1	1
<b>CO2</b>	3	3	2	2	1	3	1	1
<b>CO3</b>	3	3	2	2	1	3	1	1
<b>CO4</b>	3	3	2	2	1	3	1	1

1=weakly related    2= moderately related    3=strongly related

### Course Contents:

#### **Module1: Basics of Investment**

**6 lecture hours**

Meaning of Investment, Investment versus Speculation, Investment Alternatives and their Evaluation, Financial Markets, Portfolio Management Process

Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful Investing.

Financial Markets: Basics of stock markets, Understanding the working of Stock Markets

Stock Markets in India and abroad

Indices Calculation

**Module 2: Understanding Risk and Return****5 lecture hours**

Concept of Risk, Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha.

Measuring Historical Return, Expected Return, Numerical  
Measuring Historical Risk, Measuring Expected (Ex Ante) Risk.  
Introduction of efficient frontier

**Module 3: Asset Pricing Models****5 lecture hours**

Capital asset pricing model (CAPM)- Overview and Assumptions, Security Market Line and Capital Market Line

Expected return, required return, overvalued and undervalued assets as per CAPM.  
Multiple factor models: Arbitrage Pricing Theory (APT), APT vs CAPM, Sharpe's Single Index Model, Lagrange Multiplier Theory

**Module 4: Fundamental Analysis & Technical Analysis****6 lecture hours**

Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macroeconomic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, SWOT analysis, Company analysis.

**Module 5: Technical Analysis****4 lecture hours**

Basic Tenets of Technical Analysis  
Difference between technical and fundamental analysis; Price indicators – Dow theory, advances and declines, new highs and lows, circuit filters. Volume indicators – Dow Theory, small investor volumes. Other indicators – institutional activity, Trends: resistance, support. Technical charts & patterns. Indicators: moving averages.

Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidence.

**Module 6: Share Valuation****13 lecture hours**

Dividend discount models – no growth, constant growth, and two stage growth model.  
Book value, Liquidation value,  
Discounted Cash Flow Techniques: FCFF, FCFE  
Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio.  
Undervalued/Overvalued Stock

**Module 7: Bond Valuation****6 lecture hours**

Bond Returns, Coupon Rate, Current Yield, Yield to Maturity, Yield to Call, Bond duration.

Bond Valuation: Present value of a bond, Risk in Bonds: systematic risk, price risk, interest rate risk, default risk, Duration, and Convexity.

**Textbooks:**

1. Chandra, P.(2012). Investment Analysis and Portfolio Management. Tata McGraw Hill
2. Reilly, F. K. & Brown, K.C. (2012) Analysis of Investments and Management of Portfolios, (12th edition), Cengage India Pvt. Ltd.

**Reference Books:**

1. Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management*, (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). *Investment Analysis and Portfolio Management*. Pearson Education.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VI  
FINANCE

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Portfolio Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Security Analysis, Fundamentals of Financial Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Analyse the outcomes of evaluation to choose the best return risk asset, change in bond price based on changes in interest rate etc., execute buy and sell transactions based on fundamentals and trends in the respective asset and compare the risk return ratios of various assets and portfolios so as to choose the optimal portfolio.

CO2: Create trading and investment strategies for maximising returns in the financial markets and also create a portfolio of investments to achieve the best risk return trade-off.

CO3: Evaluate the best measures of risk and return, bond prices and sensitivity based on other variables, share valuation models and techniques of arriving at portfolio risk and return.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	3	2	2	1	3	1	1
<b>CO2</b>	3	3	2	2	1	3	1	1
<b>CO3</b>	3	3	2	2	1	3	1	1
<b>CO4</b>	3	3	2	2	1	3	1	1

1=weakly related    2= moderately related    3=strongly related

### Course Contents:

#### **Module1: Understanding Portfolio Analysis**

**6 lecture hours**

Portfolio risk and return: Meaning and Calculation, Role of Portfolio Management, Portfolio Management Practices in real life.

Systematic and Unsystematic risk

Portfolio Beta

Risk and return for 2 and 3 asset portfolios

**Module 2: Efficient Theory****7 lecture hours**

Markowitz Portfolio theory

Concept of Efficient Frontier & its plotting. Efficient frontier with a combination of risky and risk-free assets.

Optimal Portfolio, Indifference curves and the efficient frontier.

**Module 3: Asset Allocation Policies and Individual Portfolio Management 6 lecture hours**

Investor risk and return preferences: Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation.

Asset allocation process, types of asset allocation, and various asset allocation techniques.

**Module 4: Optimal Portfolio Selection****6 lecture hours**

Concept of indifference curve, optimal portfolio selection using Lagrangian multiplier and Sharpe's optimization model, Investor preference functions, alternative models for portfolio selection, utility function- economic properties.

**Module 5: Portfolio Revision and Performance Analysis****6 lecture hours**

Need for and importance of portfolio revision, portfolio revision techniques, and selection and revision of equity portfolio.

Portfolio performance measurement, performance attribution analysis, Linking Jensen's alpha and Fama's total selectivity.

**Module 6: Portfolio Management Types****6 lecture hours**

Equity Portfolio Management: Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing, Style Investing

Bond Portfolio Management Strategies: Overview and Strategies, Passive and Active Management

**Module 7: Mutual Funds and Portfolio Performance Management****8 lecture hours**

Introduction, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Calculation of Net Asset Value (NAV) of a Fund.

Performance Evaluation of Managed Funds using Sharpe's, Treynor's, Jensen, Sortino measures.

**Textbooks:**

1. Chandra, P.(2012). Investment Analysis and Portfolio Management. Tata McGraw Hill
2. Reilly, F. K. & Brown, K.C. (2012) Analysis of Investments and Management of Portfolios, (12th edition), Cengage India Pvt. Ltd.

**Reference Books:**

1. Fischer, D.E. & Jordan, R.J. (2006) *Security Analysis & Portfolio Management*, (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). *Investment Analysis and Portfolio Management*. Pearson Education.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA356L</b>	<b>Merger &amp; Acquisition</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Comprehend the role of mergers and acquisitions in firm's strategy

**CO2:** Know the main concepts related to managing mergers and acquisitions, and

**CO3:** Apply common frameworks and tools related to mergers and acquisitions.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	3	2	3	1	3	2	3
<b>CO2</b>	3	3	2	3	1	3	2	1
<b>CO3</b>	3	2	2	3	2	3	2	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: Basis for corporate growth by merger, acquisition, or takeover**

**07 lecture hours**

- Strategic decision-making: do companies need to grow?
- Acquisition versus organic and joint venture growth
- What makes a take-over successful? – “The Winner’s Curse”
- Public and private deals: similarities and differences
- The progress of a typical transaction

#### **Unit II: Rationale for specific transactions: synergies & benefits**

**08 lecture hours**

Definition of “synergy”

- Types of transactions
- Types of synergies
- Problems with synergies
- Synergies and the “value matrix”
- International aspects of merger & acquisition processes

### **Unit III: Due Diligence & Hostile Deals**

**08 lectures hours**

Purpose of due diligence process

- Who will carry it out? Whose responsibility, is it?
- Time frame
- Sources of information
- Public
- Non-public
- Long form/ short form report
- Disadvantages of carrying out due diligence in different types of transactions
- Hostile vs. friendly transactions
- Public vs. private transactions
- Tie-in with warranties and indemnities (in private deals)

### **Unit IV: Planning for Mergers & Acquisition**

**10 lectures hours**

The objectives of commercial due diligence compared to financial legal and specialist due diligence

- Understanding the target's business model
- Planning the optimum amount of due diligence compared to the size and importance of the deal
- Evaluating the collected information
- Balancing the extent of the due diligence with warranties and indemnities
- Analysing the target's ability to compete in its market
- Testing the credibility of the target's projected results
- Assessing the risks to the target's operations
- Tracking cash & revenue movements

### **Unit V: Structuring transactions shares or Assets**

**02 lectures hours**

- Buy shares or assets of the target company?
- Factors for and against either option

### **Unit VI: Structuring transactions: valuing & financing the transaction**

**10 lectures hours**

- Valuation
- Appraisal principles
- Valuation methods
  - Financing
  - Financing choices for raising the cash element of an acquisition:
- Debt
- Equity
- Mixture
  - Buyer/ seller factors in choosing the appropriate instrument

- Raising the debt for an acquisition
- Arranging the debt:
- Working capital overdraft?
- Syndicated loan?
- Bond/ Eurobond?
- Particular issues for debt:
- Fixed rate versus floating rate?
- Plain debt or convertible bond?
- Factors in pricing debt instruments
- Use of hybrid capital/ mezzanine instruments

**Text Books :**

1. Boeh, Kevin K., Beamish, Paul W.. Mergers and Acquisitions: Text and Cases. India: SAGE Publications, 2007.
2. Rabi Narayan Kar and Minakshi, Mergers Acquisitions & Corporate Restructuring. Strategies and Practices. . 3<sup>rd</sup> Edition. Taxmann Publications 2017

**Reference Books :**

1. Creating Value From Mergers And Acquisitions. India: Pearson Education, 2003.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
	<b>Banking, Financial Services &amp; Insurance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Explain the structure, functions, and regulatory environment of banking and financial institutions.

**CO2:** Evaluate financial services including mutual funds, leasing, factoring, credit rating, and their role in financial markets.

**CO3:** Analyze the operational and strategic framework of the insurance industry, its products, and risk assessment methods.

**CO4:** Apply knowledge through case studies and simulations to solve real-world problems in BFSI sectors.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	2	1	2	3	3	2
<b>CO2</b>	3	3	1	2	3	3	3	1
<b>CO3</b>	3	3	2	2	2	3	3	2
<b>CO4</b>	2	3	2	3	3	3	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Overview of BFSI Sector**

**6 lecture hours**

- Introduction to the BFSI sector and its importance in the economy, Overview of financial intermediation, financial inclusion, and FinTech, Regulatory institutions: RBI, SEBI, IRDAI, and their roles

#### **Module 2: Banking System & Operations**

**9 lecture hours**

- Types of Banks: Commercial, Cooperative, Development Banks, and Digital Banks, Core banking operations: CASA, lending, credit appraisal, and NPAs, Payment systems: NEFT, RTGS, IMPS, UPI, digital banking and wallets, Basel Norms and capital adequacy

**Module 3: Financial Services****9 lecture hours**

- Mutual funds, investment banking, merchant banking, Lease and hire purchase, factoring and forfaiting, Credit rating agencies and their impact, Microfinance and NBFCs

**Module 4: Insurance Sector****9 lecture hours**

- Life and general insurance: concepts, products, underwriting, Risk management and reinsurance, Claims process, actuarial valuation, and fraud prevention, Insurance technology (InsurTech) and trends

**Module 5: Innovations, Risk, and Strategy in BFSI****6 lecture hours**

- Role of AI, blockchain, and analytics in BFSI, Cybersecurity and operational risks in digital finance, Sustainability and ESG in financial services, Case studies: Strategic decisions in banking and insurance firms

**Module 6: Hands-On Activities and Capstone Project****6 lecture hours**

- Simulations: Loan assessment, insurance premium calculations, Group projects: BFSI strategy analysis or startup pitch, Presentation and review of trends in BFSI (open banking, RegTech)

**Text Books :**

1. **Pathak, B. V. (2014).** *Indian Financial System* (5th ed.). Pearson Education India.
2. **Khan, M. Y. (2010).** *Financial Services* (5th ed.). Tata McGraw-Hill Education.

**Reference Books: .**

1. **Shekhar, K. C., & Shekhar, L. (2011).** *Banking theory and practice* (21st ed.). Vikas Publishing House
2. **Gupta, P. K. (2009).** *Insurance and risk management.* Himalaya Publishing House.
3. **Reserve Bank of India (RBI).** (n.d.). *Reports, bulletins, and whitepapers.* Retrieved from <https://www.rbi.org.in>
4. **Insurance Regulatory and Development Authority of India (IRDAI).** (n.d.). *Annual reports and publications.* Retrieved from <https://www.irdai.gov.in>
5. **NITI Aayog.** (n.d.). *Policy documents and reports.* Retrieved from <https://www.niti.gov.in>
6. **McKinsey & Company.** (n.d.). *White papers and industry insights.* Retrieved from <https://www.mckinsey.com>

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Private Equity &amp; Venture Capital</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Financial Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the structure, process, and key players in private equity and venture capital markets.

**CO2:** Analyze investment strategies, deal structuring, and valuation techniques used by private equity and venture capital firms.

**CO3:** Evaluate the role of PE/VC in entrepreneurship and economic development.

**CO4:** Apply principles of term sheets, due diligence, and exit strategies through real-world examples.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	2	3	2	2
<b>CO2</b>	2	3	1	3	3	3	3	2
<b>CO3</b>	2	3	2	2	3	3	3	3
<b>CO4</b>	2	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Private Equity and Venture Capital**

**6 lecture hours**

Overview of the PE/VC industry, Types of investors and investment stages, Fund structure and lifecycle

**Module II: Investment Process and Strategy****12 lecture hours**

Deal sourcing and screening, Investment strategies (LBO, growth equity, seed/early-stage VC), Risk-return characteristics and fund economics

**Module III: Valuation and Deal Structuring****10 lecture hours**

Valuation methods in PE/VC (DCF, scorecard etc.), Term sheets and negotiation Due diligence process

**Module IV: Portfolio Management and Exit Strategies****10 lecture hours**

Monitoring portfolio companies, Value creation strategies, Exit routes: IPO, M&A, secondary sale, buyback

**Module V: Legal, Regulatory, and Ethical Framework in PE/VC****7 lecture hours**

SEBI regulations in India, Key clauses and legal documents, Ethical considerations and real-world case discussions

**Text Books:**

1. Bhattacharya, S. (2018). Venture Capital and Private Equity: A Practitioner's Approach. New Delhi, India: Oxford University Press.
2. Gopalakrishnan, V., & Srinivasan, S. (2017). Venture Capital and Private Equity in India: A Practical Guide. New Delhi, India: McGraw-Hill Education.

**Reference Books:**

1. Misra, S. K., & Misra, R. K. (2019). Venture Capital: A Practitioner's Guide. New Delhi, India: Sage Publications.
2. Patnaik, S. (2017). Venture Capital and Private Equity in India: Structure and Practices. New Delhi, India: Cambridge University Press.
3. Bhatt, A. (2019). Venture Capital: A Practical Guide for Startups. Mumbai, India: Notion Press.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VII  
FINANCE

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Financial Derivatives</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Security Analysis and Portfolio Management and FM</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understanding of the Derivatives Marketplace, Practices, Conventions and Players

**CO2:** Understanding of the Derivatives Products like Forwards, Futures, Swaps, Options etc.

**CO3:** Understanding of the option markets and products

**CO4:** Understanding the option market strategy and pricing

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	3	2	1
<b>CO2</b>	3	3	2	2	1	3	2	1
<b>CO3</b>	3	3	2	2	1	3	2	1
<b>CO4</b>	3	2	2	2	1	3	2	1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Evolution of Derivatives**

**6 lecture hours**

The Evolution of Derivatives, Emergence of Derivatives in India, Categorization of Derivatives, and Key Characteristics of Derivatives. Examination of Premature Delivery, Extension, and Cancellation in Forward Contracts. Understanding Basis Risk and the Necessity of Hedging. Exploring Currency Futures and their Associated Hedging Approaches. An Insight into Derivatives Trading Landscape in India.

