



ROYAL GLOBAL UNIVERSITY  
— GUAHATI —

**ROYAL SCHOOL OF BUSINESS  
(RSB)**

**SYLLABUS**

**&**

**STRUCTURE**

**Master of Business Administration (MBA)**

**LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK OF  
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**

**ACADEMIC YEAR: 2021-22**

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## **1. UGC- LOCF at Royal School of Business:**

Royal School of Business imbibes a Learning Outcome-based Curriculum Framework (LOCF) for its Post Graduate program - Master of Business Administration (MBA) from the new academic session which will make learning more student centric, interactive and outcome oriented with well defined aims, objectives and goals. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the program level with an agenda to structure the teaching-learning process in such a way that the students obtain the much needed 21st Century skills like critical thinking, problem solving, analytical reasoning, cognitive skills, self directed learning's among other such skills. In short, the main focus of the Program is to prepare the graduate level students in the best possible way for both, academia and employability.

The new curriculum will offer students with relevant core papers that help build their foundation in the area of management. The choice of specialization papers in the final year and Skill enhancement courses will enable students to pursue an area of their interest in the field of management & its allied fields . The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

In order to achieve the program goals following measures would be adopted:

- (i) Regulatory curriculum reform based on a Learning Outcomes-based Curriculum Framework (LOCF);
- (ii) Enriching the quality of teaching and research;
- (iii) Enlightening learning environment through ICT based hands-on approach to students;
- (iv) Involving students in discussions, problem-solving, and out of the box thinking;
- (v) Motivating the learners to understand various concepts of management and apply them in real life situations.

## **2. Aims & Objectives of Master of Business Administration (MBA) Program in Royal School of Business:**

The curriculum of MBA is planned to have the following aims & objectives:

- (i) The progression of the program and structure will enable students to build on their learning in a systematic manner leading to critical evaluation and application of the concepts to the real world;
- (ii) Build fundamentals in core areas of Accounts & Finance Statistics, Economics, Marketing, Human resource, Research methodology & Statistics , Production & Operations, Operation Research, Project Management, Entrepreneurship & Quantitative Techniques in Management and exposure to relevant software ;
- (iii) Enabling students to gain advanced exposure in area of their choice through skill enhancement Courses offered;
- (iv) Through compulsory specialization papers ( dual specialization) in the emerging areas of finance, marketing, human resource and entrepreneurship, students are made conceptually sound to critically analyze real life situations. The use of interactive lecture series with high involvement of students , case based discussions , group discussions and presentations on selected specialization papers develops among students ample knowledge, skills and ability to handle complex business problems.

- (v) Provide a conducive environment inside the campus that holistically engages students through an all-encompassing knowledge impartation;
- (vi) The program encourages students to involve in Thesis/ Dissertations projects work for better exposure in relevant field of study.
- (vii) Formulating business problems and provide innovative solutions to enable the learners to be future ready management leaders who are compassionate and yet efficient;
- (viii) Develop ability to use software for data extractions and analysis through statistical and econometric tools under Skill Enhancement course papers.
- (ix) The program encourages students to undertake summer internship to gain practical insight from industry which makes their understanding of courses taught more meaningful.
- (x) Through academic exposure, practical training, skill enhancement activities develop students in to becoming successful leaders/entrepreneurs.

### **3. Framework of Master of Business Administration Program**

The LOCF system in MBA provides an opportunity for the students to choose courses from the prescribed courses comprising of Core papers, specialization papers and Skill Enhancement Courses. The courses will be evaluated following the grading system, which is considered to be better than the conventional marks system. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing the performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC guidelines will be followed.

#### **The Outline of Learning Based Curriculum Framework ( LOCF ) shall be :**

- A. Core Course: This course is compulsorily to be studied by a candidate as a core requirement in pursuit of a Master degree in Business Administration.
- B. Ability Enhancement Compulsory Courses (AECC) : These are the courses based upon the content that leads to ability enhancement. The subjects offered are :
  - i. English Communication
  - ii. Behavioral Science
- C. Ability Enhancement Elective courses (AEEC): These are value- based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based instruction.

In addition, Students are offered specialization papers in the final year and must opt for dual specialization in the areas of Finance, Marketing, HR, & Entrepreneurship.

#### **4. Graduate Attributes in Master of Business Administration**

- **Disciplinary Knowledge**

Building academic excellence of the students through sound knowledge of the courses studied.

- **Communication Skills**

Presentations, group discussions, role plays and class room discussions form an integral part of the course curriculum. Each student on an individual basis or as group assignment prepares term papers which are presented and reviewed. This teaching pedagogy develops and enhances the communication and presentation skill of students leading to them becoming effective presenters of their innovative ideas/views.

- **Critical Thinking**

Inculcating an intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reasoning, as a guide to action.

- **Problem Solving**

The Program focuses on well researched and solution based thinking and application of theoretical concepts to real life case studies enabling students to develop problem solving skills. Students develop an ability to take up challenges in their professional carrier and provide effective solutions.

- **Analytical Reasoning**

The ability to solve problems quickly and effectively. Systematic and methodical step-by- step approach to thinking that allows graduates to break down complex problems into single and manageable components.

- **Research-Related Skills**

The students are engaged with their faculty on research projects of current relevance and critical outcome. They work on live projects and collect data on industry for research based projects and term papers. The students are taught the skill of using software for making analysis.

- **Cooperation/Team Work**

Working on various assignments both academic and extra- curricular help them in becoming team worker. Group projects and presentations and case studies give opportunity to students to learn team skills and understand team dynamics.

- **Scientific Reasoning**

Business data analysis that is researched/observed or collected through surveys for projects and term papers requires logical thinking and reasoning for arriving at conclusions and analytical outcomes.

- **Reflective Thinking**

The assessment methods adopted for the courses include presentation on the specified class projects which requires the use of analytical thinking and critical evaluation.

- **Information/Digital Literacy**

Students are required to prepare assignments/term papers based on data assimilated through primary and secondary sources. The data for secondary sources is largely procured from digital sources/online sources. The students are encouraged and taught the use of online database and research of website and organizations' literature.

- **Self-Directed Learning**

Generating among students their curiosity to acquire general knowledge and explore information to make better decisions, develop rational and logical beliefs and thinking. During the course of their study relevant links are shared by faculties with the students for their academic progress, better exposure & updated knowledge of the subjects taught.

- **Multi-cultural Competence**

Students are enabled to understand the subjects during their classroom discussion. In addition to that they are advised, motivated and facilitated for co-curricular activities to serve the society especially to those at bottom of the pyramid. Further, they are sensitized towards Environmental care which has taken prime position because of the threat caused. This sensitization is through the EVS paper in their second year of study. They are also expected to sensitize the society towards social issues and aspects concerning larger national issues.

- **Moral and Ethical Awareness/Reasoning**

Courses include sensitization and cultivation of moral and ethical value in students. The program includes courses on ethics and social responsibility. Further through classroom discussions the students are made to understand the importance of adopting ethical practices in pursuit of business profits.

- **Leadership Readiness/Qualities**

Creating an inspiring vision of the future. Accepting team spirit as an important contributor to both personal and professional life. Participate in healthy competition, generation of more ideas, improved productivity

- **Life-long Learning**

The course also orients the students towards better learning and application on business data. This will be possible only when they will update themselves on a daily basis and keep aware of changing environment. Moreover, encouraging students to generate a variety of ideas and responses, across different categories and to look at things from different points of view. generating new ideas and innovation.

## **5. Qualification Descriptors for Graduates of Master of Business Administration:**

The qualification descriptors suggest that generic outcomes and attributes is to be obtained by the students while obtaining the MBA Degree. These parameters are expected to be attained and demonstrated by the learners after

becoming graduate in this program. The learning experiences and assessment procedures thereby are so designed that every graduate in management may achieve the program learning outcomes with equal opportunity irrespective of class, gender, community, and regions.

Each graduate in management shall be able to:

- (i) Demonstrate extensive and coherent knowledge of management and its applications in real business world;
- (ii) Understanding of various concepts and theories providing strong academic foundation;
- (iii) Demonstrate educational skills in areas of Marketing, Finance, Accounting, HR, Tax, Economics, Business Mathematics & Statistics and allied branches of study that includes Investment, Banking & Insurance, Disaster Management etc.
- (iv) Acquire various soft skills (like business communication, public speaking etc.) required to manage complete business situation as well as life situations;
- (v) Apply knowledge, understanding, and skills to identify the difficult/unsolved problems in rapidly changing environment and to collect the required information from possible range of sources and try to analyze and assess these problems using appropriate methodologies;
- (vi) Fulfill one's learning requirements to provide an insight of research in management and allied fields and interdisciplinary areas while seeking research pursuits;
- (vii) Apply one's disciplinary knowledge and transferable skills to new/unfamiliar contexts, rather than replicate curriculum content knowledge, to identify and analyze problems and issues and solve complex problems with well-defined solutions;
- (viii) Good value systems leading to high ethical and moral conduct in society at large;
- (ix) Competencies and attitudes.