**Module II: Forward and Futures Contract and their application**      **18 lecture hours**

Meaning and difference of forward and futures, contract specification, Trading and Settlement Mechanism, Marking to market, Operation of margins, Pay-offs

**Hedging with Forward and Futures** - Why Hedge, Hedging Concepts, Basis Risk, Hedging Strategies - Long hedge, short hedge and cross hedging, Determination of Optimal Hedge Ratio, Optimal Number of Contracts.

**Determination of forward and futures prices** - Pricing of forward and future contract, Value of forward and future contract, Pricing Theories- Expectations approach and Cost of Carry Model

**Module III: Option contracts, Pricing, and trading strategies**      **21 lecture hours**

Option Contracts - Meaning of Option Contract, Development of Option Market, Types of Option Contracts- Call Option, Put Option, Concept of ITM, ATM and OTM. Exchange Traded Vs. Over-the-Counter Options Market, Mechanics of Option Trading, Option Price Quotations

Principle of Option Pricing – Factors determining option prices, Put – Call Parity, Principle of Call Option Pricing and Principle of put Option Pricing. Pay-off of Option Contract.

Trading Strategies Using Options - Principal Protected Notes, Spreads, Combinations

**Text Books:**

1. **Text:** Reference: Option, Futures and other Derivatives, J.C. Hull, Pearson Publication

**Reference Books:**

1. Derivatives and Risk Management, J.R. Verma, Tata McGraw Hill Publications
2. Keith Redhead, “Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps”, 1st Edition 1997, Prentice Hall of India
3. Class PPT
4. Cases and additional learning materials as and when made available in class

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Financial Modelling &amp; Valuation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Knowledge of Financial Accounting and Basic Excel skills</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the basics of financial modelling and its importance in business decision-making.

**CO2:** Create and analyse financial statements using Excel.

**CO3:** Build simple financial models for forecasting and budgeting purposes.

**CO4:** Interpret and present financial modelling results effectively.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	1	2	3	1	2			2	
<b>CO2</b>	3	3		2	1				1
<b>CO3</b>	2	2	1						1
<b>CO4</b>	3	2		1	1		3		

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1 : Basics of Financial Modelling**

**3 lecture hours**

Introduction to financial Modelling

Definition and importance of financial modelling

Overview of key financial concepts (time value of money, risk and return, etc.)

Types of financial models and their applications

Need for Financial Modelling

**Module 2: Excel Fundamentals for Financial Modelling** **7 lecture Hours**

Introduction to Excel functions and formulas relevant to financial modelling

Formatting techniques for financial statements

Basic data analysis using Excel

**Module 3: Measures of Corporate Financial Performance** **10 lecture hours**

Financial Statement Analysis

Balance Sheet

Profit and Loss Account (Income Statement)

Cashflow Statement

Common Size Statements, Trend Analysis and Horizontal Analysis

Terminologies used

**Module 4: Financial Statements Modelling** **5 lecture hours**

Understanding and creating Income Statements, Balance Sheets, and Cash Flow Statements in excel

Relating financial statements in a model

Ratios and metrics for financial analysis

Various sources of data for forecasting

**Module 5: Forecasting Techniques** **7 lecture hours**

Forecasting P & L Statement

Forecasting Balance Sheet

Understand real-world applications of financial modelling

**Module 6: Presentation of financial Models** **5 lecture hours**

Assessing the impact of changing variables on financial outcomes – Sensitivity and Scenario Analysis.

Presentation of Financial Models

Preparing and presenting financial modelling results

### **Module 7 : Introduction to Business Valuation**

**8 lecture hours**

Understanding Enterprise Value vs. Equity Value

Overview of Valuation Methods:

Discounted Cash Flow (DCF) Method (basic level)

Relative Valuation (using Price/Earnings, EV/EBITDA, etc.)

Key Inputs in Valuation Models:

Free Cash Flows (simple projections)

Discount Rate (WACC – conceptual overview)

Terminal Value – basic calculation

Valuation in Excel:

Creating a simple DCF Model

Calculating Present Value using Excel formulas

Sensitivity of valuation to key assumptions (growth rate, discount rate)

Interpreting valuation results

#### **Textbooks:**

1. Using Excel for business analysis : a guide to financial modelling fundamentals (PDF)

Fairhurst, Danielle Stein., Wiley

#### **Reference Books:**

1. Chandan Sengupta, Financial Modelling Using Excel and VBA. New Delhi: Wiley India, 2011, ISBN 13: 978-8126531820

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Sustainable Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Financial Management</b>				

### Course Outcomes (COs)

Upon successful completion, students will be able to:

**CO1:** Understand the fundamentals of sustainable finance and ESG integration.

**CO2:** Analyze sustainable financial instruments and their market impact.

**CO3:** Evaluate policies, regulations, and industry initiatives in sustainable finance.

**CO4:** Apply ESG principles in financial decision-making using real-world case studies.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
CO1	3	2	1	2	1	3	2	3
CO2	2	3	1	3	2	3	2	3
CO3	2	3	1	3	2	3	2	3
CO4	2	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Sustainable Finance**

**6 lecture hours**

- Definition and scope of sustainable finance
- The role of finance in sustainable development
- Introduction to Environmental, Social, and Governance (ESG) factors

#### **Module II: Sustainable Financial Instruments and Markets**

**12 lecture hours**

- Green bonds and green loans
- Sustainability-linked bonds and loans
- Social and transition finance instruments
- Role of stock exchanges and financial institutions in promoting sustainability

**Module III: Policy, Regulation, and Industry Initiatives****10 lecture hours**

- International frameworks and agreements (e.g., Paris Agreement, UN SDGs, TCFD, PRI)
- National policies and regulatory approaches (SEBI, RBI guidelines on ESG)
- Industry standards and certifications (e.g., ISO, GRI, SASB)

**Module IV: Integrating ESG Factors into Financial Decision-Making 10 lecture hours**

- ESG data sources, indices, and reporting standards
- ESG risk assessment and management techniques
- Case studies on ESG integration across banking, insurance, asset management, and corporate finance

**Module V: Emerging Trends and Innovations in Sustainable Finance 7 lecture hours**

- Climate risk stress testing and scenario analysis
- Fintech applications in sustainability (e.g., blockchain, AI for ESG analysis)
- Sustainable investing and impact measurement frameworks

**Text Books:**

1. Cato, Molly Scott. (2022) *Sustainable Finance*. Springer International Publishing.
2. Aracil, E. (Ed.), & Sancak, I. (Ed.). (2023). *Essential concepts of sustainable finance: An A-Z guide*, Taylor & Francis Ltd.

**Reference Books:**

1. Gutterman, A. S. (2021). *Sustainable finance and impact investing*. Business Expert Press.
2. Parikh, K. M. (2025). *ESG & BRSR Reporting* (2nd ed.). New Delhi: Taxmann Publications Pvt. Ltd.
3. White, G. B. (2015). *Sustainability Reporting: Managing for Wealth and Corporate Health*. New York: Business Expert Press.
4. Schoemaker, Dirk, and Willem Schramade (2018). *Principles of sustainable finance*. Oxford University Press.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA370L</b>	<b>Project Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able :

CO1: Understand the fundamentals of project finance and its significance in large-scale projects. CO2: Evaluate project feasibility and perform financial modelling for project appraisal. CO3: Analyse project risks and determine suitable funding sources for successful project financing.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1	2				1		1
<b>CO2</b>	1	1					1	
<b>CO3</b>	2	1	1			2	1	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1. Introduction to Project Finance**

**10 lecture hours**

- Definition and evolution of project finance
- Key characteristics: SPV, non-recourse financing, risk allocation
- Advantages and limitations of project finance
- Comparison between project finance and corporate finance
- Main categories of project sponsors
- Case studies on large-scale infrastructure and energy projects

## **Module 2. Project Appraisal and Feasibility**

**10 lecture hours**

- Project appraisal techniques: commercial, technical, and financial
- Market and demand analysis
- Technical and operational feasibility
- Financial feasibility: cost estimation, revenue projections
- Economic and social feasibility assessments
- Risk assessment and sensitivity analysis
- Preparation of a feasibility report

## **Module 3. Financial Modelling for Project Finance**

**15 lecture hours**

- Introduction to financial modelling concepts and tools
- Building revenue, cost, and cash flow models
- CapEx planning, depreciation schedules, and funding structures
- Debt and equity structuring
- Financial metrics: IRR, NPV, DSCR, LLCR, Payback Period
- Scenario, sensitivity, and break-even analysis
- Excel-based model building and dynamic linking

## **Module 4. Funding and Structuring Project Finance Deals**

**10 lecture hours**

- Types of project financing: Debt vs. equity, Project financing instruments and mechanisms
- International case studies and lessons from practice

### **Text Books**

1. Finnerty, John (2013)-Project Financing: Asset-Based Financial Engineering, 3rd Edition, Wiley Publications.
2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxman Publications.

### **Reference Books**

1. Benjamin C. Esty. (2014). Modern Project Finance: A Casebook. Wiley.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - V  
INTERNATIONAL  
BUSINESS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Global Business Ethics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand and appreciate importance of global business ethics.

CO2: To define ethics in business and why it is important.

CO3: Understand Ethics in International Financial World.

CO4: Understand legal aspects of International Finance.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3

1=weakly related

2= moderately related

3=strongly related

#### **Module 1 Introduction to International Business Ethics 11 lecture hours**

Definition, Role in various types of business structures, Why are Ethics in Business Important-Define responsibilities and obligations, Structure of business ethics

#### **Module 2 Ethics at International Workplace 11 lecture hours**

Ethics in the Workplace-Small Business Ethics, Codes of Conduct, Code of Ethics, Corporate Responsibility, Corporate Compliance, Social Responsibility

#### **Module 3 Legal aspects of International Business Ethics 12 lecture hours**

Ethics' Positive Impact on Business-Employee rights , Productivity, Legality Issues, International Business Ethics, Consumer Rights

#### **Module 4 Ethics and International Financial World 11 lecture hours**

Business Ethics and the Financial World- Various examples of Insider Trading, Junk Bonds and Leveraged Buyouts, Final Thoughts on Business Ethics in some major countries of the world..

**Text Books:**

1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001

**Reference Books:**

1. Davis & Keith William C. Frederik - Business and society
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Emerging Market in International Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Macroeconomics, Marketing Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand and appreciate the fundamentals of emerging markets, political, legal and cultural framework, institutions and infrastructure in emerging markets.

CO2: Be apt at developing and implementing market entry strategies in emerging markets. Be apt at effectively negotiations and sourcing solutions for entry in emerging markets.

CO3: Identify and examine how to manage operations in Emerging Markets alongside opportunities for flourishing a business in an international space.

CO4: Diagnose and illustrate strategies for creating a business in emerging markets and analyse trade-based standpoints for upcoming businesses in emerging markets.

CO5: Practical application of theories and case-discussions in the real world, especially in emerging markets.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

## **Course Contents:**

### **Module I: Introduction to Emerging Markets**

**8 lecture hours**

Emerging markets, Difference between Developing, developed, and emerging markets, Characteristics of emerging markets, political, legal and cultural framework in emerging markets, Foundations of Culture & Cultural Dynamics in Management Style, Ethical issues, Trade and foreign Investment Factors effecting international business.

### **Module II: Institutions and infrastructure in Emerging markets**

**9 lecture hours**

Potential of Emerging Markets, Emerging Markets & Multinational Market Regions and Market Groups, Differences in economic environment in emerging markets, Institutional voids, framework and developing institutions, Infrastructure & infrastructural gap, Income distribution.

### **Module III: Opportunities and Trend in Emerging Markets**

**10lecture hours**

Managing Operations in Emerging Markets, the growth of middle income and rise in consumption level, Growth of mid-sized cities, rural development, Services, technology and telecommunication, inequalities, taking advantage and adopting business models for emerging markets, Developing Products & Services for Global Consumer & Business Clientele, Pricing for Emerging Market Exporting and Logistics, Negotiation in the International Arena

### **Module IV: Strategies for the Entry in emerging markets**

**10lecture hours**

Trade based entry strategies, export, Bidding for global tenders, global sourcing and outsourcing, contract-based entry strategy, licensing, franchising, technology transfer projects, management contracts, Factors influencing entry strategy, Negotiations and Conflict Management in Emerging Markets, Future for Emerging Markets

### **Module V: Potential Emerging Markets**

**8 lecture hours**

BRICS Economies- Brazil, Russia, India, China and South Africa, New frontier economies in Latin America- Mexico, Chile, Peru Emerging economies of CIS countries Emerging economies of Africa Other emerging Economies in Eastern Europe

**Text Books:**

1. Cavusgil, S. T., Ghauri, P. N., & Akcal, A. A. (2012). *Doing business in emerging markets*. Sage.

**Reference Books:**

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). *International business: Environments and operations*. Pearson.

**Relevant case-studies would be shared in the class for discussions.**

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Code:</b>	<b>EXIM Procedures &amp; Documentation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explain the role of export import documentation in global business.

CO2: Describe the role of export promotion council and procedures involved in export.

CO3: Illustrate the role of logistics, Inspection agencies and promotion councils

CO4: Illustrate the role Insurance, ECGC, Foreign Embassies and chambers of commerce in Export and Import from India

CO5: Illustrate the procedures in export import clearance.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3							2
<b>CO2</b>					3			4
<b>CO3</b>		3				4		
<b>CO4</b>			3			3		
<b>CO5</b>		3						

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1 Introduction to Export Import & Basics of International Trade**

**8 lecture hours**

What is export- import documentation  
 Need for export- import documentation  
 Brief introduction to India's export import policy  
 Top Exports & Imports from Country, Tariff & Non-Tariff  
 Barriers ,WTO, Ministry of Commerce, DGFT, Board of  
 Trade

#### **Module 2 Introduction to Export Import Documentation**

**8 lecture hours**

Introduction to Export documentation. Legal Aspects of  
 export contract; Export Import: Documentation and steps-  
 Performa invoice, Packing list, Commercial invoice,  
 Certificate of origin, Shipping bills, Mate's receipts,

Declaration forms, Bill of exchange, Bill of lading, Airway bill, Insurance certificate, Consular invoice

<b>Module 3</b>	<b>Instruments of Pricing &amp; Payment Terms</b> Instruments of payments and pricing: Open account, Bill of exchange, Letter of credit, Financing exporters and importers: Pre-shipment finance, Post-shipment finance; Incoterms	<b>8 lecture hours</b>
<b>Module 4</b>	<b>Logistics &amp; Containerization</b>  Logistics and Characteristics of mode of transportation, Containerization and Leasing practices, Shipping Industry, Concept of dry port, Special Economic Zones: Concept, Role and implications in India, Role of State Trading, Export Houses / Trading Houses	<b>8 lecture hours</b>
<b>Module 5</b>	<b>Export Incentive Schemes</b>  Export Incentive Schemes: Duty exemption schemes, Duty remission schemes, Duty entitlement passbook schemes, Export promotion capital goods scheme, Role of banks in export-import transactions	<b>8 lecture hours</b>

**Text Books:**

1. Paul Justin and Aserkar, R., Export Import Management, Oxford University Press, 2008

**Reference Books:**

1. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, 9 Ed., 2008
2. Jain, Khushpat S., Export Import Procedures and Documentation, Himalaya Publishing House, 6<sup>th</sup> ed., 2008

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Global Entrepreneurship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand and appreciate importance of global entrepreneurship in 21st Century

CO2: Learn how to think ‘globally’ and identify opportunities and challenges as they contemplate entrepreneurial ventures

CO3: Be aware of the challenges of operating in cross national and cultural environments.

CO4: Be cognizant of the ethical and legal challenges of operating in a multinational fashion.

CO5: Understand similarities and differences of entrepreneurship between Developed, Emerging and Transitioning Economies.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3							2
<b>CO2</b>					3			3
<b>CO3</b>		3				2		
<b>CO4</b>			4			3		
<b>CO5</b>		3						

1=weakly related

2= moderately related

3=strongly related

### **Module 1**

#### **Introduction to Global Entrepreneurship**

**11 lecture hours**

Introduction to Entrepreneurship, Difference between Entrepreneurship and Global Entrepreneurship, Perspectives of entrepreneurship, Relationship between small business and entrepreneurship, challenges of Global Entrepreneurship. Types of Global Entrepreneurs and Entrepreneurships. Motivations to Go Global, Traits of an International Entrepreneur, The Importance of Global Business, Uncertainty perception and risk-taking, Coachability” and advice taking, Strategies to become global entrepreneur, Designing individual/opportunity nexus, Opportunity perception and biases, Styles, Communication.

**Module 2                      Product and Market Entry Strategy                      11 lecture hours**

Describe/Identification of the product, the manufacturer, and the international business orientation of the firm. Examination of the competitive, economic and political environment that will impact the future success of your product and company, analysing the target market, evaluate and compare the different market entry strategies available, Describe the advantages of the proposed locations in terms of operations and distribution among others. Foreign Market Selection Model, Developing Foreign Market Indicators, Primary Versus Secondary Foreign Market Data, Competitive Positioning, International Competitive Information.

**Module 3                      International Legal Concerns                      12 lecture hours**

Introduction, Political Activity, Political Risk, Legal Considerations and Regulations, Intellectual Property and Organizational Form, Patents, Trademarks, Copyright, Trade Secrets, Licensing, Contracts, Business Ethics in a Global Setting.

**Module 4                      Resources and financing                      11 lecture hours**

Entrepreneurial resources, Bootstrapping: Related methodologies, Global Venture capitalism, Start-up accelerators, Angel investors, Equity crowdfunding, Hedge funds, Debt options : Loans from banks, financial technology companies and economic development organizations, Microcredit.

**Text Books:**

1. Hisrich, R.D., 2015. *International entrepreneurship: starting, developing, and managing a global venture*. Sage Publications.

**Reference Books:**

1. Zucchella, A., Hagen, B. and Serapio, M.G., 2023. *International entrepreneurship*. Edward Elgar Publishing.
2. Little, S.E., Go, F. and Poon, T.S., 2017. *Global Innovation and Entrepreneurship*. Palgrave Macmillan, Cham. DOI: doi. org/10.1007/978-3-319-43859-7.
3. Hessels, J., 2008. *International entrepreneurship: Value creation across national borders* (No. EPS-2008-144-ORG).

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>Course Code:</b>	<b>Course Name: Application of AI in International Business &amp; Trade</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Understand the fundamentals of AI and its relevance to international business.

CO2: Explore various AI applications in different business functions.

CO3: Analyze the impact of AI on global markets and international trade.

CO4: Evaluate ethical considerations and regulatory frameworks surrounding AI use.

CO5: Understand functions of AI in International Trade Environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

<b>Module 1</b>	<b>Introduction to AI and International Business</b>	<b>9 lecture hours</b>
	Overview of Artificial Intelligence Key Trends in Global Business Importance of AI in International Markets	
<b>Module 2</b>	<b>AI Technologies and Tools</b>	<b>9 lecture hours</b>
	Machine Learning, Natural Language Processing, and Robotics AI Tools for Data Analysis and Decision Making Case Studies: Companies Leveraging AI	

Module 3	<b>AI in Supply Chain and Operations</b> Optimization of Supply Chain Processes Predictive Analytics for Inventory Management Global Sourcing and Logistics Management	<b>9 lecture hours</b>
Module 4	<b>AI in Finance and Risk Management</b> Fintech Innovations and AI Fraud Detection and Cybersecurity Assessing Risks in International Investments	<b>9 lecture hours</b>
Module 5	<b>AI in Human Resources and Talent Management</b> Recruitment and Employee Analytics Workforce Automation and Remote Collaboration Cultural Considerations in AI Deployment	<b>9 lecture hours</b>

**Text Books:**

1. The International Business Environment: Text and Cases: Anant K. Sundaram, J. Stewart Black, PHI Publications

**Reference Books/Suggested Readings:**

Recent journals, online databases, and AI-related publications.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VI  
INTERNATIONAL  
BUSINESS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Cross-Cultural Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Develop greater awareness of the changing global environment and understanding of the implications for international business and management.

CO2: Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies, and differences.

CO3: Enable students to develop the knowledge, skills and capabilities required to work and manage across cultures.

CO4: Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

<b>Module 1</b>	<b>Culture and Management</b>	<b>15 lecture hours</b>
	Introduction to culture, Characteristics of culture, cultural dimensions, Integrating culture and management, Culture and management styles around the world.	
<b>Module 2</b>	<b>Culture, Organizations and Diversity</b>	<b>15 lecture hours</b>
	Culture and structure, culture and workplace, culture and organizational processes, workforce diversity and multicultural teams, leadership across cultures, Globalization: cultural issues and challenges	
<b>Module 3</b>	<b>Culture and Communications</b>	<b>15 lecture hours</b>
	Communication process, Cultural noise, Cultural variables, Common cultural differences, Cultural shock, Barriers to intercultural communication, Managing cross-cultural communication, Cross-cultural negotiation, Multi-cultural team management	

**Text Books:**

1. Marie- Joelle Browaeys and Roger Price (2016). Understanding Cross cultural Management. Pearson Publisher.

**Reference Books:**

1. Shobhna Madhavan (2016). Cross cultural management: Concepts and cases, 2ND EDN Paperback – Illustrated, 5 August 2016
2. Gupta, S., & Bhaskar, A. U. (2016). Doing business in India: cross-cultural issues in managing human resources. Cross Cultural & Strategic Management, 23(1), 184-204.
3. Ashta, A., Stokes, P. J., Smith, S. M., & Hughes, P. (2021). Japanese CEOs cross-cultural management of customer value orientation in India. Management Decision, 59(10), 2355-2368.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA381L</b>	<b>International Supply Chain Management &amp; Logistics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

**CO1:** Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers at Global level.

**CO2:** Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

**CO3:** Understand about Challenges Driving Logistics and Supply Chain Management.

**CO4:** Understand working and operations of Multimodal Transportation.

**CO5:** Understand about Port Management and its significance in International Supply Chain Management.

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	1	2	2	1	3	3	2
<b>CO2</b>	3	2	3	2	1	3	2	3
<b>CO3</b>	3	3	2	3	1	3	3	2
<b>CO4</b>	2	3	2	3	2	2	3	3
<b>CO5</b>	1	2	2	1	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Unit I: Introduction to International Supply Chain**

**8 lecture hours**

Role of the Supply Chain

Managing the Supply Pipeline for Global Trade Flows

The Global Logistics Operator

Comparison between National (Domestic) and International Logistics

International Transport

Globalisation and International Trade Environment

## **Unit II: Factors and Challenges Driving Logistics and Supply Chain Management**

**8 lecture hours**

Factors Driving Global Supply Chain Management  
Factors Contributing to the Development of Logistics  
Concept of Carnet.  
Types of Carnet.  
Rules & Laws Pertaining to Carnet

## **Unit III: Multi modalism**

**8 lectures hours**

Multi-modal Trade Routes - Evolution – Basic  
Intermodal System - Modal Interface Factors outline why shipper favour  
Multi-modalism - Factors in Development Features -Multi-Modalism  
Factors affecting mode and route choice

## **Unit IV: Selecting the International Logistics Operator**

**10 lectures hours**

Introduction  
Third Party Logistics  
Fourth Party Logistics  
Concept of Outsourcing  
Criteria of Selecting the Third-Party Logistics Operator

## **Unit V: Port Administration Ownership and Management**

**11 lectures hours**

Port ownership  
Structure- Types of port ownership and administration – Organizations concerning ports  
Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports.  
Port ownership in Indian context.

### **Text Book :**

1.Branch, Alan E.. Global Supply Chain Management and International Logistics. N.p.: Taylor & Francis, 2008.

### **Reference Books :**

1. Lehmacher, Wolfgang. The Global Supply Chain: How Technology and Circular Thinking Transform Our Future. Germany: Springer International Publishing, 2017.

2. Skjott-Larsen, Tage. Managing the Global Supply Chain. United States: Copenhagen Business School Press, 2007.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>International Economics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Apply a specific framework to illustrate the connection between a variety of models and approaches.

CO2: Explain the connections between Ricardian, Heckscher-Ohlin and the specific factors models in trade theory and relate to gains from trade.

CO3: Understand the concept of Balance of Trade and other measures of International Business Elements.

CO4: Acquaint understanding and relevance of international economic indicators and barriers to international trade.

CO5: Understand the evolution and working of the International Monetary system & Foreign exchange system.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1 Introduction to theoretical foundations of International Economics 9 lecture hours**

Factor endowment and International trade, theories of comparative advantage.

Heckcher-Ohlin theory of trade, Pure exchange model of Trade

Factor mobility and income redistribution.

#### **Module 2 Basis and Gains from Inter-Industry trade 9 lecture hours**

Gains from Trade, their measurement and distribution, , trade and economic development,

Doctrine of reciprocal demand, International equilibrium, terms of trade  
Geographical Economics, Trade and Growth, Firm Heterogeneity.

**Module 3      The Balance of Trade and Other Measures of International Transactions      9 lecture hours**

Balance of payments, Balance of trade, concepts and components.

Equilibrium and disequilibrium in the balance of payments and their consequences.

Measures to correct adverse balance of payments.

**Module 4      International Economic Indicators and elements of Trade Barriers      9 lecture hours**

GNP, GDP, Per-Capita Income, Purchasing Power, Interest Rate Parity.

Concept of Free Trade, Trade Restrictions- Tariffs, Non Tariff Barriers.

Political Economy of Protectionism and measures.

**Module 5      Operation of International Monetary System & Foreign Exchange Mechanisim      9 lecture hours**

The International Monetary System- Past, Present and Future., and  
balance of payment theory, forms of exchange control.

Foreign exchange market, its constituents, determination of equilibrium, Exchange Rate Regimes.

Mint-parity theory and purchasing power parity theory, Highlights of  
Global Capital Markets.

**Text Books:**

1. M. L. Jhingan – 'International Economics', Konark Publishing House, New Delhi.

**Reference Books:**

1. □D. Mithani – An introduction to International Economics', Vohra&Publihwers Bombay.
2. S. J. Patel – Indian Economy towards the 21<sup>st</sup> century', University Press Ltd. India
3. V. Joshi & M.D. Little, India's Economic Reforms, 1999 to 2001.Oxford University Press, Delhi M.Singh .India's export trends and the property of self sustained growth. Oxford University Press. Bo. Sodersten – 'Theory of International trade', Macmillan Press Ltd., London.
4. C. P. Kindleberger – 'International Economics', R. Irwin Home Wood, New Delhi.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Global Business Environment</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

By the end of this program, students should have the following knowledge, skills and values:

CO1: Describe the contemporary scenario of global trade.

CO2: Relate the role of different components contributing to globalization.

CO3: Illustrate the role of FDI in global trade.

CO4: Categorise the types of barriers to international trade.

CO5: Assess the role of trade blocs in present global business environment.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2							2
<b>CO2</b>					3			4
<b>CO3</b>		2				3		
<b>CO4</b>			3			4		
<b>CO5</b>		2						

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1 Introduction to Globalization & International Institutions 11 lecture hours**

Indices of globalization

WEF and globalization: key indicators of globalization.

International organizations and international trade

Role of IMF, IBRD, UNCTAD, WTO in International Trade

#### **Module 2 Framework of International Business Environment 12 lecture hours**

Free Trade Vs. Protection

Economic, Political, Cultural and Legal environments in International Business.

Balance of Trade and Balance of Payments, Current and capital account components.

Exchange Rate and Convertibility of Rupee

**Module 3 International trade Theories and FDI** **11 lecture hours**

Theory of Absolute Advantage, Theory of Comparative Advantages  
Theory of Mercantilism, New Trade Theory  
Role of FDI in international trade  
Norms of FDI and their justifications  
Ways in which FDI can flow in an economy

**Module 4 Barriers to international trade** **11 lecture hours**

Types of barriers  
The gainers and losers from barriers to trade

The contemporary conservatism  
Types of Duties & Countervailing Measures.

**Module 5 Trade Blocs** **11 lecture hours**

Types and role of trade Blocs  
The role of trade Blocs in global business environment

Bilateral and Multilateral Treaties and Agreements  
Major Trade Blocks: NAFTA, SAFTA, EU, COMESA

**Text Books:**

1. International Business: Environment and Operations: John Daniels, Lee Radebaugh, Pearson Publications.

**Reference Books:**

1. International Business Management: S C Gupta, Ane Publications.
2. The International Business Environment: Text and Cases: Anant K. Sundaram, J. Stewart Black, PHI Publications.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VII  
INTERNATIONAL  
BUSINESS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA376L</b>	<b>Launching Product in International Market</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understanding about Home country and Host country aspects of doing International Business.

**CO2:** Understanding about identification of Potential Markets.

**CO3:** Understanding about selection and identification of products for launching overseas.

**CO4:** To understand about building and managing competitiveness at international level for product and company.

**CO5:** To have an understanding about the handling and problems related to operations at International Level.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	1	2	2	1	3	3	2
<b>CO2</b>	3	2	3	2	1	3	2	3
<b>CO3</b>	3	3	2	3	1	3	3	2
<b>CO4</b>	2	3	2	3	2	2	3	3
<b>CO5</b>	1	2	2	1	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

## **Course Contents:**

### **Module I: Decision to go International: Understanding International Strategy** **8 lecture hours**

Home Country, Host country and strategy implications, Local Responsiveness of a International Business, Modes of International Business, Trading Mode, Participating Mode, Strategic Alliance, Joint Venture, Acquisition, Merger and other strategies, Multinational enterprise, Characteristics and strategy involved in MNEs.

### **Module II: Identification of Potential Markets: Selecting & Entering Markets**

**8 lecture hours**

Strategic International Environment, political, economic, cultural, technological, financial environment, Legal framework, Significance FDI restrictions and Trade Sanctions, General Strategic Choice, Four basic strategies, Core competence, experience effect, generic international growth strategies, Market Entry Strategy, Determinants of Entry mode, Diamond Model of Competition among nation, Resource based consideration, Industry based consideration institution-based considerations, Managing the host Government.

### **Module III: Selection & Launch of Product**

**8 lecture hours**

Product selection, Branding and Promotional strategy in international market, Market factors, Hi-tech positioning, hi-touch positioning, International PLC, New product development, branding levels and alternatives, Product promotion strategy, personal selling, sales promotion, Direct marketing, sponsorship promotion, Pricing strategy in international market, Factors governing international pricing, various alternatives for pricing, pricing decision model, Dumping as strategy.

### **Module IV: Managing International Competition**

**8 lecture hours**

International competitiveness strategy, three generic strategy models - porter's model, Leontiades' model, Prahalad and Doz's mode, international value chain, Diversification Vs Concentration strategy, Country attractiveness, Company strength matrix, Host country competition and MNE strategy, IB strategy.