#### **6. Program Learning Outcomes for Master of Business Administration:**

The outcomes and attributes described in qualification descriptors are attained by students through learning acquired on completion of a program of study. The term 'program' refers to the entire scheme of study followed by learners leading to a qualification.

Program Learning Outcome will include subject specific skills, and generic skills including transferable global skills and competencies.

- (a) Demonstrate a coherent understanding of business operations and management, managerial and analytical skills in designing business strategies and decisions & Higher order skills in chosen area namely Finance, Marketing, Human Resource Management etc.
- (b) Use knowledge, understanding and skills required for identifying problems and issues, collection of relevant quantitative and/or qualitative data drawn from a wide range of sources and application of the information to designing solutions.
- (c) Completion of this program will also enable the learners to formulate business problems and provide innovative solutions thus; moulding them into future visionaries, management leaders that are compassionate yet efficient.



(d) The course provides an extreme and rigorous base for teaching, research, and allied business administrations.

(e) Develop innovative thinking and entrepreneurial skills.

(f) Demonstrate subject-related and transferable skills that are relevant for entry level management positions in diverse industries.

(g) Create a sound foundation for students to pursue higher level studies and research in areas of management.

## 7. Structure of Master of Business Administration Program

### Credit Distribution:

<b>Courses</b>	<b>Number of Courses</b>	<b>Credits (Theory + Practical)</b>	<b>Total Credits</b>
<b>Core Papers :</b> 1 <sup>st</sup> and 2 <sup>nd</sup> Semester	<b>12</b>	<b>4</b>	
	<b>2</b>	<b>3</b>	
3 <sup>rd</sup> and 4 <sup>th</sup> Semester	<b>5</b>	<b>3</b>	
IIP	<b>1</b>	<b>3</b>	
Thesis	<b>1</b>	<b>4</b>	<b>76</b>
<b>Discipline Specific Elective:</b> 3 <sup>rd</sup> and 4 <sup>th</sup> Semesters	<b>10</b>	<b>3</b>	<b>30</b>
<b>Ability Enhancement Elective Courses</b>	<b>2</b>	<b>2</b>	<b>4</b>
<b>Ability Enhancement Compulsory Courses</b>	<b>4</b>	<b>1</b>	<b>4</b>
Communicative English	<b>2</b>	<b>1</b>	<b>2</b>
Behavioral Science			
<b>TOTAL</b>	<b>39</b>		<b>116</b>

### NOTE :

1. The hybrid/ blended mode of teaching up to 30% of syllabus of each subject will be taught using platforms like SWAYAM/NPTEL or by faculty from other university/institutions in virtual mode.
2. There will be a process of Credit Transfer whereby Students will study a particular subject in a given semester (to be decided at the beginning of every semester) from platforms like SWAYAM and the credit will be transferred to the MBA Degree. A list of such tentative subjects is annexed at Annexure-1.

**MBA**

**Course Structure**

**1st semester**

Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C101	Management Process and Organizational Behavior	4	0	0	4	4
2	BSA034C102	Accounting for Managers-I	4	0	0	4	4
3	BSA034C103	Marketing Management	4	0	0	4	4
4	BSA034C104	Managerial Economics	4	0	0	4	4
5	BSA034C105	Data Analysis and Decision Tools	4	0	0	4	4
6	BSA034C106	Venture Planning and Start Ups	4	0	0	4	4
7	BSA034C107	Management Information System	4	0	0	4	4
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
8	CEN984A101	Communicative English I	1	0	0	1	1
9	BHS984A103	Behavioural Science -I	1	0	0	1	1

**2nd semester**

Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C201	Human Resource Management	3	0	0	3	3
2	BSA034C202	Accounting for Managers-II	4	0	0	4	4
3	BSA034C203	Corporate Finance	4	0	0	4	4
4	BSA034C204	Supply Chain Management	3	0	0	3	3
5	BSA034C205	Global Business Environment	4	0	0	4	4
6	BSA034C206	Business Research Methods	4	0	0	4	4
7	BSA034C207	Operation Management	4	0	0	4	4
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
8	CEN984A201	Communicative English II	1	0	0	1	1
9	BHS984A203	Behavioural Science- II	1	0	0	1	1
<b>Ability Enhancement Elective Courses (AEEC)</b>							
10	One subject from a given basket of Course.		2	0	0	2	2

MBA 3rd semester							
S. No.	Course Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C301	Strategic Management	3	0	0	3	3
2	BSA034C302	Decision Making and Optimisation	3	0	0	3	3
3	BSA034C303	Legal Aspects of Business	3	0	0	3	3
<b>Project/Dissertation</b>							
4	BSA034C321	Industry Internship Project	0	0	6	3	6
<b>Human Resource Specialization.</b>							
5	BSA034D30H1	Talent Acquisition and Management	3	0	0	3	3
6	BSA034D30H2	Managing Industrial Relations	3	0	0	3	3
<b>Marketing Specialization</b>							
7	BSA034D30M1	Consumer Behavior	3	0	0	3	3
8	BSA034D30M2	Digital Marketing	3	0	0	3	3
<b>Finance Specialization</b>							
9	BSA034D30F1	Investment Analysis & Portfolio Management	3	0	0	3	3
10	BSA034D30F2	Indian Financial System	3	0	0	3	3
<b>Entrepreneurship Specialization</b>							
11	BSA034D30E1	Managing Start-ups	3	0	0	3	3
12	BSA034D30E3	Entrepreneurship , Creativity & Innovation	3	0	0	3	3
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
13	CEN984A301	Communicative English III	1	0	0	1	1
<b>Ability Enhancement Elective Courses (AEEC)</b>							
14	Will Select one subject from a given basket of Course		2	0	0	2	2

MBA 4th semester							
Sl. No.	Course Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C401	Project Planning Analysis and Management	3	0	0	3	3
2	BSA034C402	Business Ethics and Sustainability	3	0	0	3	3
<b>Project/Dissertation</b>							
3	BSA034C421	Thesis/Dissertation Project	0	0	8	4	8
<b>Human Resource Specialization.</b>							
4	BSA034D40H1	Compensation Management	3	0	0	3	3
5	BSA034D40H2	Organizational Development & Change	3	0	0	3	3
6	BSA034D40H3	HRD - Strategies and Systems	3	0	0	3	3
<b>Marketing Specialization</b>							
7	BSA034D40M1	Branding & Integrated Marketing Communication	3	0	0	3	3
8	BSA034D40M2	Services Marketing	3	0	0	3	3
9	BSA034D40M3	Salesmanship	3	0	0	3	3
<b>Finance Specialization</b>							
10	BSA034D40F1	Corporate Taxation	3	0	0	3	3
11	BSA034D40F2	Financial Derivatives and Risk Management	3	0	0	3	3
12	BSA034D40F3	Merger and Corporate Restructuring	3	0	0	3	3
<b>Entrepreneurship Specialization</b>							
13	BSA034D40E1	Entrepreneurial Finance and Venture Capital	3	0	0	3	3
14	BSA034D40E2	Social Entrepreneurship	3	0	0	3	3
15	BSA034D40E3	Family Business Management	3	0	0	3	3
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
16	CEN984A401	Communicative English – IV	1	0	0	1	1

**SYLLABUS (1st SEMESTER)**

**Paper: Management Process and Organizational Behavior**  
**L-T-P-C – 4-0-0-4**

**Subject Code: BSA034C102**  
**Credit Units: 4**

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To impart the basic concepts of management and management theories</li> <li>To increase one's ability to draw conclusions and develop inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment and problem solving</li> <li>Individual /Group Presentation</li> <li>Case Studies</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will be able to know the basics of management practices and theories which build the foundation.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation:15%</li> <li>(Assignment ,Class Test, Viva, Seminar, Quiz :Any Three)</li> <li>Mid-term examination:10%</li> <li>Attendance:5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
<b>I</b>	<b>Introduction to management and Planning</b> Management-Meaning, Nature, Objectives, process and levels of management, Manager-role, skills, Evolution of Management thought- theories, Planning process – types of planning, Planning premises, Planning Tools and Techniques – Decision making steps and process.	<b>10</b>
<b>II</b>	<b>Directing &amp; Controlling</b> Formal and informal organization, organization chart ,organization structure- types, Line and staff authority , departmentalization, delegation of authority – centralization and decentralization, communication Types of control - Budgetary and non-budgetary control, Q techniques-zero-base budgeting - Managing Productivity - Cost Control –break even analysis-modern control methods	<b>14</b>
<b>III</b>	<b>Introduction to Organizational Behaviour.</b> Introduction to Individual Behaviour: Personality, Perception; Learning; Attitudes, Values and Emotions, Interpersonal Relationship: Transactional Analysis; Johari Window, Motivation at Work.	<b>12</b>
<b>IV</b>	<b>Introduction to group Behaviour:</b> Trait, behavioural and contingency models of leadership, Work teams and Groups-process of group formation: types of groups and teams, Importance of groups, features of groups, Group decision making, Stress and Well -being at work, Organization Structure and Design.	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Vashishth, N. (2009). *Principles of Management*. 3<sup>rd</sup> Edition..New Delhi: Taxmann Publications Pvt. Ltd
- Robbins, S.P. , Judge, T.A. & Vohra, N (2018). *Organizational Behaviour*. 18<sup>th</sup> Edition, New Delhi: Pearson Education Inc.