**Module V: Handling International Operations****8 lecture hours**

International operation strategy, strategy focus, International distribution, International JVs, conflict resolution in JVs, strategic motives for M&As, International financial management, investment decisions, International HRM, International development of managers, Integration of strategy, OS, Financing and HR.

**Text books:**

1. International Business Strategy A Nag, Vikas Publishing House, New Delhi, 2010.

**Reference Books:**

1. International Strategic Management Mike W. Peng , Cengage Learning, New Delhi, 20032.
2. Global Strategic Management, Mellahi, K., Frynas, J.G. & Finlay, P., Oxford University Press, New Delhi, 2006.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA383L</b>	<b>International Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation.

**CO2:** Display an awareness of the importance of inter-cultural understanding and relationship management in managing international marketing operations.

**CO3:** Understand how the international competitiveness of firms across sectors might benefit from effective management of marketing mix elements.

**CO4:** Understand International Marketing Research Process.

**CO5:** Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain Globalization.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	1	2	2	1	3	3	2
CO2	3	2	3	2	1	3	2	3
CO3	3	3	2	3	1	3	3	2
CO4	2	3	2	3	2	2	3	3
CO5	1	2	2	1	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: The Concept of International Marketing**

**8 lecture hours**

The concept of international marketing.

Emerging opportunities in international markets

Difference between International Marketing & Domestic Marketing  
Difference between International Marketing & Domestic Marketing

Globalization, Evolutionary Process of Global Marketing

Concept of GLOCAL Marketing, PESTL Analysis.

#### **Unit II: International Marketing Research**

**8 lecture hours**

Introduction

International Marketing Research and Human Judgment

Emic vs Etic Dilemma in International Marketing Research

International Marketing Research

**Unit III: Entering International Markets****8 lectures hours**

The Concept of International Market Entry  
The Modes of International Market Entry  
Factors Affecting the Selection of Entry Mode  
Choosing the Right International Market Entry Mix

**Unit IV: Product Strategy for International Markets****10 lectures hours**

Standardization vs. Adaptation in International Markets  
Voluntary factors influencing Product Adaptation in International Markets  
Trade-off Strategy between Product Standardization and Adaptation  
Product Quality Decisions for International Markets  
Packaging and Labelling for International Markets  
Product Life Cycle in International Markets  
International Product Strategy

**Unit V: Pricing Decisions for International Markets****8 lecture hours**

Introduction  
Pricing Decisions  
Pricing Approaches for International Markets  
Factors Influencing Pricing Decisions in International Markets  
Terms of Delivery in International Transactions  
Dumping  
Counter Trade

**Text Book :**

1. Joshi, Rakesh Mohan. International Marketing. India: Oxford University Press, 2005.

**Reference Books :**

1. Cateora, Philip R., Graham, John L.. International Marketing. Spain: McGraw-Hill Companies, Incorporated, 2007.
2. Shaw, John., Onkvisit, Sak. International Marketing: Strategy and Theory. N.p.: Taylor & Francis, 2008.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA360L</b>	<b>International Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Demonstrate a basic understanding of the fundamental concepts about foreign exchange rates and markets

CO2: Develop a frame of reference to identify, evaluate, and solve the foreign exchange rate related corporate finance issues

CO3: Know how an international firm hedges foreign exchange risk.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	1	1	2	2	2
CO2	3	3	3	2	2	3	3	2
CO3	3	3	2	3	3	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1 Foreign Capital Flow and Balance of Payment**

**7 lecture hours**

Currency, capital and interest rate , Capital restrictions , Balance of payments

#### **Module 2 Foreign Exchange Market and Exchange Rate Determination 18 lecture hours**

Foreign exchange markets , Foreign exchange targeting , International parity relationships and forecasting foreign exchange rates

#### **Module 3 Currency Derivatives**

**9 lecture hours**

Currency forwards , Currency futures , Currency options

#### **Module 4: Estimating Volatility in Foreign Exchange Rates**

**8 lecture hours**

EWMA models , ARCH models , GARCH models

### Text Books :

1. International Financial Management (Text and Cases). India: S. Chand Publishing, 2020.
2. Somanath, V. S.. International Financial Management. India: I.K. International Publishing House Pvt. Limited, 2011.

**Reference Book :**

1. International Financial Management(Indian Text Ed.. India: Dreamtech Press, 2005.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ENTREPRENEURSHIP  
& FAMILY BUSINESS  
ELECTIVE  
SEMESTER - V

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Culture, Society and Entrepreneurship in India</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

**CO1:** Understand key sociological and anthropological theories related to culture and society.

**CO2:** Analyze the influence of Indian social structures, norms, and values on entrepreneurship.

**CO3:** Examine the historical trajectory of entrepreneurship in India across different eras.

**CO4:** Identify regional and community-based entrepreneurial ecosystems and practices.

**CO5:** Evaluate government initiatives, policies, and societal challenges in promoting inclusive entrepreneurship.

**CO6:** Reflect critically on case studies of successful Indian entrepreneurs in diverse cultural settings.

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	2	1	2	2	1
<b>CO2</b>	3	3	3	3	1	3	2	1
<b>CO3</b>	3	3	3	3	1	3	2	1
<b>CO4</b>	2	1	1	1	3	3	1	3
<b>CO5</b>	3	2	2	3	1	3	3	1
<b>CO6</b>	2	3	1	3	1	2	3	1

### **Course Content**

#### **Module 1: Theoretical Foundations**

**9 lecture hours**

Introduction to culture and society: concepts and significance

Sociological theories of entrepreneurship (Weber, Durkheim, Schumpeter)

Indian perspectives: Dharma, Karma, Jugaad, and their entrepreneurial interpretations

**Module 2: Historical Evolution of Entrepreneurship in India** **9 lecture hours**

Pre-colonial and colonial entrepreneurial systems

Family businesses and trading communities

Post-independence industrial policy and license raj

Economic liberalization and emergence of new-age entrepreneurs

**Module 3: Culture, Identity, and Entrepreneurial Mindset** **9 lecture hours**

Influence of caste, class, religion, and gender

Entrepreneurship in rural vs. urban India

Role of diaspora and returnee entrepreneurs

Language, communication, and innovation styles

**Module 4: Ecosystem and Policy Landscape** **9 lecture hours**

Role of government (MSME, Startup India, Atmanirbhar Bharat)

Incubators, accelerators, and entrepreneurship cells

Social entrepreneurship and inclusive growth

Regional hubs: Bengaluru, Hyderabad, NCR, Tier-II cities

**Module 5: Case Studies and Contemporary Issues** **9 lecture hours**

Case studies: Entrepreneurs from diverse socio-cultural backgrounds

Women-led ventures, Dalit entrepreneurship, tribal initiatives

Gig economy, digital entrepreneurship, and youth startups

Challenges: Institutional voids, informality, and access to capital

## **Textbook**

1. Entrepreneurship in India: Institutions, Ecosystems and Prospects – Suresh Babu & B. Sudhakara Reddy

## **Reference Books**

1. Caste, Business, and Society in India – De Neve, Geert
2. Entrepreneurship in Developing Countries – Anil Kumar
3. Jugaad Innovation – Navi Radjou, Jaideep Prabhu, and Simone Ahuja
4. Selected journal articles, government reports, and biographies of Indian entrepreneurs

## **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA272L</b>	<b>Family Businesses Essentials: Development &amp; Growth</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand family businesses and their role in global economies.

CO2: Understand the dynamic issues and problems facing family businesses.

CO3: Apply business and skills, focusing on a key issue or problem facing a family business.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3		3	1	3	3	3
CO2	3	3	2	3		3		3
CO3	3	3	1	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1**

**5 lecture hours**

Introduction and Definition, Why Family business is special/important?, The roles and responsibilities in Family Business – people, systems and growing complexity

#### **Module 2**

**5 lecture hours**

The family's relationship with the business – developing a strategic vision and building teamwork, Stages of Development a Family Business in India, Types of Family businesses.

**Module 3****10 lecture hours**

Key Characteristics of Family Enterprises ,Theoretical Frameworks in Family Enterprises

**Module 4****12 lecture hours**The next generation perspectives ,Ownership and Control ,Managing Conflicts  
Managing Resources for entrepreneurial performance.**Module 5****10 lecture hours**Family Governance - multigenerational family firms ,Entrepreneurial Leadership ,Managing  
succession Planning ,Scaling, globalising and diversification**Text Books :**

1. Cram101 Textbook Reviews. Studyguide for Family Business by Poza, Ernesto J. , ISBN 9781285056821. N.p.: Cram101 Incorporated, 2014
2. Hilburt -Davis, Jane., Dyer, William G., Dyer, W. Gibb. Consulting to Family Businesses: Contracting, Assessment, and Implementation. United Kingdom: Wiley, 2003.

**Reference Books :**

1. McCann, Greg. When Your Parents Sign the Paychecks: Finding Career Success Inside Or Outside the Family Business. United States: JIST Works, 2007.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA252L</b>	<b>Global Entrepreneurship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Understand and appreciate importance of global entrepreneurship in 21st Century

CO2: Learn how to think ‘globally’ and identify opportunities and challenges as they contemplate entrepreneurial ventures

CO3: Be aware of the challenges of operating in cross national and cultural environments.

CO4: Be cognizant of the ethical and legal challenges of operating in a multinational fashion.

CO5: Understand similarities and differences of entrepreneurship between Developed, Emerging and Transitioning Economies.

### **CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	3	1	2	2	1	3	3	2
CO2	3	2	3	2	1	3	2	3
CO3	3	3	2	3		3	3	
CO4		3		3	2	2	3	3
CO5	3		2	2	1	3	3	

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Unit I: Introduction to Global Entrepreneurship:**

**12 lecture hours**

Introduction to Entrepreneurship, Difference between Entrepreneurship and Global Entrepreneurship, Perspectives of entrepreneurship, Relationship between small business and entrepreneurship, challenges of Global Entrepreneurship. Types of Global Entrepreneurs and Entrepreneurships. Motivations to Go Global, Traits of an International Entrepreneur, The Importance of Global Business, Uncertainty perception and risk-taking, Coachability” and advice taking, Strategies to become global entrepreneur, Designing individual/opportunity nexus, Opportunity perception and biases, Styles, Communication.

#### **Unit II: Product and Market Entry Strategy:**

**12 lecture hours**

Describe/Identification of the product, the manufacturer, and the international business orientation of the firm. Examination of the competitive, economic and political environment that will impact the future success of your product and company, analysing the target market, evaluate and compare the different market entry strategies available, Describe the advantages of the proposed locations in terms of operations and distribution among others. Foreign Market Selection Model, Developing

Foreign Market Indicators, Primary Versus Secondary Foreign Market Data, Competitive Positioning, International Competitive Information.

**Unit III: International Legal Concerns:**

**12 lecture hours**

Introduction, Political Activity, Political Risk, Legal Considerations and Regulations, Intellectual Property and Organizational Form, Patents, Trademarks, Copyright, Trade Secrets, Licensing, Contracts, Business Ethics in a Global Setting.

**Unit IV: Resources and financing:**

**09 lecture hours**

Entrepreneurial resources, Bootstrapping: Related methodologies, Global Venture capitalism, Start-up accelerators, Angel investors, Equity crowdfunding, Hedge funds, Debt options : Loans from banks, financial technology companies and economic development organizations, Microcredit.

**Text Book :**

Hisrich, Robert D.. International Entrepreneurship: Starting, Developing, and Managing a Global Venture. United Kingdom: SAGE, 2010.

**Reference Books :**

1. Gupta, S.C. International Business Management: Multinational Management. India: Ane Books Pvt. Limited, 2014.
2. Sundaram, Anant K., Black, Stewart J.. International Business Environment The: Text And Cases. India: Prentice-Hall Of India Pvt. Limited, 1997.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration (BBA)</b>				
<b>MBBA274L</b>	<b>Indian Startups: An Assessment</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To understand what constitutes Indian Startups' ecosystem and to make a critical analysis of all the relevant components' contribution thereof

CO2 To evaluate critically the state of funding in Indian startups & analyse the factors contributing to Indian Unicorns & Babycorns' growth

CO3: To understand the critical success factors for some of the most happening Indian Startups' clusters

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
<b>CO1</b>	3	2		3				
<b>CO2</b>		3				3	2	
<b>CO3</b>	3	3		3				1

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: INDIAN STARTUP ECOSYSTEM:**

**10 lecture hours**

Introduction to Indian start up, Scope and Characteristics of the Indian Market, Challenges, Elements of Startup Support, Global Scenario of Start Ups

#### **Module 2: UNICORNS & BABYCORNS:**

**10 lecture hours**

What are UNICORNS, What are Indian Unicorns, What are *Decacorn and Hectocorn*, Reasons behind the rapid growth of unicorns

#### **Module 3: STARTUPS' CLUSTERS:**

**10 lecture hours**

B2B Startups, Fintech Startups, Media & Entertainment Startups AI-based Startups, EduTech Startups, Healthcare Startups, Mobile & telecommunications start up, E-commerce & direct-to-consumer, Supply chain, logistics, & delivery, WWW.STARTUPINDIA.GOV.IN & DIPP

#### **Module 4: FUNDING INDIAN STARTUPS:**

**12 lecture hours**

What have been the sources of Indian Startups' funding, Deal Making for a Startup Funding, What was the role of CEOs (Ratan Tata, Nandan Nilekani, etc) & established entrepreneurs (Sachin Bansal, Binny Bansal, etc) in funding Indian Startups

### **Text Books :**

1. Dalal, Mihir. Big Billion Startup: The Untold Flipkart Story. United Kingdom: Pan Macmillan, 2019.
2. Hari, T N., Subramanian, M S. Saying No to Jugaad: The Making of Bigbasket. India: Bloomsbury Publishing, 2019.

### **Reference Books :**

1. Miriyala, Kanth. Entrepreneur 5 P.M. to 9 A.M.: Launching a Profitable Start-Up Without Quitting Your Job. India: Rupa, 2013.
2. Kumar, Karthik. Don't Startup: What No One Tells You about Starting Your Own Business. N.p.: Notion Press, 2018.

### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VI  
ENTREPRENEURSHIP  
& FAMILY BUSINESS

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA391J</b>	<b>Live Project I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Generate start-up ideas that are scalable

**CO2:** Align co-founders' personal goals with the venture's purpose

**CO3:** Understand market dynamics/competition and know the customer.

**CO4:** Develop capabilities to make sharp and impactful pitches/presentations

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3					3		
<b>CO2</b>		2	3				2	
<b>CO3</b>				3				1
<b>CO4</b>					2			

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: IDEATION & PROBLEM IDENTIFICATION (START-UPS/ FAMILY BUSINESS)**

**15 lecture hours**

Exposure to different start-ups ideas & entrepreneurs  
 Understanding problem identification/idea generation  
 Social and commercial innovation  
 Generating startup ideas  
 Overview of the Start-up Maturity Model

#### **Unit II: TEAM ALIGNMENT**

**08 lecture hours**

Team skills & resources  
 Team member identification

Individual goals/aspirations  
 Team roles & responsibilities

Team values

**Unit III: KNOW YOUR CUSTOMER**

**08 lectures hours**

Correlation of problem with whose problem  
Identification of customer/customer personal  
Empathy

**Unit III: SITUATING THE IDEA IN THE LARGER CONTEXT**

**14 lectures hours**

Macro Trends  
Mapping competition  
Legal Requirements  
Purpose/Mission

**Text Books :**

Handouts to be provided

**Reference Books :**

1. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda and Alan Smith, Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons, 2015
2. Heidi M. Neck, Patricia G. Greene & Candida G. Brush, Teaching Entrepreneurship: A Practice-Based Approach, Edward Elgar Publishing, 2014

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA349L</b>	<b>Entrepreneurial Marketing &amp; Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Understand the uniqueness of entrepreneurial marketing

CO2: Develop entrepreneurial marketing strategies

CO3: Understand the uniqueness of entrepreneurial finance

CO4: Develop entrepreneurial finance strategies

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	1	1	1	1	2	2	1
<b>CO2</b>	1	3	3	3	3	1	2	3
<b>CO3</b>	3	2	2	1	1	2	2	3
<b>CO4</b>	1	3	3	3	3	2	2	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I:**

**11 lecture hours**

- Principles of entrepreneurial marketing & selling
- Difference between corporate marketing & entrepreneurial marketing
- Customer value proposition, minimum viable products (MVPs), early market trials, customer acquisition cost (CAC), customer lifetime value (CLTV)

#### **Unit II:**

**11 lecture hours**

- Unique entrepreneurial marketing strategies
- Role of advertising
- Leveraging digital and social media for marketing

#### **Unit III:**

**11 lecture hours**

- Principles of Entrepreneurial Finance
- Types/Sources of Funding
- Managing, Measuring and Evaluating Financial Performance

**Unit IV:****12 lecture hours**

- Financial Plan (covering Business Plan Fundamentals)
- Creating and Recognizing Venture Value – Valuing Start-ups
- Exit and Turnaround Strategies

**Text Books :**

1. Hisrich, Robert D., Ramadani, Veland. Entrepreneurial Marketing: A Practical Managerial Approach. Germany: Edward Elgar Pub., Incorporated, (n.d.).
2. Landström, Hans. Advanced Introduction to Entrepreneurial Finance. United Kingdom: Edward Elgar Publishing, 2017.

**Reference Books :**

1. Gupta, Sunil. Driving Digital Strategy: A Guide to Reimagining Your Business. United States: Harvard Business Review Press, 2018
2. Piskorski, Mikolaj Jan. A Social Strategy: How We Profit from Social Media. United Kingdom: Princeton University Press, 2016.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA260L</b>	<b>Social Entrepreneurship &amp; Corporate Venturing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

- C01:** Understand the emerging possibilities that emerge from social enterprise creation;
- C02:** Understand the process of recognizing and resourcefully pursuing opportunities for creating social value
- C03:** Create innovative approaches to addressing critical social needs

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	3	2		2	3	2	3
<b>CO2</b>	3		2	3	2	3	3	3
<b>CO3</b>	1	3	1	3		3	2	3

1=weakly related      2= moderately related      3=strongly related

### Course Contents:

#### **Module 1: Inclusive Capitalism:**

**15 lecture hours**

At the turn of the century, the late management Guru – C.K. Prahalad – suggested that large corporations can profit from serving the ‘Bottom of the Pyramid’. The concept, although not accepted (then) in mainstream academic discourse, paved the road for a new form of engagement wherein companies could ‘do well by doing good’. This concept came to be known as ‘inclusive capitalism’. In this module, participants are introduced to the various concepts that shape the discourse of inclusive capitalism.

#### **Module 2: Engaging the social-sector profitably:**

**15 lecture hours**

Armed with the academic discourse, through a series of case-studies the next module focuses on social entrepreneurs can creative link the available resources with the opportunities to create high social impact.

#### **Module 3: Application :**

**15 lecture hours**

The last module comprises of a group-based action-learning assignment wherein the participants are encouraged to either plan a social enterprise or study an existing enterprise/ venture in detail.

**Text Books :**

1. Gelobter, Michel. Lean Startups for Social Change: The Revolutionary Path to Big Impact. United States: Berrett-Koehler Publishers, 2015.
2. Worth, Dr. Michael J.. Nonprofit Management: Principles and Practice. United States: SAGE Publications, 2018.

**Reference Books :**

1. Scofield, Rupert. The social entrepreneur's handbook: How to start, build, and run a business that improves the world. McGraw Hill Professional, 2011.
2. Zimmerman, Steve, and Jeanne Bell. The sustainability mindset: Using the matrix map to make strategic decisions. John Wiley & Sons, 2014.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA276L</b>	<b>Entrepreneurial Strategy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1.Understand the concept of strategy and its dimensions in the entrepreneurial context like opportunity assessment.

CO2.Discuss the strategic implications of how resources, competition, and network play a role in venture growth.

CO3. Develop strategic models for various start-ups in different industries.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
<b>CO1</b>	3		1	3	3	3	2	3
<b>CO2</b>	1	3			2	3	3	3
<b>CO3</b>	3	3	1	3	1	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1 : Traditional schools of Strategy & Entrepreneurial Strategy**

**20 Lecture Hours**

This module creates the groundwork for interpreting and creating strategy as entrepreneurs. The theoretical grounding stems from Henry Mintzberg's identification on the schools of strategy. In the 1990s, eminent management scholar - Henry Mintzberg – reviewed the literature on Strategic Management and classified the stream of Strategic Management in Ten Schools. Popularly referred to as Mintzberg's Schools of Strategy, the classification allows students to conduct strategic management assessments with focussed centrality – designing & planning, positioning and evolutionary. More specifically, Mintzberg identified the schools as:

- **The Design School**, views Strategy as conception and design of ideas;
- **The Planning School**, views Strategy as rigorous planning;
- **The Positioning School**, championed by Michael E. Porter, classifies strategy by the positioning of the product/ services in an existing industry structure;
- **The Entrepreneurial School**, which focuses on visionary leadership;
- **The Cognitive School**, which focuses on role of perceptions and information in shaping strategy. One of the best examples of cognitive studies is the Johari window. Wherein, you can better your business by understanding your customers.

- **The Learning School**, which focuses on the management thought process that leads to strategic action
- **The Power School**, which focuses on strategy evolution by analysing the vested interests of people in power leading/within the organization.
- **The Cultural School**, which focuses on strategic action driven by its human and social capital;
- **The Environmental School**, which gives most importance to environmental factors in strategy. For example – In a paper industry, wood plays a major role. And if the wood is scarce, the strategy formulation will have to be done on the basis of wherever the wood is available.
- **The Configuration School** has evolved into the most preferred School of thought. It argues that the strategy needs to be configured to allow firms to move from one position to another. This transition requires focussed efforts.

## **Module 2 : Interpreting Entrepreneurial Strategy**

**16 lecture Hours**

- **Entrepreneurship and Strategic Management [4 hours]:** In the past 20 years the purview of strategic management scholars has been primarily to seek to understand which decisions and actions are needed to achieve competitive advantage; And entrepreneurship scholars have been greatly focused trying to understand how opportunities to bring into existence future goods and services are discovered and exploited to create and grow new ventures. Strategic management researchers have been interested mostly in relatively large corporations. And entrepreneurship researchers have and continue to study mostly small and medium-sized enterprises. We begin by integrating the two facets and creating a framework for the discussion on the “interface”, in the form of Resources & Capabilities
- **Entrepreneurial Strategy Interpreted [4 hours]:** Strategic management, a discipline with its origins in the national and global expansion of business in the twentieth century, is a young business discipline; Entrepreneurship is even newer! Consequently, the understanding on entrepreneurial strategy remains interpretive. In this section, we borrow the concepts on coordination of activities within the firm, preventing loss, and supervising the use of resources from strategic management and apply them to the entrepreneurial concepts related to identifying opportunity and mobilizing resources
- **Framework for Entrepreneurial Strategy [8 hours]:** What differentiates successful from unsuccessful entrepreneurial firms as they create new businesses that transform the basis of competition in an industry? To address this question we focus on the process of industry emergence and examine the sources of competitive advantage among entrepreneurial firms. For strategy scholars, study of industry-level processes is needed to make comparative performance assessments among firms and to identify the new technologies and products that change the basis of industrial competition. The by-products of industry emergence are often the factors that are used to explain performance differences when an industry reaches maturity. Barriers to entry, technological competence, market power, consumer markets, and reputations (to name just a few) may all be forged during the period of industry emergence.

## **Module 3 : Interpreting Entrepreneurial Strategy**

**6 lecture Hours**

- **Network, Alliances and Entrepreneurship [2 hours]:** We examine the processes by which entrepreneurs start and develop new ventures through networks and alliances. As we shall see, networks and alliances can influence almost every aspect of new venture creation. Johannisson described the personal network of the entrepreneur as “the strategically most significant resource of the firm”.
- **Entrepreneurship as Growth; Growth as Entrepreneurship [4 hours]:** “Entrepreneurship researchers” view growth in Large Organizations as an outcome of entrepreneurial traits. Consequently, entrepreneurship and Firm Growth have become intertwined. We expand the

traditional definition of entrepreneurship to include concepts on intra-preneurship and explore how large firms (traditional domain of strategic management) manage growth by balancing their exploitation-exploration needs.

**Text Books :**

1. Handouts shall be provided for the classes and modules

**Reference Books :**

1. Ireland, R. D., Camp, S. M., & Sexton, D. L Strategic entrepreneurship. M. A. Hitt (Ed.). UK: Blackwell, Oxford. 2002.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VII  
ENTREPRENEURSHIP  
& FAMILY BUSINESS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA392J</b>	<b>Live Project II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand Importance of Pivot and practise in their ideas.
- CO2: Appreciate Customer Empathy and lean startup methodology.
- CO3: Understand Development of prototype.
- CO4: Understand Building of Bplan and pitching

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
<b>CO1</b>	3	3				3		
<b>CO2</b>		3		3	2			
<b>CO3</b>	3						2	2
<b>CO4</b>			3				2	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1**

**7 lecture hours**

#### **Importance of Pivot and practise in their ideas.**

- Understanding what is pivot type of pivoting in start-ups.
- Exposure to different start-ups who pivoted and became successful.
- Opportunity to students to understand role of pivoting in their start-ups.

#### **Module 2**

**14 lecture hours**

#### **Customer Empathy and lean start-up methodology.**

- Understanding customer again w.r.t. identified problem.
- Validating solution to identified customer's problems.
- Understanding lean start-up methodology.
- Implementing lean methodology in team building, validation, marketing, partnership etc.

#### **Module 3**

**14 lecture hours**

#### **Development of prototype.**

- Understanding prototype, MVE and it's importance.
- Support in prototype development.
- Prototype showcase and validation.
- Feedback and changes if required.

**Module 4**  
**Building B-plan and pitching**

**7 lecture hours**

- Help making robust Bplan with financials.
- Bplan Pitching

**Text Books :**

- Handouts to be provided

**Reference Books :**

1. Reis, Eric. "The lean startup." *New York: Crown Business* 27 (2011): 2016-2020.
2. Singh, Charu Lata, and Mona Gupta. *Introduction to Corporate Communication: Case Studies from India*. Taylor & Francis, 2021.
3. Osterwalder, Alexander, Yves Pigneur, Gregory Bernarda, and Alan Smith. *Value proposition design: How to create products and services customers want*. Vol. 2. John Wiley & Sons, 2015.
4. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins, 2009
5. Heidi M. Neck, Patricia G. Greene & Candida G. Brush, *Teaching Entrepreneurship: A Practice-Based Approach*, Edward Elgar Publishing, 2014

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA368L</b>	<b>Venture Creation Strategy &amp; Simulation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Understand the process of launching a venture

**CO2:** Learn about the various stages of growth through which a typical start-up goes

**CO3:** Discover strategies as well as tools to survive and succeed in a competitive market

**CO4:** Develop teamwork, pitching and negotiation skills, and effective stakeholder management.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	2	1	2	2	3	1	3
<b>CO2</b>	3	2	2	1	2	3	2	2
<b>CO3</b>	2	3	2	2	1	3	3	2
<b>CO4</b>	2	2	3	2	2	3	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Unit I: Introduction to Venture Creation, Opportunity Recognition, and Idea Generation**

**11 lecture hours**

Definition and importance of venture creation, historical perspectives on entrepreneurship, entrepreneurial mindset, the role of innovation and creativity, identifying market gaps and opportunities, creativity techniques for idea generation, and evaluating the feasibility of business ideas.

Cases/ Situations on successful opportunity recognition.

Simulation: Innovation and process of venture launch.

#### **Unit II: Market Analysis, Financial Planning, and Business Model Development**

**16 lecture hours**

Market research methodologies, identifying target customers and segments, analyzing market trends and competition, funding sources and financing options, risk assessment and management, building a sustainable business model, canvas models and frameworks, value proposition design, and iterative development of business models.

Cases/Situations on successful business models.

Simulation: Business model development.

### **Unit III: Social, Ethical, and Legal Considerations in Venture Creation**

**10 lectures hours**

Semi group, monoid, group, abelian group-definitions and properties, Subgroup, cyclic group, Cosets, Lagrange's theorem, Permutation group, alternating group, Normal subgroup, Homomorphism and isomorphism of groups, Rings, integral domains, and fields

### **Unit IV: Customer Validation, Pitching and Presentation, and Sale your product to your peers**

**08 lectures hours**

Validation of customer needs and preferences, strategies to sell your products and services in the target market, developing effective pitches, presenting to investors and stakeholders, Q&A preparation and handling objections, peer review, and feedback sessions.

Cases/ situations on effective pitching and VC funding.

Simulation: Final submission and report presentation.

#### **Text Books :**

Handouts to be provided

#### **Reference Books :**

1. Reis, Eric. "The lean startup." *New York: Crown Business* 27 (2011): 2016-2020.
2. Singh, Charu Lata, and Mona Gupta. *Introduction to Corporate Communication: Case Studies from India*. Taylor & Francis, 2021.
3. Osterwalder, Alexander, Yves Pigneur, Gregory Bernarda, and Alan Smith. *Value proposition design: How to create products and services customers want*. Vol. 2. John Wiley & Sons, 2015.
4. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins, 2009
5. Heidi M. Neck, Patricia G. Greene & Candida G. Brush, *Teaching Entrepreneurship: A Practice-Based Approach*, Edward Elgar Publishing, 2014

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Innovation Development Process &amp; Readiness Levels (Technology, Market &amp; Investment)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Use design thinking framework in solving critical innovation problems/challenges.

CO2: Demonstrate by understanding different creativity and design processes to generate great ideas.

CO3: Use variety of tools to validate their ideas as well as solve complex business problems.

CO4: Develop the capability to understand and make sense of observational insights.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3		3	3	3		2	2
CO2	3	3	3		2	3		3
CO3		3	3	3		3	2	
CO4	3	3		2	2	3	2	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

**Module 1: Understand What is Creativity, Innovation, and design? 14 lecture hours**

Innovation ,Creativity ,Design

**Module 2: Improve The Processes 14 lecture hours**

Creativity process- Nature and Characteristics ,Creativity styles ,The Design Thinking Framework

**Module 3: Apply Making it Happen 14 lecture hours**

Identifying Challenges and Gathering Data ,Making Sense of Your Data ,Brainstorming Solutions

### Text Books :

1. Seelig, Tina. *Creativity Rules: Get Ideas Out of Your Head and Into the World*. United States: HarperCollins, 2017.
2. Kelley, Tom. *The art of innovation: Lessons in creativity from IDEO, America's leading design firm*. Vol. 10. Currency, 2001.