**Reference Books:**

- Koontz, H. & Weihrich, H. (2009). *Essentials of Management-An International Perspective*. 8<sup>th</sup> Edition. New Delhi: Tata Mcgraw Hill Education Pvt Ltd.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To enable student to understand the basic concepts of financial accounting &amp; impart them with required ability to prepare books of accounts.</li> <li>To equip the students with methods and practices adopted in preparation &amp; presentation of financial statements</li> <li>To lay a foundation for developing their skills in interpreting financial statements and to enable the students to take business decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lectures</li> <li>Case Study</li> <li>Assignments</li> <li>Practical problem solving.</li> <li>Individual/group presentation</li> <li>Self learning materials &amp; important links for self learning &amp; updated knowledge of the subject.</li> </ul>	<ul style="list-style-type: none"> <li>On successful completion of this course students will gain sufficient knowledge of financial accounting preparation as well as presentation for reliable reporting of information to various stakeholders. Further, students will acquire sufficient knowledge and have ability to analyze financial statements for sound business decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to Financial Accounting :</b> Meaning & Nature of Financial Accounting , Characteristics and Limitations of Financial Accounting, Qualitative characteristics of Financial Statements, Objectives of Financial Statements, Users and their information needs, Fundamental Accounting Concepts & its Application, Note on Computerized Accounting System. <b>Generally Accepted Accounting Principles:</b> Introduction, Sources of GAAPs, Convergence with IFRSs, IFRS converged Indian Accounting Standards ( IND-AS) .	10
II	<b>Accounting Mechanics:</b> The Accounting Process, Journal and Ledger preparation, Cashbook and Bank reconciliation statement, Trial balance & Errors disclosed/ not disclosed by a Trial Balance.	14
III	<b>Final Accounts of Non Corporate Entities:</b> Concept of Capital & Revenue, Depreciation Accounting, Inventory Accounting , Adjustments for preparation of Final Accounts, Preparation of Final Accounts of Non Corporate entities.	12
IV	<b>Company Accounts:</b> Basic features of a company form of business organization, Types of Companies, Registration under the Companies Act, Issue of Shares & Debentures, Buy back of Shares. <b>Final Accounts of Limited Liability Companies :</b> Treatment of special items in Company Accounts, Preparation of financial statements of a company limited by shares, Understanding Corporate Financial Statements and Other Financial Reports included in Annual Reports. <b>Ethical Financial Reporting-</b> Window dressing, Creative financial practices and issues related to quality of disclosures in reported earnings.	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Hanif, M. & Mukherjee, A ( Latest Edition) *Financial Accounting Vol-I & II*, New Delhi: Mc Graw Hill Company.
- Maheshwari, S.N. & Maheshwari, S.K. (Latest Edition ). *Financial Accountin*. 4<sup>th</sup> Edition. Noida: VikasPublishing House.

**Reference Book:**

- Jain, S.P. & Narang, K.L (Latest Edition). *Fundamentals of Corporate Accounting*, . New Delhi: Kalyani Publishers.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
The course will enable to have practical introduction to marketing management, will improve the ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Assignment</li> <li>• Case Study</li> <li>• Individual and Group Presentation</li> </ul>	On completion of the course, the students will gain solid understanding of key marketing concepts and skills and perform situation analysis to assess market opportunities and develop marketing strategies to achieve company's objectives	<ul style="list-style-type: none"> <li>• Continuous Evaluation: 15%</li> <li>• (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>• Mid-term examination: 10%</li> <li>• Attendance: 5%</li> <li>• End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to Marketing Management</b> Defining marketing and the marketing process, creating customer value and engagement, developing marketing strategies and plans, building customer value and relationship <i>Competitive Strategic Analysis</i> – Macro level external environment, competitive environment, internal environment, SWOT analysis	8
II	<b>Use of Information for Marketing Decisions</b> Managing Marketing Information, consumer market and business market, buying behavior of individual consumer and business buyer <i>Marketing Strategies</i> –segmentation strategy, target market selection, positioning strategy, CRM	12
III	<b>Develop the Value Offering</b> <i>Marketing Mix</i> – the 4P's (Product, Price, Place and Promotion) <i>Product</i> – product life cycle, developing new products/services, brand management, brand equity, branding decisions, service quality <i>Price</i> – pricing strategies, competition oriented pricing approaches, break even pricing <i>Place</i> – Channel management: multiple channels, electronic channels, vertical marketing system, horizontal marketing systems <i>Promotion</i> – promotion mix, developing Integrated Marketing Communication Strategy, different forms of communication strategy	18
IV	<b>Broadening the Marketing Horizon</b> Green Marketing, Rural marketing, International marketing, Internet marketing, E-commerce, Marketing strategies for market leaders, challengers, followers and niches	10
<b>Total</b>		<b>48</b>

**Text Books:**

- Kotler, P. & Keller, K.L. (2015). *Marketing Management*. 15th Ed., Pearson Publication
- Kotler, P. (2019). *Principles of Marketing* 17th Ed., Pearson Publication

**Reference Book**

- Saxena, R. (2019). *Marketing Management*. 6th Ed., McGraw Hill Publication

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To make the student aware about economic concepts like supply, demand and related aspects</li> <li>To enable the student to understand the concept about Production function and variables affecting production</li> <li>To impart the knowledge about different types of markets and pricing decisions</li> <li>Enable the student to understand the concept of game theory and its uses in business.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment and problem solving</li> <li>Individual /Group Presentation</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will be able to understand the problems, issues and decisions that managers face in each of the functional areas of the organization as well as the strategic ones faced by general managers.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	Nature, Scope, Definitions of Managerial Economics, Kinds of Economic Decisions, Contribution and Application of Managerial Economics to Business. Objectives of a firm, Principal Agent problem. Demand- Demand function, Individual and Market demand, Law of demand and its exceptions, Change in demand, Elasticity of demand-price, income, cross, Advertising elasticity, Methods and degrees of price elasticity, Factors affecting elasticity, Theories of supply: Supply function, Law of supply, Elasticity of supply, Factors affecting supply, Concept of Market Equilibrium, Demand Forecasting	10
II	<b>Consumer Behaviour:</b> Consumer sovereignty-limitations, Approaches to the study of consumer behaviour- Cardinal approach-the law of equi-marginal utility, Ordinal approach – indifference curve analysis-properties, Consumer Choice, Consumer preferences, Revealed preferences, – consumer surplus – meaning-analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve. <b>Production function</b> -one variable inputs, two variable inputs, different types of production function, stages of production; optimizing behaviour in long run: isoquants, isocost line, optimal combination of resources; Returns to scale; Economies and diseconomies of production, Cost of production: Short-run and long run cost concepts, Modern cost concepts, Relationship between MC and AC, Revenue analysis: TR, AR and MR	16
III	<b>Perfect competition:</b> basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand& cost; monopoly: basic features, short run equilibrium, long run equilibrium, effect of changes in demand& cost; price discrimination; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium; oligopoly: Cournot's model, kinked demand curve model, dominant price leadership model; Game Theory	12
T IV	<b>Macro Economics:</b> Economic Reforms- Pre-1991, reform in 1991 and post-1991 economic reforms, Liberalization, Privatization and Globalization, Impact of Globalization, Role Of Government: Monetary and Fiscal Policies In India, Role of Private Sector, Public sectors in India: Role, Problems and measures to improve Planning in India: Objective, Achievements and failure of planning in India, Niti Aayog; National Income-Concepts, Measurement And National Income, Deflator, Trade Cycle-Phases And Characteristics. Inflation- Causes And Measures.	10
<b>Total</b>		<b>48</b>

**Text Books:**

- Rubinfeld & Pindyck, Microeconomics, 8th edition, Pearson Education
- Geetika, Ghosh Piyali Choudhury Purba Roy (2013), *Managerial Economics*, 2<sup>nd</sup> Edition, 2013, Mc Graw Hill Education, New Delhi

**References Book:**

- Dominick Salvatore (2009). Principles of Microeconomics (5th edition). Oxford University Press

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To help acquire basic mathematical skills needed to understand, analyse, and extract meaningful information from data and apply them in decision making.</li> <li>To equip the students in understanding the basic statistical tools and further aid them in building decision models using spreadsheet and software packages.</li> <li>To encourage students to use quantitative analysis in their work area.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignments</li> <li>Case Study</li> <li>Project Work</li> <li>Tutorials</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will be able to develop proficiency in summarizing and presenting data to their target audience. They would be able to apply descriptive and inferential statistics in relevant areas. They would also acquire the ability to identify opportunities for applying management science tools by utilizing their critical thinking and problem solving skills.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I.	Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics- Measures of Central Tendency-Mean, Median, Mode, Measures of Dispersion-Mean Deviation, Quartile Deviation, Standard Deviation, Variance, Coefficient of variation.	10
II.	Probability and Probability Distributions- Concept of probability, probability rules, joint and conditional probability, Bayes' theorem Concept of Random variables, Discrete probability distributions-Binomial and Poisson Distribution, Continuous Probability Distribution-Normal Distribution	14
III.	Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Introduction to Hypothesis Testing, Type I and Type II Errors, Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. Correlation & Regression-fitting of the linear model, using Regression for prediction.	14
IV.	Linear Programming Problems (LPP)- Quantitative analysis and decision making, Mathematical Formulation, Applications of LP in Marketing, Finance, Operations management, Graphical method for solving LP problems, Duality. Transportation problem and transshipment problem. Assignment problem	10
<b>Total</b>		<b>48</b>

**Text Books:**

- Sharma, J.K. (2018). *Business Statistics (4<sup>th</sup> edition)*, India: Vikas Publishing.
- Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12th ed.). India: Cengage Learning.

**Reference Book:**

- Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13th ed.). India: Cengage Learning.



Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To help students to develop an entrepreneurial mindset and also to gain an understanding of the entrepreneurial process through analysis of various situations.</li> <li>● To gain insights about the critical role of creativity and innovation to the development of new products and/ or services in entrepreneurial start-ups.</li> <li>● To understand the possible financing options.</li> <li>● To explore issues relating to the creation and management of Start-ups.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lecture series with case based discussions.</li> <li>● Group Discussions.</li> <li>● Individual/Group Presentation</li> <li>● Self learning materials &amp; providing relevant links for further study.</li> </ul>	<ul style="list-style-type: none"> <li>● On successful completion of this course, students will be able to understand the distinctive nature of start-ups and related scaling up process.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%-(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid- Term Examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Contents	Periods
I	<p><b>Basic concept of Entrepreneurship /Start-Ups :</b>            Evolving Concept of Entrepreneurship, Meaning of Entrepreneurship, Entrepreneurial Traits, Big Companies VS Start-ups, Business Environment &amp; Start-Ups, Start-Ups Ecosystems, Mission, Vision , Values ( MVV) and creating a great Company Culture.            Stages of growth in start-ups, Types of Start-Ups, Steps for Growth of a Venture, Mistakes Start-Ups make, The process of choosing the right Idea for a Start-up, Factors to consider in launching a new business,            Discussing on key components on which Entrepreneurship revolves- Idea Generation &amp; Techniques of Idea Generation, Opportunity Identification &amp; its Evaluation, Idea Validation, Resource Organization &amp; Value creation,            The start-ups movement in India,            Design Thinking Process, Role of Digital Technologies,            Early Vs Late –Stage Entrepreneurship, Serial Entrepreneurship,</p>	14
II	<p><b>Strategy for Start-Ups :</b>            Structural Set-up &amp; Organization Structure  <b>Business Strategy:</b> Start-up Strategy &amp; Timing the Entry, Scale-up Strategy, Competing against giant- competitors, Entrepreneurial judo, Pivoting Strategy, Risk Minimization Strategy, Acquisition Strategy.  <b>Marketing Strategy:</b> Marketing Principles common to B2B and B2C Models, B2C Marketing, B2B2C Model, B2B Marketing,  <b>Creativity and Innovation:</b> Types of Innovations, Prototypes to validate new Start-Up Ideas, Rapid Prototyping Methodologies &amp; its types, Lean Start-up Principles, Learning and Failing Fast.</p>	10

<b>III</b>	<p><b>Key Determinants of Valuation:</b> Idea, The Team and the Business Plan. Business Plan &amp; its Key elements, Basics of a Business Plan, Business Plan Drivers, Perspectives in Business Plan Preparation, Pitching a Business Plan, Reason for failure of Business Plan, Tools to Estimate Level of Financing a New Business,</p> <p><b>Exploring Funding Options:</b> Funding a Start-ups- Bootstrapping, Crowd sourcing, Angel Investors, Private Equity Firms.</p> <p><b>Venture Capital Financing:</b> Definition of Venture Capital, Business Analysis of Project by Venture Capital Firms ( VCFs) , Characteristics of Venture Capital, Stages of Venture Capital Financing, Structure and Sources of Venture Capital Funds, Project Valuation Methods, Exit Routes , Venture Capital Financing in India, Legal &amp; Regulatory Framework of VCFs. Idea to IPO: IPO &amp; motives to come up with IPOs, Advantages &amp; Disadvantages of going Public.</p>	<b>14</b>
<b>IV</b>	<p><b>Managing Growth:</b> Growth Strategies for Ventures, Venture Development Stages, Scaling up, Need for continuous Innovation and Feedback, Key Managerial Issues, Mistakes start-ups make, Managing start-ups during downturn, Frequent causes of failures, Exit Strategy for Entrepreneurs.</p> <p><b>Intellectual Property Rights :</b> IP Rights, Role of IP in the Entrepreneurial journey of start-ups, Advantages of Patenting for Start-Ups.</p>	<b>10</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Khandwalla, P. ( 2003) , Corporate Creativity , Tata Mc Grow Hill, New Delhi
- Kumar Arya, Entrepreneurship- creating and leading an Entrepreneurial organization, Pearson, Noida

**Reference Book:**

- Mullins, W.J & Kamisar, R. (2009) , Getting to Plan B: Breaking through to a better business model. Harward Business Press.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To use information technology in the field of management for better decision making purposes.</li> <li>To understand the importance of information systems and its impact in today's business world</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual/Group Presentation</li> <li>Simulation (with examples)</li> </ul>	<p>On completion of this course, the students will be able to</p> <ul style="list-style-type: none"> <li>know about the importance of information systems and its strategic advantage for the business</li> <li>know about the key business applications that are used by the business firms today for better decision making</li> <li>understand the fundamentals for designing of information systems</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%-(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid- Term Examination: 10%</li> <li>Attendance:5%</li> <li>End Term Examination:70%</li> </ul>

**Detailed Syllabus**

Module	Course Content	Periods
I	<p><b>Introduction to Information System</b> Information system introduction, management, organization and technology components, dimensions of information system, information systems in business, components of information systems, strategic business objectives of information systems, fundamentals of strategic advantage, impact of information systems in organization, development of competitive strategies using information systems, using information systems for strategic advantage</p>	8
II	<p><b>Information Technology Infrastructure</b> What is IT infrastructure, stages and drivers of IT infrastructure, components, current trends in the computer hardware and software platforms, challenges of managing IT infrastructure and solutions <i>Foundation of Business Intelligence:</i> Databases and Information Management, capabilities of DBMS, tools and technologies for accessing information and improving business performance and decision making <i>Telecommunications, Internet and Wireless Technology:</i> components of telecommunication network and network technologies, types of network, internet and e-business, tools and technologies for wireless networking and communication</p>	14
III	<p><b>Key E-business Applications</b> <i>Enterprise Applications:</i> managing at the enterprise level, supply chain management: the business network, CRM: the business focus, ERP: business backbone <i>E-Commerce:</i> e-commerce fundamentals, features of e-commerce, digital markets and digital goods, e-commerce models, role of m-commerce in business, m-commerce applications, issues in e-commerce <i>Managing knowledge and Artificial Intelligence:</i> role of knowledge management in business, AI and machine learning, major types of knowledge management systems, value for the business firms <i>Decision Making:</i> different types of decisions, use of information systems in decision making, role of business analytics and intelligence in decision making</p>	14
IV	<p><b>Developing and Managing Systems</b> IT planning fundamentals, activities in the system development process, methodologies for modeling and designing systems, methods for building IS, Implementing strategic business systems, managing global system, strategies for developing global system, challenges and issues for global information system</p>	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Laudon, K.C & Laudon, J.C (2019). *Management Information System: Managing the Digital Firm*. 16<sup>th</sup> Edition. Pearson Publication
- O'Brien, J. & Marakas, G.M. (2013). *Introduction to Information System*. 16<sup>th</sup> Edition. McGraw Hill Publication

**Reference Book:**

- Jawadekar, W.S. *Management Information System*. 6<sup>th</sup> Edition. McGraw Hill Publication.