**Reference Books :**

1. Sutton, Bob., Sutton, Robert I. *Weird Ideas That Work: 11 1/2 Ways to Build Companies Where Innovation Never Stops*. United Kingdom: Penguin Group (USA) Incorporated, 2002.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - V  
BUSINESS  
ANALYTICS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Programming in Python</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Quantitative Methods</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Be equipped with fundamentals of Python programming.

CO2: Explore Python's applications in data analysis in business scenario

CO3: Foster a problem-solving mindset through hands-on coding exercises.

CO4: Understand and write basic Python scripts

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3				3		
<b>CO2</b>	2	3				3		
<b>CO3</b>	3	3				3		
<b>CO4</b>	3	3				3		

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Python Programming:**

**11 lecture hours**

- Overview of Python
- Installing Python and setting up the development environment
- Introduction to Python syntax, keywords and indentation
- Understanding variables and data types in Python
- Numeric operations and expressions
- Working with strings, lists, and dictionaries

#### **Module II: Control Structures and Loops**

**11 lecture hours**

- Decision Making Structures: if-else, nested and Multiple Conditions
- Looping structures: For loops, while loops, and nested loops
- Control flow in Python programs

- Defining functions and understanding their importance

**Module III: File Handling**

**11 lectures hours**

- Reading from and writing to files in Python
- Working with different file formats (text, CSV, etc.)
- Error handling and exceptions

**Module IV: Introduction to Data Analysis with Python**

**12 lectures hours**

- Overview of data analysis in Python
- Introduction to libraries such as NumPy and Pandas
- Basic data manipulation and analysis
- Applying Python skills to solve a business-related problem

**Text Books :**

1. McKinney, Wes. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython. United States: O'Reilly Media, 2017.

**Reference Books :**

1. S, Gowrishankar., A, Veena. Introduction to Python Programming. United States: CRC Press, 2018.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA3041L</b>	<b>Data Visualization</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basics of MS Excel</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To develop students' proficiency in using data visualization tools to represent quantitative and qualitative information.

CO2: To enable students to critically evaluate and interpret visualizations to extract meaningful insights.

CO3: To provide students with practical experience in designing and creating effective data visualizations for business scenarios.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3						2
CO2	3	2	2			2		
CO3	3			2			2	

1=weakly related      2= moderately related      3=strongly related

### Course Contents:

#### **Module I: Introduction to Data Visualization**

**08 lecture hours**

Importance of data visualization in business, Principles of effective data visualization, Overview of data visualization tools and techniques. Visualizing quantitative data, Visualizing categorical data, Visualizing temporal data .

#### **Module 2: Visualization tools and Dashboards**

**12 lecture hours**

Introduction to industry-standard visualization tools (e.g., Tableau, Power BI), Hands-on practice with selected tools for creating visualizations, Customizing and formatting visualizations for clarity and impact, Creating interactive visualizations for exploring data, Designing dashboards to display multiple visualizations.

#### **Module 3: Data Storytelling and Presentation**

**13 lecture hours**

Crafting narratives around data insights, communicating data findings effectively, Presenting visualizations in reports, Techniques for visualizing large and complex data sets, Handling unstructured data for visualization, Visualizing multidimensional data using advanced techniques.

#### **Module 4: Data Visualization in Decision-Making**

**12 lecture hours**

Analyzing real-world data sets using visualization tools, Hands-on projects to create visualizations for business scenarios, Using visualizations to support strategic decision-making, Identifying patterns and trends through visual analysis, Incorporating data-driven insights into business strategy

**Text Books :**

1. Ryan, Lindy. Visual data storytelling with tableau: story points, telling compelling data narratives. Addison-Wesley Professional, 2018.

**Reference Books :**

1. Knaflic, Cole Nussbaumer. Storytelling with data: A data visualization guide for business professionals. John Wiley & Sons, 2015.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA3040L</b>	<b>SQL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To familiarize students with the basic concepts of relational databases and SQL.

CO2: To develop students' proficiency in writing SQL queries to retrieve and manipulate data.

CO3: To enable students to design and create databases to store business-related information.

CO4: To enhance students' understanding of data management and its importance in business decision-making.

CO5: To provide students with hands-on experience in using SQL to solve real-world business problems.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3		2		3		
CO2	3		2					
CO3	3	1						2
CO4	2							
CO5	3			2			3	

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Databases and SQL**

**08 lecture hours**

Overview of relational databases, Introduction to SQL and its importance in business administration, Understanding database management systems (DBMS), SQL data types, Creating and manipulating tables, Inserting, updating, and deleting data.

#### **Module 2: Querying Data and Techniques**

**10 lecture hours**

Retrieving data from single and multiple tables, Filtering data using WHERE clause, Sorting results with ORDER BY clause.

Joining multiple tables using INNER JOIN, LEFT JOIN, and RIGHT JOIN, Aggregating data using GROUP BY clause, Filtering grouped data with HAVING clause.

#### **Module 3: Data Manipulation Language (DML) and Data Definition Language (DDL)**

**10 lecture hours**

Updating existing data with UPDATE statement, Deleting records using DELETE statement, Transaction management with COMMIT and ROLLBACK, Modifying table structure with ALTER

TABLE statement, Creating and dropping indexes, Managing constraints (primary key, foreign key, unique, etc.)

**Module 4: Data Administration and Security**

**10 lecture hours**

User management and access control, Granting and revoking privileges, Backup and recovery strategies, Aggregating and summarizing data, Using subqueries for complex data analysis, Window functions for analytical queries.

**Module 5: Practical Applications and Case Studies**

**07 lecture hours**

Applying SQL to solve business problems, Analyzing real-world datasets. Case studies from various industries.

**Text Books :**

1. Groff, James R., and Paul N. Weinberg. SQL: The Complete Reference. New York: Osborne/McGraw-Hill, 1999.

**Reference Books :**

1. Teate, Renee MP. SQL for Data Scientists: A Beginner's Guide for Building Datasets for Analysis. John Wiley & Sons, 2021.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Business of Business Administration</b>				
	<b>Predictive Modelling</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: To develop an understanding of predictive analytics and its applications in business decision-making.

CO2: To build skills in data preprocessing, feature engineering, and exploratory analysis for improving predictive models.

CO3: To introduce various predictive modeling techniques, including regression, classification, and time-series forecasting.

CO4: To enable students to interpret model outputs and make data-driven business recommendations

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2				3		3
<b>CO2</b>		3	2		2	3	2	
<b>CO3</b>	3	3		3		3	3	3
<b>CO4</b>			3	2	2		3	3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Introduction to Predictive Modeling**

**8 lecture hours**

- Basics of data analytics and predictive modeling
- Applications for predictive modeling in business
- Types of predictive models: regression, and time-series forecasting

**Module II: Data Preparation and Feature Engineering****8 lecture hours**

- Data collection, cleaning, and preprocessing
- Handling missing values and outliers
- Feature selection and transformation
- Exploratory Data Analysis (EDA)

**Module III: Regression Techniques****12 lecture hours**

- Simple and multiple linear regression
- Logistic regression for classification problems
- Model evaluation metrics ( $R^2$ , RMSE, Accuracy, Precision, Recall)

**Module IV: Time-Series Forecasting****12 lecture hours**

- Introduction to time-series analysis
- Moving averages and Weighted Moving Average
- Exponential smoothing and other advanced forecasting models

**Module V: Business Applications and Case Studies****5 lecture hours**

- Customer churn prediction
- Sales forecasting
- Financial risk modeling
- Case studies on real-world predictive modeling applications

**Text books:**

1. Kuhn, M., & Johnson, K. (2013). Applied predictive modeling (Vol. 26, p. 13). New York: Springer.
2. Shmueli, G., & Polak, J. (2024). Practical time series forecasting with r: A hands-on guide. Axelrod schnell publishers.

**Reference Books:**

1. Strickland, J. (2014). Predictive modeling and analytics. Lulu. com.
2. Biecek, P., & Burzykowski, T. (2021). Explanatory model analysis: explore, explain, and examine predictive models. Chapman and Hall/CRC.

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VI  
BUSINESS  
ANALYTICS

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA3042L</b>	<b>Machine Learning and AI</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Statistics and Fundamental Python Programming</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: To provide students with a comprehensive understanding of machine learning and artificial intelligence concepts and techniques..

CO2: To develop students' ability to apply machine learning and AI algorithms to analyze and interpret business data.

CO3: To enable students to evaluate and select appropriate machine learning models for specific business problems.

CO4: To enhance students' skills in implementing machine learning and AI solutions using programming languages and tools.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
<b>CO1</b>	3	2						
<b>CO2</b>	3			2				2
<b>CO3</b>	3		3			3		
<b>CO4</b>	2				3			

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Machine Learning and Artificial Intelligence** **8 lecture hours**

Definition and scope of machine learning and artificial intelligence, Evolution of ML and AI technologies, Applications of ML and AI in business administration, Types of machine learning .

Key concepts: features, labels, training, testing, evaluation, Overview of machine learning algorithms

#### **Module 2: Data Cleaning and Pre-processing** **7 lecture hours**

Data cleaning and preprocessing techniques, Handling missing values and outliers, Feature selection and transformation for machine learning models,

#### **Module 3: Supervised and Unsupervised Learning** **20 lecture hours**

- Linear models for regression and classification, Non-linear models:
- decision trees, random forests, support vector machines
- Unsupervised Learning Algorithms

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA3044L</b>	<b>Web &amp; Social Media Analytics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

- Clustering algorithms : k-means, hierarchical clustering,
- Dimensionality reduction techniques : PCA, t-SNE
- Association rule learning : apriori algorithm

#### **Module 4: Model Evaluation and Validation**

**10 lecture hours**

Performance metrics for classification and regression tasks, Cross-validation techniques

Hyperparameter tuning and model selection.

Practical Applications of Machine Learning in Business

Predictive analytics for customer segmentation and churn prediction, Recommender systems for personalized marketing, Fraud detection and risk management

#### **Text Books :**

1. Alpaydin, Ethem. *Machine learning: the new AI*. MIT press, 2016

#### **Reference Books :**

1. Michalski, Ryszard Stanislaw, Jaime Guillermo Carbonell, and Tom M. Mitchell, eds. *Machine learning: An artificial intelligence approach*. Springer Science & Business Media, 2013.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

#### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

- CO1: Gain an understanding of techniques and tools used in Social Media Analytics.  
 CO2: Explore various applications of Social Media Analytics in business contexts.  
 CO3: Learn to analyze social media data for making data-driven business decisions.  
 CO4: Examine ethical considerations and challenges in social media data analysis and usage.

**CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	2	1	3	2
<b>CO2</b>	2	3	3	3	2	3	2	3
<b>CO3</b>	3	3	3	3	3	3	3	3
<b>CO4</b>	3	2	1	2	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

**Course Contents:**

**Module I: Introduction to Social Media Analytics**

**10 lecture hours**

Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas,

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

**Module II: Data Analysis in Social media data**

**12 lecture hours**

Data cleaning and feature extraction, Sentiment analysis and text mining techniques, Visualizing data from social media (network graphs, sentiment over time) Social Network Analysis (SNA): Basics of network theory and graph theory, Centrality measures (degree, closeness, betweenness), Community detection and influence maximization, Applications of SNA to social media: detecting viral content, identifying influencers

**Module III: NLP & Web analytics**

**10 lecture hours**

Intro to Natural Language Processing. Different tasks in NLP, Text Extraction/Web scrapping. Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing;

**Module IV: SOCIAL MEDIA POLICIES**

**10 lecture hours**

Search engine optimization (SEO), user engagement, User generated content, web traffic analysis, navigation, usability,

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - eye tracking, online security, online ethics, content management system, data visualization, Understanding search behaviors. Web sites, web apps, mobile apps, and social media-

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Natural Language Processing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

usability, user experience, customer experience, customer sentiment, web marketing, conversion rates, brand reputation, competitive advantage.

#### **Module V: Real-World Applications Social Media Analytics: Major project 4 lecture hours**

Summarization of classroom learning through a project that applies the concepts taught, focusing on solving a real-world business problem using Social Media Analytics & AI Techniques.

#### **Text Books:**

1. Social Media Mining: An Introduction (2015)–Reza Zafarani, Mohammad Ali Abbasi, Huan Liu, Cambridge University Press

#### **Reference Books:**

1. Social Media Analytics Strategy (2017): Using Data to Optimize Business Performance, Alex Gonçalves

#### **Assessment Scheme**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

#### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Understand the basics of Natural Language Processing (NLP) and its applications in the industry.

CO2: Understand different aspects of Natural Language Processing and technologies used.

CO3: Understand how advances in NLP will affect the future of humans.

#### **CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	3	2	2
CO2	2	3	1	2	2	1	1	1
CO3	1	1	1	2	3	1	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Natural Language Processing**

**8 lecture hours**

Importance of NLP in today's business environment- key terminologies and relevance. Introduction to Natural Language Processing as an active area of research and application within AI. Understand the recent growth in NLP applications.

#### **Module II: Fundamentals of NLP**

**8 lecture hours**

How do machines understand and generate natural language

NLP vs computational linguistics

Regular expressions and tokenization

Transformers, Large Language Models, Masked Language Models

#### **Module III: Evolution of ML techniques in NLP**

**8 lecture hours**

With technical advancements and access to data, the techniques for NLP also evolved. Explore these techniques and models Rules and heuristics, patterns matching, formal grammars. Statistical NLP, generative probabilistic models. Discriminative models, support vector machines, logistic regression. Back to large generative models.

#### **Module IV: Annotating linguistic structures**

**15 lecture hours**

Sequence labeling for parts of speech and named entities

Context free grammars and constituency parsing

Dependency parsing

Information extraction: relations, events and time

Coreference and entity linking

**Module V: Economic social and geopolitical impact****6 lecture hours**

Potential for productivity growth, efficiencies, digital divide, inequality

Ethical concerns, legal implications, privacy, geopolitical issues, inequality

Ethics- Passive responsibility, active responsibility, consequences of responsibility

**Text Books:**

1. Dan Jurafsky & James Martin Speech and Language Processing 2nd Ed. Prentice Hall (2009)

**Reference Books:**

1. Yoav Goldberg Neural Network Methods for Natural Language Processing Morgan & Claypool. 2017

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Supply Chain Analytics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Production and Operations Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Learn optimization, heuristics and simulation tools for supply chain management

CO2: Apply the analytical tools for inventory, transportation and sourcing applications

CO3: Design appropriate supply chain design network

CO4: Apply life cycle assessment tools for sustainable supply chain

CO5: Apply optimization and heuristics for reverse logistics

### CO-PO/PSO Mapping

COs → POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
CO1	2					3	2	
CO2		3				2		
CO3			3				2	
CO4				3	2			2
CO5		2		3				3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1: Introduction**

**10 lecture hours**

Drivers of supply chain and management,

Metrics for supply chain management performance

SCOR Model

Basic concepts and components of simulation: randomness and random variables

Monte Carlo Simulations: Discrete-event, process-oriented and object-based simulation

Input analysis– Output analysis,

#### **Module II: Analytics for Inventory and Transportation**

**10 lecture hours**

Deterministic and stochastic inventory planning and control

Simulation for inventory planning and control

Decision models for transportation mode selection  
 Analytics for route optimization  
 Analytics for low-carbon transport planning in the urban sector

**Module III: Analytics for Sourcing and Distribution Network Design** **15 lecture hours**

Purchasing principles  
 Vendor evaluation and selection  
 Analytics for life cycle cost assessment  
 Analytics for supply chain network optimization

**Module IV: Analytics for Closed-Loop Supply Chain** **10 lecture hours**

Reverse logistics and applications  
 Optimization techniques for reverse logistics  
 Heuristics for waste collection, disposal, and recycling

**Text Books:**

1. Supply Chain Analytics: Concepts, Techniques and Applications by Kurt Y. Liu

**Reference Books:**

1. Supply Chain Analytics and Modelling: Quantitative Tools and Applications" by Dr. Nicoleta Tipi,
2. "Supply Chain Analytics: Strategies, Models and Solutions" by Rabindranath Bhattacharya and Anindita M.3. Bernard W. Taylor, Introduction to Management Science (12<sup>th</sup> Edition),

**Assessment Scheme:**

Components	Internal Assessment	Mid Term Exam	End Exam	Total
<b>Weightage (%)</b>	40%	20%	40%	100%

ELECTIVE  
SEMESTER - VII  
BUSINESS  
ANALYTICS

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Deep Learning &amp; Prompt Engineering</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basic Statistics and Machine Learning Fundamentals with Python</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Develop an understanding of neural network fundamentals and deep learning architectures.

CO2: Explore the various applications of deep learning and prompt engineering in business contexts.

CO3: Understand how to implement and optimize deep learning models using industry-standard frameworks.

CO4: Explore ethical considerations and challenges in AI model deployment and prompt engineering.

CO5: Create and deploy end-to-end deep learning solutions in business environments.

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3					3		
<b>CO2</b>	2	3		3			3	
<b>CO3</b>	2	3		3		2	3	
<b>CO4</b>			3	2				3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module I: Deep Learning Fundamentals**

**8 lecture hours**

Neural Networks Architecture and Components, Feed-forward Neural Networks, Activation Functions, Loss Functions, Backpropagation and Optimization, Gradient Descent, Learning Rate and Momentum.

#### **Module II: Advanced Neural Networks**

**10 lecture hours**

CNN Architecture, Convolution and Pooling Operations, Transfer Learning, RNN Architecture, LSTM and GRU, Sequence Modeling, Implementation of advanced architectures.

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA358L</b>	<b>Marketing Analytics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Marketing Management-I &amp; II</b>				

**Module III: Deep Learning Implementation**

**12 lecture hours**

PyTorch Basics, Model Building, Data Loaders and Batching, Training Loops, Hyperparameter Tuning, GPU Acceleration, Model optimization techniques.

**Module IV: Prompt Engineering Fundamentals**

**10 lecture hours**

Large Language Models, Transformer Architecture, Attention Mechanisms, Model Types and Capabilities, Prompt Design Strategies, Chain-of-Thought Prompting, Few-shot Learning.

**Module V: Applied Deep Learning & Prompting**

**5 lecture hours**

Business Applications, Use Case Analysis, Solution Design, Performance Metrics, Model Deployment, Prompt Optimization, System Integration.

**Text Books:**

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep Learning. MIT Press.

**Reference Books:**

1. Stevens, E., Antiga, L., & Viehmann, T. (2020). Deep Learning with PyTorch.
2. White, J. (2023). Engineering Large Language Models: A Comprehensive Guide to Prompt Engineering.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

**Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO 1: Understand the importance and use of various analytical techniques in marketing context and decision-making. (Segmentation, targeting and positioning processes/ pricing and forecasting/Measuring effectiveness of advertising/CLV/Market Basket etc.)

CO 2: Familiarize students with software and tools that enable the application of the techniques.

### **CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3		2	1	3	1	2
CO2	3	2	1	2		2		3

1=weakly related

2= moderately related

3=strongly related

### **Course Contents:**

#### **Module 1: Introduction to Marketing Analytics**

**4 lecture hours**

- Importance of marketing analytics in marketing decision-making and strategy formulation
- Basics of understanding and organizing data into meaningful form using simple Excel tools like pivot tables, etc.
- Overview and general discussion on how to develop critical thinking mindset to analyze hypothesis, statements, arguments, data, etc.
- Overview of different types of analytics such as Descriptive, Predictive and Prescriptive analytics

#### **Module 2: Forecasting and Budgeting**

**6 lecture hours**

- Basics of understanding and cleaning data
- Sales Forecasting of existing product / innovation: Learn about descriptive analytics. Implement forecasting models such as simple linear, multiple regression, Ratio to Moving Average, Winter's method for exponential smoothing with trend and seasonality. Discuss and understand different forecasting models used by organizations
- Forecasting of sales for new products: Application of 'S' curves, the bass diffusion model, including bass diffusion model for new products.
- Market Basket Analysis

Case Study: Harvard Case: Package Pricing at Mission Hospital

Harvard Case: Airtel Rumlant's Branding Challenge: A Conjoint Study

Harvard Case: Predicting Customer Churn at QWE Inc. (Logistic Regression)

<https://www.youtube.com/watch?v=BKER4dAyqBk>

<https://www.youtube.com/watch?v=Degp2rugrGQ>

<https://www.youtube.com/watch?v=3yNeUXsix3s>

#### **Module 3: Marketing Measurement Analytics**

**9 lecture Hours**

- Market Insight: Sizing markets and predicting future conditions and trends in the market
- Market Segmentation: Positioning products and services using perceptual maps
- Strategic Metrics: Understanding which metrics to track

- Understanding the concept of CLV and calculate a firm's value using CLV
- Understanding unit economics and how VCs, Consultants & I-bankers use the same to understand businesses
- Case Study: [https://www.youtube.com/watch?v=d\\_ITwKiruJE](https://www.youtube.com/watch?v=d_ITwKiruJE)

**Module 4: Competitive Analysis and Market Segmentation** **4 Lecture Hours**

- Competitive Analysis: Identifying and combating competitive threats, mainly principle competitors, their strategies and how to tackle them
- Strategic Models: Applying models for strategic decision making
- Market Segmentation: Segmenting markets for greater profit and customer satisfaction
- Target Markets: Deciding which segments to target & how to gun for scale
- Case Study: Harvard Case: Cluster Analysis for Segmentation

**Module 5: Price and Promotion Analytics** **8 lecture Hours**

- Business Operations: recapping forecasting, predictive analytics, and data mining
- Price Analytics: Applying pricing techniques and assessment
- Promotion Analytics: Estimating promotion budget and allocating the budget across campaigns
- Analytics in Action: Gaining quick wins with data in the organization
- Case Study: Harvard Case: Skudge Inc. (A): Exercises in Price Bundling
  - Harvard Case: Package Pricing at Mission Hospital

**Module 6: Product, Distribution & Sales Analytics** **8 lecture Hours**

- Conjoint Analysis: Identifying the features that customers want
- Resource Allocation: Deciding which products to invest in using decision trees
- Distribution Analytics: Evaluating and selecting distribution channels, learn about multi-channel analytics
- Learn about lead management funnel
- Sales Analytics: Improving sales effectiveness through analytics by considering an eCom sales model and build an engaging dashboard

**Module 7: Measuring the effectiveness of advertising** **3 lecture hours**

1. The Adstock Model

- Pay per click (PPC) Online Advertising
- Harvard Case: Advertising Experiments at the Ohio Art Company by Rajkumar Venkatesan; Paul W. Farris
- Harvard Case: Squatty Potty: Assessing Digital Marketing Campaign Data by John Dinsmore
- Videos: <https://www.youtube.com/watch?v=BKER4dAyqBk>

**Text Book :**

1. Winston, Wayne L.. Marketing Analytics: Data-Driven Techniques with Microsoft Excel. United States: Wiley, 2014.

**Reference Books :**

1. Sorger, Stephan. Marketing Analytics: Strategic Models and Metrics. United States: Admiral Press, 2013.

- Abbott, Dean. Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. Germany: Wiley, 2014.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Data Mining &amp; Business Intelligence</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1:** Gain an understanding of data mining techniques and business intelligence tools used for data analysis.

**CO2:** Explore various applications of data mining and business intelligence for generating business insights.

**CO3:** Learn to extract, process, and analyze data to support data-driven business decision-making.

**CO4:** Examine ethical considerations and challenges in data mining and business intelligence related to data analysis and usage.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	2	1	3	2
<b>CO2</b>	2	3	3	3	2	3	2	3
<b>CO3</b>	3	3	3	3	3	3	3	3
<b>CO4</b>	3	2	1	2	2	1	3	2

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Introduction to Business Intelligence (BI)**

**10 Lecture Hours**

**Business Intelligence:** Overview of BI, the importance of effective and timely decision-making, the relationship between data, information, and knowledge, BI architecture, and ethical considerations in BI.

#### **Module II: Business Intelligence using Data Warehousing**

**12 lecture hours**

**Data Warehousing:** What is data warehousing? Definition, 3 tier Architecture of DW Need for data warehousing, Basic concepts, Data warehouses and data marts, data warehouse metadata, Data Warehouse Modeling: Data Cube, Schema, OLTP vs. OLAP, OLAP Operations, OLAP Server Architectures, ROLAP versus MOLAP versus HOLAP,

### Module III: Data Mining & Preprocessing

12 lecture hours

**Introduction to Data Mining:** Definition and functionalities, Knowledge Discovery in Databases (KDD) process. **Data Cleaning:** Handling missing values, removing noisy data, data integration, and transformation techniques.

**Data Preprocessing:** Data cube aggregation, dimensionality reduction through data compression, numerosity reduction methods, discretization, and concept hierarchy formation.

### Module IV: Real-World Applications of Data Mining and Business Intelligence (BI)

12 lecture hours

Implementation of BI in various industries, including balanced scorecards for performance management, fraud detection in financial transactions, applications in the telecommunication sector for customer analytics, BI in banking and finance for risk assessment and decision-making, and market segmentation strategies for targeted marketing and customer insights.

#### Reference Books:

1. J. Han, M. Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann
2. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.
3. Paulraj Ponnian, "Data Warehousing Fundamentals", John Willey.

#### Assessment Scheme:

Components	Internal Assessment	Mid Term Exam	End Exam	Total
Weightage (%)	40%	20%	40%	100%

ELECTIVE  
SEMESTER - V  
HUMAN  
RESOUCRE  
MANAGEMENT

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA263L</b>	<b>Conflict Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Discuss what conflict is, how it develops and the different types of conflict.

CO2: Identify methods and strategies to manage conflict.

CO3: Identify the skills needed to deal with conflict effectively.

CO4: Outline the steps of a conflict resolution plan.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	<b>3</b>							
CO2	<b>2</b>						<b>2</b>	
CO3			<b>3</b>				<b>2</b>	
CO4	<b>1</b>			<b>1</b>				

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1**

**15 lecture hours**

Conflict: Introduction, nature, myths associated, Positive and negative aspects of conflicts ,Approaches & process of conflict , Types of Conflicts , 3 Rs of Conflict , Sources of conflict in workplace , Conflict competent leaders-skills

#### **Module 2**

**15 lecture hours**

Levels of Conflicts- Individual(Intra-frustration, role and goal, interpersonal), group(Inter and intra), Organizational(Inter and intra), Industrial conflicts. , Strategies to handle Conflicts at all levels (Handling frustration, Cognitive Dissonance, Transactional analysis, Johari Window, problem solving etc.) , Industrial Conflicts- Strikes, Lockouts, gheraos, Layoff, retrenchment etc. , Settlement machinery and other important provisions under Industrial Disputes act,194, Analyzing emotional side of conflicts (Emotional Intelligence), anger management during conflicts: Developing strategies for high stress times  
Common workplace conflicts: Workplace bullying, Workplace Ostracism, misbehaviour, sexual harassment issues

### Module 3

15 lecture hours

Teams in conflict, Group Think and Group shift, Constructive communication, Conflict Management styles and techniques: Benefits, weaknesses, when to use. , Negotiation to manage conflicts, Process of Negotiation, Bargaining strategies, Individual differences in negotiation effectiveness, Third party negotiations , Ethical consideration/issues in negotiation , Negotiating in hostile conditions

#### **Text Books :**

1. Stephens, Mark. Conflict Resolution: A Step by Step Guide to Handling Workplace Conflict and Resolving Corporate Bullying. N.p.: CreateSpace Independent Publishing Platform, 2016.
2. Runde, Craig E., Flanagan, Tim A.. Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively. Germany: Wiley, 2012

#### **Reference Book :**

1. Runde, Craig E., and Tim A. Flanagan. *Building conflict competent teams*. Vol. 116. John Wiley & Sons, 2008.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA264L</b>	<b>Recruitment and Selection</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>None</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop a thorough understanding of the Staffing process.

CO2: Evaluate between short-term and long-term goals of staffing with illustrations.

CO3: Analyse strong business acumen model with the use of different staffing strategies.

CO4: Forecast the need of human capital and develop a deep understanding of manpower planning and recruitment process.

### CO-PO/PSO Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1		1	1	2	2		2	
CO2	2				2	1	2	1
CO3	3	3	2	3	3	2		2
CO4	3	3	2	3	3	3	3	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module 1 Introduction to Staffing**

**13 lecture hours**

Concept of Talent and components of strategic staffing, Identifying Staffing Goals, Talent philosophy, How the Organizational Life Cycle Affects Staffing, Job analysis, Job description, Job Specification, Methods of job analysis, and steps in performing a typical Job analysis, Job evaluation.

**Methodology: lectures, discussions, management games/activities, and case studies.**

#### **Module 2 Sourcing**

**13 lecture hours**

Strategic Human Resource Planning and Forecasting, What Is Recruiting, What Makes a Recruiter Effective, sources of recruitment, Recruiting Sources, Effectiveness of Various External Sourcing Methods, and Creating a Sourcing Plan. Selection, Process of Selection- Stages, Induction & Orientation, Role of Social and Professional Networking Sites in Talent Acquisition Training and Developing Recruiters.

**Methodology: lectures, discussions, management games/activities, and case studies.**

#### **Module 3 Candidate Assessment**

**12 lecture hours**

Talent matching: candidate screening of person-job fit, Methods of assessment, new modes of interviews, Pre-employment testing, Designing a job offer; onboarding, and Project on hiring candidates in a specific industry.

**Methodology: lectures, discussions, management games/activities, and case studies.**

**Module 4: Contemporary Issues in Talent Acquisition**

**7 lecture hours**

Reinforcing the Organization's Employer Image, Managing Succession, Career Planning, Integrating Succession Management, and Career Planning.

*Methodology: lectures, discussions, management games/activities, and case studies.*

**Text Books :**

1. Phillips, J. M. & Gully, S. M. Strategic Staffing, 3<sup>rd</sup> edition, Pearson. 2015
2. Smart, G. Who: The A Method for Hiring, 1st edition, Ballantine Books. 2008

**Reference Book :**

1. Wintrip, S. High Velocity Hiring: How to Hire Top Talent in an Instant, 1st edition, McGraw-Hill Education. 2017.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Training and Development</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>HRM</b>				

### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

CO1: Outline the strategic importance and evolution of Training and Development in organizations.

CO2: Understand training needs analysis and design effective learning interventions.

CO3: Develop and implement training programs aligned with organizational goals.