**SYLLABUS (2nd SEMESTER)**

**Paper: Human Resource Management**

**Subject Code: BSA034C201**

**L-T-P-C - 3-0-0-3**

**Credit Units: 3**

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To introduce the students to the human resources function and related elements and activities</li> <li>To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Individual and Group Presentation</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students are expected to know how to develop strategies, initiatives and programs to introduce and sustain competitive HR Advantage in organizations</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
<b>I</b>	Foundations and Principles of Managing People in Organizations, Contemporary issues and challenges in managing human resources; HRM practices in India. Role of an HR Manager. Changing role of HRM: Workforce diversity, Technological change, Restructuring and right sizing, Competency mapping, Employee Empowerment; TQM, E-HRM. Impact of HRM practices on organizational performance.	<b>8</b>
<b>II</b>	Human Resource Planning: Requisite for successful HRP, Barriers to HRP, Human resource forecasting; Work load analysis. Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Job analysis: Meaning, purpose, content of Job analysis, Methods, Job Description: meaning, Job specification, Job design-Job characteristic approach to job design.	<b>10</b>
<b>III</b>	Recruitment, Selection, Training, and Development Factors affecting recruitment; Sources of Recruitment (internal and external); Environmental factors affecting recruitment: Social, Economic, and Legal. Basic selection model; Need for scientific selection Psychological tests for selection; Interviewing; Distinguishing selection & recruitment, Placement and Induction; Internal Mobility. Training and Development: An overview, Training methods - on the job and off the job methods, Training wheel.	<b>12</b>
<b>IV</b>	Performance Appraisal and Compensation Management Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit. Problems in performance appraisal-central tendency, halo effect, unclear standards, lenient strictness, Recency effect, Biasness.	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Aswathappa, K. (2013). *Human Resource Management-Text and Cases*. 7<sup>th</sup> Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd.
- Denisi, Griffin, Sarkar (2016). *HR : A South-Asian Perspective :1st edition*, New Delhi: Cengage Learning.

**References Book:**

- Dessler, G. & Varkkey, B. (2008). *Human Resource Management*. 11<sup>th</sup> Edition. New Delhi: Pearson Education Inc.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To familiarize students with different methods &amp; techniques of cost and management accounting.</li> <li>2. To impart knowledge and skills among the students so that they are able to analyze and evaluate information for cost ascertainment, planning, control and decision making.</li> <li>To impart sufficient knowledge necessary to understand relevance of standard costing, budgeting and computing variances to undertake performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Interactive lecture with case based discussions on situations.</li> <li>Case Study</li> <li>Assignments</li> <li>Practical Problem solving.</li> <li>Individual/ Group Presentation</li> <li>Group Discussions.</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will acquire sound knowledge about product/ service costing. Also, students will be able to interpret cost accounting statements for proper cost ascertainment, cost control &amp; cost reduction. Further, they will be able to analyze accounting data for managerial decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to Cost and Management Accounting:</b> Overview of Cost & Management Accounting, Role of Cost & Management Accounting, Classification of Costs, Methods and Techniques of Costing, Basic Cost concepts, Cost Centre & Cost Units, Preparation of Statement of Cost.	10
II	<b>Cost classifications, &amp; Cost Analysis :</b> <i>Accounting for Materials:</i> Material Control Tools & Techniques, Pricing the issues of Materials; <i>Accounting for Labour:</i> Employee cost- Accounting & Control, Efficiency rating procedures, Remuneration System and Incentive Schemes, Labour Turnover. <i>Accounting for Overheads:</i> Classification of Overheads, Allocation, Apportionment and Absorption of overheads, Disposal of Over/ Under Absorption of Overheads.	14
III	<b>Techniques of costing :</b> Marginal Costing: Introduction, Distinction between Marginal Costing and Absorption Costing, Cost-Volume-Profit Analysis, Marginal Costing and Short – Term Decision-Making. <i>Budget and Budgetary control:</i> Introduction to Budget & Budgetary Control, Relationship with Standard Costing, Objectives and Functions of Budgeting, Essentials of Successful Budgeting, Limitations of Budgetary Control, Establishment of Budgets, Inter- relationship of Different Budgets, Preparation of Budgets, Master Budget & Functional Budgets, Fixed and Flexible Budgeting, Recent trends in budgeting- Performance Budgeting and Zero-based Budgeting. <i>Standard Costing:</i> Standard Costing and Budgetary Control, Uses and Advantages of Standard Costing, Limitations of Standard Costing, Variance analysis to control cost, Computation and analysis of direct materials variances, direct labor variances, overhead variance, Sales Variances, Responsibility for Variances & Disposal of Variances,	14

IV	<b>Cost Management and Performance Evaluation:</b> Responsibility Accounting: Uses of Responsibility Accounting, Principles or Techniques, Performance evaluation of cost centers, profit centers and investment centers. Cost Management Systems: Activity-based Costing, TQM, Benchmarking, Target Costing.	<b>10</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Arora, M.N. (2016). *Cost & Management Accounting- Theory & Problems*. 9<sup>th</sup> Edition. New Delhi: Vikash Publishing House Pvt Ltd.
- Hanif, M.(2020.)*Modern Cost and Management Accounting*. 1<sup>st</sup> Edition, Delhi: Tata Mcgraw Hill Education Pvt Ltd.

**Reference Book:**

- Kishore, R. M. *Cost & Management Accounting*, Latest Edition, New Delhi: Taxmann Publications

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To provide a robust financial decision making framework regarding Corporate Financial problems.</li> <li>To equip students with the tools to analyze and solve problems related to sourcing capital, Strategic Investment, Dividend decisions and Working Capital management.</li> <li>To develop among the students ability to use the results from their analysis to make sound financial decisions.</li> <li>To impart knowledge, skills and ability to do financial statements analysis and applications of Emerging tools of measuring Financial performance for sound business decision making in today's Complex and Challenging Business Environment.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lecture with case based discussions on each topic.</li> <li>Practice on Practical Problems to enhance computational skills.</li> <li>Self learning through open online courses &amp; other relevant links.</li> <li>Assignment</li> <li>Individual/Group Presentation</li> <li>Group Discussions.</li> </ul>	<ul style="list-style-type: none"> <li>On Completion of the course, the students will be able to apply knowledge gained and techniques learned of Corporate finance to the planning, operating and monitoring of the finance function in particular as well as the whole organization in general i.e. students will be able to apply the concepts, theories and techniques relating to corporate finance in real life situations. Further, students will learn to analyze and make business decisions with a focus on value creation/wealth maximization.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%- (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid- Term Examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>An Introduction:</b> Finance Functions, Role of the Finance Manager, Goals of a Firm, Agency costs, Risk-return tradeoff, Business Ethics and Corporate Governance.</p> <p><b>Financial Statement &amp; Cash Flow Analysis:</b> Important Financial Statements- Balance Sheet, Income Statement and Cash flow statement, Limitations of Financial Statements, Standardized Financial Statements. Analysis through Comparative Statements Analysis &amp; Trend Analysis. Analyzing financial statements through Ratio Analysis – Definition &amp; Uses of Ratios, Cautions in using Ratio Analysis, Types of Ratios, Interlinking the Ratios -(Dupont Analysis), Assessment of Company's performance by EVA, MVA and Balanced Scorecard method.</p> <p><b>Time Value of Money:</b> Basis of Time Value, Present and Future Value of Lump Sum, Annuity, Annuity Due, Growing annuity and Perpetuity.</p>	14
II	<p><b>Investment Decision:</b></p> <p><b>Capital Budgeting:</b> Understanding Capital Investments, Characteristics of Capital Budgeting Decisions, The Capital Budgeting Process, Project Categories, Estimation and Forecasting of Cash flows; Project Evaluation Techniques, Estimation of Relevant Cash flows and Terminal Values,</p> <p><b>Capital Budgeting under Risk &amp; Uncertainty :</b> Understanding Risk, Absolute Measures of Project Risk, Quantifying Risk in Capital Budgeting, Scenario analysis, Sensitivity Analysis, Probability Analysis, Certainty Equivalent Approach, The Decision Tree Approach.</p> <p><b>Cost of capital:</b> Understanding cost of capital, Significance of cost of capital, Opportunity Cost of Capital, Determining cost of components of Capital: cost of equity,</p>	12

	cost of debt and cost of preferred stock & Determining Weighted Average Cost of Capital thereof.	
<b>III</b>	<p><b>Financing and Dividend Decisions:</b> Understanding Capital Structure, Determinants of Capital structure, Relevance of Capital Structure- NI &amp; Traditional Views, Irrelevance of Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure, Cost of Bankruptcy.</p> <p><b>Leverage:</b> Meaning of Financial Leverage &amp; its Measures, Financial Leverages and the shareholder's Return, Combining Financial and Operating Leverages, Financial Leverage and the Shareholder's Risk, EBIT –EPS Analysis, ROI-ROE analysis.</p> <p><b>Dividend Policy:</b> Meaning and Kinds of Dividend, Relevance of dividend policy on Firm's Value and Theories on Dividend Policies , Practical Considerations in Dividend policy, Types of Dividend policies followed by Companies.</p>	<b>10</b>
<b>IV</b>	<p><b>Working Capital Management ( WCM) :</b> Rationale for Working Capital, The objectives of WCM, Working Capital Policies, Factors affecting the Composition of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital Liquidity – Profitability Tangle , Estimation of Working Capital Needs.</p> <p><b>Working Capital Financing:</b> Bank Finance, Public Deposits, Commercial Papers, Factoring, Forfeiting etc.</p> <p><b>Management of Debtors:</b> Credit Policy – Nature &amp; Goals, Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables.</p> <p><b>Management of Inventory:</b> Need to hold inventory, Inventory management technique and systems. Valuation of Inventory.</p> <p><b>Cash Management:</b> Facets of Cash Management, Motives for Holding Cash, Principles of Cash Management, Cash Management Models, Cash Budget and Cash Forecasting, Optimum Cash Balance, Investment of Surplus Fund, Management of Marketable Securities.</p>	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Chandra, P. (2008) .*Financial Management, Theory & Practice*. 7<sup>th</sup> Edition. New Delhi: Tata Mc Graw Hill Publishing Co. Ltd
- Pandey, I.M. (2015) .*Financial Management*. 11<sup>th</sup> Edition. Noida: Vikas Publishing House Pvt., Ltd.

**Reference Book:**

- Berk J, DeMarzo P. (2014). *Corporate Finance*”, 3rd Edition. New York: Pearson Publications



<b>Paper: Supply Chain Management</b>	<b>Subject Code: BSA034C204</b>
<b>L-T-P-C – 3-0-0-3</b>	<b>Credit Units: 3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
The objective of this course is to introduce the students to the key concepts and techniques that will allow to analyze, manage and improve supply chain processes for different industries and markets. At completion of this course, students will have the skills to assess supply chain performance and make recommendations to increase supply chain competitiveness	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual and Group Presentation</li> </ul>	<p>Upon completion of the course, students should</p> <ul style="list-style-type: none"> <li>Get an understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain.</li> <li>An understanding of the management components of supply chain management</li> <li>An understanding of the tools and techniques useful in implementing supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to Supply Chain Management</b> Understanding the supply chain, historical perspective, objective of a supply chain, decision phases in a supply chain, enablers of supply chain performance, supply chain strategies, achieving strategic fit, expanding strategic scope, challenges of achieving strategic fit	8
II	<b>Management components of Supply Chain</b> Supply chain drivers and metrics, designing of distribution network, network design in the supply chain, coordination in a supply chain, bullwhip effect, sourcing decisions in supply chain	10
III	<b>Supply Chain Management techniques</b> Demand forecasting, Inventory management techniques, EOQ models, concept of safety stock, buffer stock, aggregate planning, transportation decisions in supply chain	12
IV	<b>Use of IT in Supply Chain Management</b> IT in supply chain management, supply chain IT framework, CRM and supply chain, IT enabled pricing and revenue management in supply chain, IT enabled collaborative planning forecasting and replenishment (CPFR), Role of IT in managing uncertainty in supply chain	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Chopra, S., Meindl, P. & Kalra, D.V. (2016). *Supply Chain Management; Strategy, Planning & Operation*. 6th Edition. New Delhi: Pearson Publication
- Shah, J. *Supply Chain Management-Test & Cases*. 2nd Edition. New Delhi: Pearson Publications

**Reference Book:**

- Chase, R. (2018). *Operations and Supply Chain Management*. 15th Edition, New Delhi: McGraw Hill Education (India) Private Limited

<b>Paper: Global Business Environment</b>	<b>Subject Code: BSA034C205</b>
<b>L-T-P-C – 4-0-0-4</b>	<b>Credit Units: 4</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To make the student aware of the Global Business Opportunities, Issues and Challenges.</li> <li>● To make the student understand the International Institution framework for Trade.</li> <li>● To impart the knowledge of various elements of Global trade like marketing, finance, documentation, payment, risk management etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lectures through Power point presentation</li> <li>● Case Discussions and Analysis</li> <li>● Assignments/projects at Individual/Group level</li> </ul>	<ul style="list-style-type: none"> <li>● On completion of the course, the student will be able to understand the various facets of global Business; roles of various Institutions for international business and take management decisions concerning International business</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Contents	Periods
I	<p><b>Introduction to Globalised business world:</b> Understanding Globalization, Globalisation Trends, Benefits and Costs of Globalization, Important Factors influencing Globalisation, Progress towards Globalization, Rise of Multi-national Enterprises– evolution, features and dynamics – from the Conglomerate to the Born Global Enterprise, Overview of world’s trade and India’s trade, Modes of entry in international markets, E-Business vis-à-vis Traditional Business</p> <p><b>Levels and Indicators of Globalization:</b> World Level Globalization, Country-Level Globalization, Industry Level Globalization, Firm Level Globalization.</p> <p><b>Recent Measures to Promote Globalization :</b> Trade Measures, Foreign Investment Measures, External Commercial Borrowings, NRI Deposits, Rupee Convertibility,</p> <p><b>Global Trade and Investment Theories:</b> Mercantilism, Absolute and Comparative advantage theory, Factor Endowment theory, Country Similarity theory, International PLC theory, New Trade Theory, Theory of Competitive Advantage;</p> <p><b>Barriers to Trade:</b> Tariff and Non Tariff Barriers, Balance of Trade ( BOT) , Balance of Payments ( BOP) .</p>	13
II	<p><b>Institution framework and Trade Agreements :</b> Institutional Framework for International Trade in India : Ministry of Commerce, DGFT, EPCs, STE etc. Foreign Trade Environment, Trends and Pattern of India’s Foreign Trade,</p> <p><b>International economic institutions:</b> WTO and IMF, Overview of WTO Agreements, Ministerial Conferences and Emerging issues, WTO and Developing countries.</p> <p><b>International Economic Integrations:</b> Different Levels of Integration, Major Regional Trade Agreements, India’s participation and role., India’s Current Foreign Trade Policy.</p> <p><b>Foreign Direct Investment ( FDI ) :</b> The concept of FDI, Corporate Forms of FDI, Modes of FDI , Multi-Dimensional Gains for Recipient Country, FDI vs FPI,</p> <p><b>FDI Inflows in India:</b> Major Trends and Patterns, FDI Appeal of the Indian Economy, Present Policy towards FDI, Deterrents To FDI , Drivers of FDI, Environment for FDI in India.</p>	11
III	<p><b>Global Cultural , Political and Legal Environment</b> Concept of Culture, Comparison of Cross Cultural Behaviour, Cultural Orientation in International Business, International Political systems and Environment, International Legal systems and Environment. Conflicts and Negotiations in International Business International Marketing Mix Decisions, Product decisions, Pricing decisions, International distribution channels, communication and Promotion Decisions. Country Evaluation and Selection.</p>	11
IV	<p><b>International Finance and Documentation:</b> International Monetary System. Foreign Exchange markets, Raising Capital Globally</p>	13

	via ADRs, GDRs. Interest rate parity and movement of exchange rates, Exchange risk management, Modes of payment and international trade finance. Export import procedure, Terms of Delivery (INCO Terms), Documentation-Commercial documents, Regulatory documents.	
<b>Total</b>		<b>48</b>

**Text Books:**

- Joshi, R.M. (2009). *International Business*. 1<sup>st</sup> Edition. New Delhi: Oxford University Press.
- Aswathappa, K. (2015). *International Business*. 6<sup>th</sup> Edition. Delhi: Tata McGraw Hill

**Reference Book:**

- Subbarao, P. (2008). *International Business Environment*. 2<sup>nd</sup> Edition. Mumbai: Himalaya Publishing House