### **CO-PO/PSO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3		2			2		3
<b>CO2</b>		1			1		2	
<b>CO3</b>			2		2			2

1= weakly related

2 = moderately related

3 = strongly related

### **Course Contents:**

#### **Module I: Introduction to Training & Development**

**12 lectures hours**

Definition and scope of Training & Development, Difference between Training, Education, and Development, Evolution of T&D practices: Traditional to modern approaches, Strategic importance in HRM, Global trends: Lifelong learning, reskilling, upskilling, T&D and employer branding Case study

#### **Module II: Training Needs Analysis and Design of Learning Interventions 11 lecture hours**

Training needs analysis, Levels of TNA: Organizational, Task, and Individual, Tools and techniques for TNA, Instructional design models (eg., ADDIE, SAM), Writing SMART learning objectives and content structuring, Selecting delivery methods (in-person, e-learning, blended), Class Activity

#### **Module III: Development and Delivery of Training Programs**

**11 lecture hours**

Writing training manuals and materials, incorporating interactivity and engagement, Facilitation skills for trainers, Managing group dynamics, Story-telling and coaching

**Module IV: Evaluation of T&D****11 lecture hours**

Kirkpatrick's four levels of evaluation, ROI of training, Feedback mechanisms, Introduction to Jack Phillips' ROI Methodology, Designing effective feedback forms and surveys, linking evaluation outcomes to performance metrics

**Text Books**

- **Employee Training and Development** by Raymond A. Noe
- **Training and Development: Communicating for Success** by Steve W.J. Kozlowski & Eduardo Salas
- **Human Resource Development** by Jon M. Werner and Randy L. DeSimone

**References Books:**

- **"Learning in Organizations: A Guide to HRD** by Peter Honey and Alan Mumford
- **Designing and Delivering Training Programs** by David Simmonds
- **"Developing Management Skills** by David A. Whetten and Kim S. Cameron
- **The Adult Learner** by Malcolm Knowles, Elwood Holton, and Richard Swanson

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Compensation Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>



1. Dr. KanchanBhatia, “Compensation Management”, 2011, Himalaya Publishing House.
2. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi

**Reference Books:**

1. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3/E.
2. Milkovich&NewMan, “Compensation”, 2005, Tata McGraw–Hill, New Delhi.
3. Henderson, Richard I. “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed.9/E.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

# ELECTIVE SEMESTER - VI HUMAN RESOUUCRE MANAGEMENT

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA268L</b>	<b>HR Tools &amp; Techniques</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>



<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA375L</b>	<b>Industrial Relations and Labour Laws</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

Collaboration- definition, importance, how people collaborate, Mapping and evaluating collaboration patterns, Methods to improve collaboration, Improving collaboration patterns, Sensitive Analysis (what - if analysis), Social Network Analysis and its implications. Presentations (Tutorials)

### **Module V: Tools and techniques for Talent Management**

**7 lectures hours**

Talent Management, Challenges in Talent Management, Talent Management metrics, Intuition versus analytical thinking, Training cost per employee, ROI on training, Kirkpatrick model of evaluation, The Spitzer learning effectiveness model, how to use Rapid Miner tool.

#### **Text Books:**

1. Soundararajan. R and Singh., K. Winning on HR Analytics: Leveraging Data for Competitive Advantage – 1st edition, 2016.
2. Bhattacharyya. D. Human Resource Research Methods Oxford University Press – 1st Edition, 2016.

#### **Reference Books:**

1. Laurie Bassi, Rob Carpenter, Dan McMurrer. HR Analytics Handbook, McBassi & Company, 2010.
2. P. Gene, B. Boyce, and Jac Fitz-Enz. Human capital analytics: How to harness the potential of your Organization's greatest asset, Wiley, 1st edition, 2015.
3. Yadav, R.S. and Maheshwari, S. HR Analytics: Connecting Data and Theory, Wiley Publication, 2020.

#### **Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

#### **Course Outcomes (COs)**

On completion of this course, the students will be able to:

- CO 1:** Explain the different concepts of Industrial Relations (K)  
**CO 2:** Analyze the methods of resolution of Industrial conflicts (S)  
**CO 3:** Assess the four new labour codes (A)

**CO-PO/PSO Mapping**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	POS 3
<b>CO1</b>	3		2	1	3	2		2
<b>CO2</b>	2	3	3				1	3
<b>CO3</b>		2	3		1	2		2

1=weakly related      2= moderately related      3=strongly related

**Course Contents:**

**Module I: Introduction to Industrial Relation** **09 lecture hours**

Understanding industrial relations & employee relations  
 Industrial Relations; Theories and Approaches  
 Evolution of IR and its changing profile, New Challenges confronting IR

**Module II: Major Stakeholders of IR in India** **11 lecture hours**

Trade unions: Different forms, Problems and Relevant laws, Trade Union Act, 1926.  
 Managerial Associations and Employers' organizations  
 Role of Government, ILO & its Influence on IR

**Module III: Management of Conflict in Industry** **12 lecture hours**

Strike, lockout, Lay-off, retrenchment & closure.  
 Settlement Machinery: Provisions of ID Act, 1947 and Collective Bargaining  
 Relevant provision of Standing orders act, 1946  
 Management of Discipline  
 Management of Grievances, Reasons and approaches to Grievance Handling

**Module IV : New labour codes** **13 lectures hours**

Code on Wages  
 Industrial Relations Code  
 Code on Social Security  
 Code on Occupational Safety, Health, and Working Conditions

**Text Books :**

1. Ratnam, Venkata., Venkata Ratnam, C. S.. Industrial Relations. India: Oxford University Press, 2006.
2. The Routledge Companion to Employment Relations. United Kingdom: Taylor & Francis, 2018.

**Reference Book :**

1. Srivastava, Suresh C.. Industrial Relations and Labour Laws, 6th Edition. India: Vikas, 2012.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA374L</b>	<b>Talent Management and Employee Engagement</b>	L	T	P	C
<b>Owning School/Department</b>	<b>School of Management</b>	3	0	0	3
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO 1:** Explain the different concepts and key success factors for effective Talent acquisition and management

**CO 2:** Identify critical issues and frame strategies and scenarios required to develop Talent Management skills

**CO 3 :** Apply the principles and best practices of employee engagement in organizational settings

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	1			2	2			2
<b>CO2</b>		2		1		2		
<b>CO3</b>	2		3		1	2		1

1= weakly related

2 = moderately related

3 = strongly related

### Course Contents:

#### **Unit I: Understand the basics and key success factors for effective Talent Management**

**15 lecture hours**

Introduction to Talent Acquisition (TA): Definition, significance, and evolving role in organizations.

Types of employees, KASH model, Difference between Talent acquisition and talent Management, Talent Acquisition trends, Benjamin Schneider's : pillars of Talent Acquisition, Steps of TA

Manager's Role in Talent Management and building Talent acquisition strategy: 4B method, Creating Talent pool and talent pipeline

Removing unconscious biasness : Role of feedback mechanisms and communication in talent management.

Doing accurate Job Analysis and Job Designing

Acquisition Workflow and Strategies: In-depth exploration of the talent acquisition process. Strategies for effective talent acquisition, including Modern recruitment techniques, KSAPCs (Knowledge, Skills, Abilities, Personality Traits, and Competencies), Competency mapping and its role in job description creation.

Assessment Centres and Onboarding: Understanding and conducting competency-based assessments, Strategies for successful onboarding of newly acquired talent.

Interview Techniques and Fit Analysis: Designing effective interview questions (behavior-based and situation-based), Candidate evaluation strategies, Person-Job Fit and Person Organization Fit analysis

## **Unit II: Talent acquisition and management best practices: Emerging trends**

**15 lecture hours**

**Employer Branding and EVPs:** Establishing and enhancing employer brand alignment, Crafting and communicating Employee Value Propositions (EVPs), Addressing employer brand misalignment challenges.

**Remote and Virtual Recruitment:** Strategies for remote talent acquisition

**Knowledge Management:** The role of knowledge management in talent acquisition and retention, Implementing effective knowledge sharing practices.

**Modern Mentoring and Talent Retention:** Contemporary mentoring techniques, best practices for talent retention.

**Sustainable leadership for Strategic HR Transformation:** Developing strategic HR leadership capabilities for sustainable employability

**Cross-functional Teams and Global Talent Management:** Building and leading cross-functional teams, Strategies for global talent management.

## **Unit III: Employee Engagement and Motivation**

**15 lecture hours**

**Importance of Employee Engagement:** Linking employee engagement to organizational success, Factors influencing employee engagement and motivation.

**Strategies for Positive Work Environments:** Creating and sustaining a positive and engaging work environment, Employee involvement and empowerment strategies.

**Employee Recognition and Rewards:** Designing effective employee recognition programs, Incentives and rewards for motivating and retaining top performers.

**Link Between Recognition and Satisfaction:** Understanding the connection between recognition and employee satisfaction, Case studies and best practices in successful recognition programs.

**Emerging Trends in Employee Motivation:** Exploring new trends and innovations in employee motivation, Adapting to changing workforce expectations.

### **Text Books :**

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, Tata McGraw Hill, 1st Edition, 2004.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, “Knowledge Management”, Cambridge, 1st Edition, 2009.

**Reference Books :**

1. Morgan, Jacob. The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate. Germany: Wiley, 2017.
2. Bernstein, Laura E.. Peer Today, Boss Tomorrow: Navigating Your Changing Role. United States: Walk the Talk Company, 2005.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Advanced HRM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basic understanding of Human Resource Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Explore the significance of human resource management as an advanced tool in organizations.

CO2: Develop capability to understand advanced HR issues in organizations and make appropriate choices in dynamic business environment.

CO3: Acquire an in-depth understanding of how aligning HR strategically with business can be a competitive and sustainable advantage.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2		2	3		2	2	2
<b>CO2</b>	2	3	2	3	2	2	2	3
<b>CO3</b>	3	3	2	3	2	2	2	3

1=weakly related

2= moderately related

3=strongly related

### Course Contents:

#### **Module I: Advanced Human Resource Management: An Introduction 15 lecture hours**

Human resource strategy, Human resource as assets, Distinctive HR practices, Theoretical perspectives on advanced HRM, Advanced HRM approaches: The Indian context, Alternative HR Strategies, Human resource environment, Human resource evaluation.

#### **Module II: The Functional Aspects of HR**

**15 lecture hours**

Human resource planning, Acquiring human resources, Training and development of human resources, Performance management and development systems, Compensation and rewards management.

**Module III: SHRM And The “Bigger Picture”****15 lecture hours**

Managing careers, Mentor relationships, Work-life integration, International human resource management.

**Text Books:**

1. Strategic Human Resource Management: An International Perspective, Gary Rees and Paul Smith, Sage Publishers, 2022.

**Reference Books:**

1. Strategic Human Resource Management, Charles R. Greer, Pearson, New Delhi.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100

<b>Program Name</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA377L</b>	<b>Leadership and Change Management</b>	L	T	P	C
<b>Owning School/Department</b>	<b>School of Management</b>	3	0	0	3
<b>Pre-requisites/Exposure</b>	NA				

# ELECTIVE SEMESTER - VII HUMAN RESOUCRE MANAGEMENT

**Course Outcomes (COs)**

On completion of this course, the students will be able to:

- CO1: Understand the concept of leadership and its importance in organization.
- CO2: Understand the need of change process and role of communication in effective change.
- CO3: Apply the principles and techniques of change management in modern organization.



**Text Books :**

1. Lawrence, Paul. Leading Change: How Successful Leaders Approach Change Management. United Kingdom: Kogan Page, 2014.
2. Northouse, Dr. Peter G.. Leadership: Theory and Practice. United States: SAGE Publications, 2018.

**Reference Books :**

1. Entreakin, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
2. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
3. Hughes, Mark. Managing Change: A Critical Perspective. United Kingdom: Kogan Page, 2010.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
<b>MBBA372L</b>	<b>Organisational Development</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>NA</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

- CO1: Understand the need of change process and role of communication in effective change.  
CO2: Apply the principles and techniques of change management in modern organization.  
CO3: Apply insights gained in modifying practices related to leadership and change management to be suitable for organizational context.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO 2</b>	<b>POS 3</b>
<b>CO1</b>	3	1	1	3	1	3	1	2
<b>CO2</b>	2	3	1	1	3	2	1	1
<b>CO3</b>	1	2	1	2	3	1	1	1

1=weakly related      2= moderately related      3=strongly related

### Course Contents:

#### **Unit I: Introduction to OD**

**12 lecture hours**

History and Evolution  
Key concepts and theories: Lewin's change management model  
Action Research

#### **Unit II: Diagnosis in OD**

**10 lecture hours**

Tools and techniques for assessing organizational effectiveness  
Basic data collection tools and techniques

#### **Unit III: Interventions and Change**

**08 lectures hours**

Intervention Strategies: Team building, Process consultations  
Building coalition and leadership support  
Addressing challenges during change implementation  
Case Study

#### **Unit IV: Influence of Leadership and Culture**

**10 lectures hours**

Developing leadership skills for OD practitioners  
Role of leadership in fostering change and development  
Organizational culture and change, assessing and shifting organizational culture

Cultural integration during mergers and acquisitions

**Unit V: Evaluation and Ethics**

**05 lectures hours**

Metrics and methods for assessing OD interventions  
Ethical considerations for OD interventions

**Text Books :**

1. Lawrence, Paul. Leading Change: How Successful Leaders Approach Change Management. United Kingdom: Kogan Page, 2014.
2. Northouse, Dr. Peter G.. Leadership: Theory and Practice. United States: SAGE Publications, 2018.

**Reference Books :**

1. Entekin, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
2. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
3. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2011
5. Mark Hughes, Managing Change, Universities Press, 2011.

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%

<b>Name of Program</b>	<b>Bachelor of Business Administration</b>				
	<b>Managing Global Employees</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Owning School/Department</b>	<b>School of Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	<b>Basic understanding of Human Resource Management</b>				

### Course Outcomes (COs)

On completion of this course, the students will be able to:

CO1: Develop greater awareness of the changing global environment and understanding of the implications for international business and management.

CO2: Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies, and differences.

CO3: Enable students to develop the knowledge, skills and capabilities required to work and manage across cultures.

### CO-PO/PSO Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	1		2	1	1	1	1	2
<b>CO2</b>	1	2	2	2	1	1	2	2
<b>CO3</b>	2	3	3	3	3	2	2	3

1=weakly related      2= moderately related      3=strongly relate

### Course Contents:

#### **Module I: Culture and Management: An Introduction**

**15 lecture hours**

Introduction to culture, Characteristics of culture, cultural dimensions, Integrating culture and management, Culture and management styles around the World.

#### **Module II: Culture, Organizations and Diversity**

**15 lecture hours**

Culture and structure, culture and workplace, culture and organizational processes, workforce diversity and multicultural teams, leadership across cultures, Globalization: cultural issues and challeng

#### **Module III: Culture and Communications**

**15 lecture hours**

Communication process, Cultural noise, Cultural variables, Common cultural differences, Cultural shock, Barriers to intercultural communication, Managing cross-cultural communication, Cross-cultural negotiation, Multi-cultural team management

### Text Books:

1. Marie- Joelle Browaeys and Roger Price (2016). Understanding Cross cultural Management. Pearson Publisher.

**Reference Books:**

1. Shobhna Madhavan (2016). Cross cultural management: Concepts and cases, 2nd Edn Paperback – Illustrated, 5 August 2016

**Assessment Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>Mid Term Exam</b>	<b>End Exam</b>	<b>Total</b>
<b>Weightage (%)</b>	40%	20%	40%	100%