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To impart the knowledge of research, types of research and research designs</li> <li>To make the student aware about data sources, sampling, data collection and report writing in a research project</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual and Group Presentation</li> <li>Live Project</li> <li>Practical on SPSS</li> </ul>	<ul style="list-style-type: none"> <li>The students will be able to understand the various problems which require research assistance. They will be able to handle the data through the use of appropriate statistics and will be able to draw meaningful conclusions</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introducing Research:</b> Meaning and overview of business research, Research Method and Research Methodology, Role of Business research, Types of Research, Research Process, Research Problem identification, Types of Research Design, Choosing a Research Design. Ethics in research.	10
II	<b>Data Sources, Measurement and Data Collection</b> Sampling Considerations- Methods, Size determination, Sources of Data, Scales of Measurement, Scale Construction, Scale Evaluation – Reliability, Validity and Practicality. Observation: Different types of observation, Criteria of selection of an ideal method in different situations. Qualitative Research Methods, Quantitative Research Methods, Questionnaire- Variables identification, construction and design and Pilot testing	12
III	<b>Data handling and Analysis (with application of Software)</b> Editing, Coding, Decoding and Data entry, Descriptive statistics, hypothesis testing- steps, formulation. Parametric and Non parametric test-Normality test, Chi Square, difference t, Z, ANOVA, test of relationship, Wilcoxon Signed Rank, Mann-Whitney U test, Friedman test	14
IV	<b>Advanced Data Analysis, Interpretation and Reporting:</b> Introduction to Factor Analysis, Discriminant Analysis, Conjoint Analysis, MDS in business research Research Report writing: Content and layout, Quality of Reporting, Referencing and Bibliography.	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Malhotra, N. K (2007). *Marketing Research: An Applied Orientation*. 7<sup>th</sup> Edition, New Delhi: PHI Learning Pvt. Ltd
- Churchill, A. G., Iacobucci, D. & Israel, D (2009). *Marketing Research: A South Asian Perspective*. India Edition. Delhi: Cengage Learning India Pvt Ltd.

**Reference Book:**

- Beri, G.C. (2010). *Marketing Research*. 4<sup>th</sup> Edition. New Delhi: Tata McGraw Hill

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management. Emphasis would be on managerial processes for effective operations in both goods-producing and service-rendering organization.	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual/Group Presentation</li> <li>Simulation (with examples)</li> </ul>	<p>On completion of this course, the students</p> <ul style="list-style-type: none"> <li>Will have a fair understanding of the role Production/Operations Management plays in business processes</li> <li>Will be familiarized with various production processes and service systems</li> <li>Will be able to do quantitative analysis of problems arising in the management of operations</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%-(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid- Term Examination: 10%</li> <li>Attendance:5%</li> <li>End Term Examination:70%</li> </ul>

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Operations Management</b> Introduction, Operations and Productivity, Productivity Challenge, Labour Productivity, Multifactor Productivity, Productivity in the services sector, New Challenges in Operations Management, Operations Strategy in Global Environment, Forecasting, Applications of Operations in Project Management	8
II	<b>Designing Operations</b> <i>Designing of Goods and Services</i> – Product Design, Issues in product design, Service design, application of decision trees in product design <i>Facility Location analysis</i> – steps, techniques, factors affecting location analysis <i>Facility Layout Analysis</i> – types of layout, factors affecting layout, assembly line balancing Job Design and Work Measurement – Job design, Job Expansion, Ergonomics and Work Environment, Methods Analysis	14
III	<b>Managing Operations</b> <i>Maintenance Management and Reliability:</i> Strategic Importance of Maintenance, Implementing Preventive Maintenance, Total Productive Maintenance <i>Just in Time and Lean Operations:</i> JIT, Lean Operations in Production and Services Sector <i>Aggregate Planning:</i> Different types of aggregate planning, level strategy, chase strategy, aggregate planning techniques <i>Material Requirement Planning:</i> MRP structure, MRP in services <i>Short Term Scheduling:</i> Importance of scheduling, loading of jobs, sequencing jobs, scheduling services	14
IV	<b>Quality Management</b> Nature and Evolution of Quality Management, Total Quality Management concepts, Six Sigma, QFD, Statistical Process Control, Control Charts, Types of Control Charts, Acceptance Sampling, Quality Control Tools	12
	<b>Total</b>	<b>48</b>

**Text Books:**

- Heizer, J. (2017), *Operations Management*, 12<sup>th</sup> Ed. Pearson Publication
- Mahadevan, B. (2019), *Operations Management: Theory and Practice*, 3<sup>rd</sup> Ed. Pearson Publication

**Reference Book:**

- Kaniska. B, *Production and Operations Management*, Oxford University Press

**SYLLABUS (3rdSEMESTER)**

**Paper: Strategic Management**

**Subject Code: BSA034C301**

**L-T-P-C – 3-0-0-3**

**Credit Units: 3**

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To enable the student to gain an integrated approach on business environment.</li> <li>The aim of this composite approach is to provide students with firm foundation for understanding of all main components of business decisions based on strategies adopted</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual and Group Presentation</li> </ul> <p>Pre-Readings: Vision, Mission, Goals, Objectives, Industry Structure, Competitive Advantage, SWOT, Business Environment</p>	<ul style="list-style-type: none"> <li>On completion of the course, the students will gain an insight to the basics of best practices and theories in regard to Internal Business Environment</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

Modules	Course Content	Periods
<b>I</b>	<p><b>Foundation of Strategic Management:</b> Strategic intent-concept of stretch, leverage and fit, how businesses are defined based on their vision, mission, goals and objectives, Strategic decision making, Schools of thought, Model of strategic management process, Porter's 5 forces framework, Environment scanning, Environmental appraisal.</p>	<b>8</b>
<b>II</b>	<p><b>Strategy Formulation:</b> Corporate level strategies- Stability, Expansion, Merger, Retrenchment, Restructuring, Business level strategies- Cost leadership, Differentiation, Focus, Functional level strategies, Concept of generic strategies, Triple Bottom Line, Strategic Analysis and Choice.</p>	<b>12</b>
<b>III</b>	<p><b>Strategy Implementation:</b> Barriers of implementation, Model of implementation, Project and procedural implementation, Structural implementation, Behavioural implementation, Functional and Operational Implementation, 7-S framework.</p>	<b>10</b>
<b>IV</b>	<p><b>Strategy Evaluation &amp; Control:</b> Barriers of Evaluation, Pre-requisites of implementation of strategic control, Premise control, Strategic surveillance, special alert control, Operational control, Techniques of evaluation &amp; control, Business Portfolio Analysis</p>	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Kazmi, A. (2008). *Strategic Management & Business Policy*. 3<sup>rd</sup> Edition. New Delhi: McGraw Hill Education.
- Pearce, J. & Robinson, R. (2017). *Strategic Management: Formulation, Implementation and Control*. New York: McGraw Hill Education

**Reference Book:**

- Thomas L. W. & Hunger, J. D. *Strategic Management & Business Policy*. 9<sup>th</sup> Edition, New Delhi: Pearson Education,

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>This course aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual/Group Presentation</li> <li>Simulation (with examples)</li> </ul>	<p>On completion of the course, the students will be able to</p> <ul style="list-style-type: none"> <li>formulate a real-world problem as a mathematical programming model</li> <li>understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%- (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid- Term Examination: 10%</li> <li>Attendance:5%</li> <li>End Term Examination:70 %</li> </ul>

**Detailed Syllabus**

Module	Course Content	Periods
I	<p><b>Introduction to Decision Making</b> Introduction to Decision making models, Building a decision model using Simplex Method, Big M method, Two-phase method, Use of Excel Solver and TORA to make decision making model</p>	12
II	<p><b>Routing Algorithm</b> Decision making Optimization using the MODI and Stepping Stone method, Travelling Salesman Problem <b>Sequencing Problem</b> Solution of Sequencing Problem, Processing n Jobs through 2 Machines – Processing n Jobs through 3 Machines – Processing 2 Jobs through m machines – Processing n Jobs through m Machines.</p>	8
III	<p><b>Game Theory</b> Formulation of two person zero sum game, solution of game by using minimax (maximin) strategy having saddle point, mixed strategy, rule of dominance – pure dominance and mixed dominance to solve a 2X2 game, graphical method to solve 2xn and mx2 game <b>Simulation</b> Introduction, Monte Carlo Simulation</p>	12
IV	<p><b>Queuing Theory</b> Introduction, structure of a queuing system, probability distribution in a queuing system, classification of queuing models – single server model with infinite population, single server model with finite population, multiple server model with infinite population <b>Replacement Theory</b> Introduction, replacement of items that deteriorate gradually, replacement model for items that fails suddenly, other replacement models</p>	8
<b>Total</b>		<b>40</b>

**Text Books:**

- Sharma, J.K. (2015). *Operations Research: Theory and Applications*. 6<sup>th</sup> Edition. Delhi: Macmillan Publishers India Pvt.Ltd
- Vohra, N.D. (2017). *Quantitative Techniques in Management*. 5<sup>th</sup> Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd

**Reference Book**

- Gupta, P. & Hira, D. S. (2010). *Problems in Operations Research*. 1<sup>st</sup> Edition. New Delhi: S Chand & Co.

<b>Paper: Legal Aspects of Business</b>	<b>Subject Code: BSA0324303</b>
<b>L-T-P-C – 3-0-0-3</b>	<b>Credit Units: 3</b>

<b>Course Objectives</b>	<b>Teaching Learning Process</b>	<b>Learning Outcome</b>	<b>Course Evaluation</b>
<ul style="list-style-type: none"> <li>● To provide students increased knowledge concerning important legal issues in business so that business managers are able to take decisions which are in accordance with the law of the land.</li> <li>● To provide the students with an understanding about the basic nature of law, how it works, how it is used to settle disputes and how it affects business decision making.</li> <li>● To familiarize the students with the legal issues in business scenario.</li> <li>● To bring out the linkages between business law and fields like accounting, finance, marketing, information systems, economics among others.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lecture with relevant cases studies thereof.</li> <li>● Assignment</li> <li>● Individual/Group presentation</li> <li>● Group Discussions.</li> <li>● Self learning materials &amp; important links for further studies besides books.</li> </ul>	<ul style="list-style-type: none"> <li>● Students will be able to understand legal implications of business transactions. Further, the course will enhance student growth in critical thinking and problem solving regarding legal issues by reviewing factual situations and applying sound legal reasoning to reach a conclusion. Moreover, Students will gain sufficient drafting skills on constructing legal agreements/ deeds etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%- (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid- Term Examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

#### **Detailed Syllabus:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
I	<p><b>Introduction:</b> Sources of Indian Mercantile Law, Essential elements of Mercantile Law,</p> <p><b>Law of contract:</b> Nature of Contract, Classification of Contracts, Agreement and Contract, Offer and Acceptance, Consideration and Capacity to Contract, Free Consent, Performance &amp; Discharge of Contract, Breach of Contract, Contract of Agency.</p> <p><b>The Sale- of Goods Act :</b></p> <p><b>Contract of sale:</b> Essentials of a Contract of Sale, Sale &amp; Agreement of Sale distinguished, Goods- Meaning and Classification, Effect of Perishing of Goods, Price &amp; Mode of Fixation of Price.</p> <p><b>Conditions &amp; Warranties:</b> Conditions defined &amp; Kinds of Conditions, Warranties defined &amp; Kinds of Warranties, Doctrine of Caveat Emptor, Transfer of Ownership in Goods, Passing of Risk.</p> <p><b>Unpaid Seller:</b> Unpaid Seller defined, Rights of unpaid seller.</p>	12



<b>II</b>	<p><b>Law relating to Partnership:</b>  <b>The Law of Partnership:</b> Definition of Partnership &amp; its Essential Characteristics, True test of Partnership, Formation of Partnership.  Registration of a firm, Effects of Non- Registration, Rights &amp; Duties of a Partner, Liability of a Partner, Implied Authority of Partner.  Distinction between Dissolution of a Partnership &amp; Dissolution of a Firm, Reconstitution and Dissolution of a Firm.  <b>Limited Liability Partnership ( LLP ) :</b> Meaning &amp; Nature of LLP, Advantages of LLP, Main Features of LLP, LLP Vs. Partnership, LLP Vs. Company, LLP Agreement, Incorporation of LLP, Accounts &amp; Return, Winding UP &amp; Dissolution.</p>	<b>8</b>
<b>III</b>	<p><b>The Consumer Protection Act, 2019: Genesis of Consumer Protection Law in India,</b> Objects, Applicability, Basic definitions and Concepts, Rights of Consumers, Consumer Protection Councils, Central Consumer Protection Authority, Concept of Product Liability Redressal Mechanism under CP Law, Nature &amp; Scope of Remedies available to Consumers.  <b>Intellectual Property Rights :</b>  Regulatory Structure and compliance, The Patent Act, 1970, The Copyright Act, 1957 and The Trade Mark Act, 1999</p>	<b>8</b>
<b>IV</b>	<p><b>Introduction to company law:</b> Scope of Company's Act, 2013, Machineries set up for company law administration, Meaning, Nature &amp; features of a company, Kinds of Companies, Lifting the corporate veil.  <b>Formation of a company:</b> Promotion of a company, Promoters &amp; their Position , Incorporation of a company, Memorandum of Association, Articles of Association Conversion of companies already registered, Doctrine of Ultra-Vires.  <b>Prospectus and Allotment of Securities :</b>  Public offer Vs. Private Placement, Prospectus &amp; its contents, Statement in lieu of Prospectus,, Shelf Prospectus, Red herring prospectus, Golden rule of framing of Prospectus, Misstatement in Prospectus &amp; Remedies for misstatement, Allotment of shares, Irregular Allotment &amp; its effects.  <b>Share Capital :</b>  Kinds of share capital, Voting rights, Transfer and Transmission of Securities, Issue of Sweat equity shares, Issue of Right &amp; Bonus shares, Power of company to purchase its own securities, Issue of shares at a premium.  <b>Membership of a company:</b> Member &amp; Shareholder, Eligibility for membership, Modes of acquiring membership, Termination of membership, Rights &amp; Liabilities of members.  <b>Company Administration &amp; Meetings :</b>  <b>Board of Directors :</b> Board Constitution &amp; Powers, Board Composition, Board Committee  Directors &amp; Types of Directors, Appointment &amp; Reappointment of Directors, , Disqualifications of Directors, Vacation of office, Resignation, Retirement &amp; Removal of Directors , Removal &amp; Resignation of Directors, Rights &amp; Duties of Directors.  <b>Board Meetings &amp; General Meetings:</b> Requisites of a valid Meeting, Resolutions, Minutes, Types of General Meetings, Voting &amp; its types.  <b>Accounts of Companies :</b> Books of Accounts, Financial Statements, Annual Return, Annual Report.</p>	<b>12</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Kapoor, N.D ( 2017), Elements of Mercantile Law , New Delhi, Sultan Chand & Sons.
- Gupta, P. (2018). *Legal Aspect of Business*. Noida: Vikash Publishing House Pvt. Ltd.

**Reference Book:**

- Kumar, R. (2011). *Legal Aspects of Business*. 2<sup>nd</sup> Edition. New Delhi: Cengage Learning.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>Understanding best HR practices for talent management and managing talent for teams and organizations.</li> <li>To familiarize student with the latest developments in the field of performance management so that the learning can be utilized in the industry.</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Assignments</li> <li>Individual/Group projects/presentations</li> <li>Case Study</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the student will gain insight on importance of Performance Management in business and how it contributes to measure the overall performance of an organization.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus**

Modules	Course Content	Periods
I	<b>Acquisition of Talent: Introduction.</b> Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage. Best HRM Practices for managing talent/star employees	8
II	<b>Insights into practices of talent acquisition.</b> Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc. employer branding and talent management; Role of social media in talent management, Diversity and Talent; Talent management and future directions, Preparing a talent development plan.	12
III	<b>Process of managing talent in organization-Performance management</b> Shift of Performance appraisal to Performance management, Performance management model, Performance management system, Competency based performance management system, e-PMS, Goal theory and its' application in performance management, Performance criteria setting, Competency mapping, Balance Score Card. Strategies for effective implementation, Linking Performance Management with organizational reward system, Concept of Total Reward, Linking performance management with compensation management.	12
IV	<b>Ethics and Performance Management:</b> Role of HR professionals while executing performance management, Excellence for HR professional, Strategic roles for HR professionals, Objectives and significance of ethics in Performance management, Ethical Dilemmas in Performance Management, Principles of ethical performance management, Performance management in the perspective of Indian ethos.	8
<b>Total</b>		<b>40</b>

**Text Books:**

- Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*: Oxford University Press.
- Bagchi, S.N. (2013). *Performance Management*, 2<sup>nd</sup> Edition. New Delhi: Cengage Learning India

**Reference Books:**

- Merchant, A. K. & Van der Stede, W. A. (2007). *Management Control Systems: Performance Measurement, Evaluation and Incentives*. 2<sup>nd</sup> Edition. New Delhi: Pearson Education Limited.
- Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.

<b>Paper: Managing Industrial Relations</b>	<b>Subject Code: BSA034D30H2</b>
<b>L-T-P-C – 3-0-0-3</b>	<b>Credit Units: 3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To familiarise the students with the understanding of industrial and labour related social security laws</li> <li>To teach the student the application of IR in the organization to maintain employee relations</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Assignments</li> <li>Individual/ Group projects/ presentations</li> <li>Case Study</li> <li>Role plays</li> <li>Quiz</li> <li>Analysis of Relevant videos</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the student will be exposed to a variety of IR situations and other related matters and equip them with the necessary tools to apply the law to a given set of facts. The students will be familiarized with the administration of labour laws in India at the Central and State levels; and thus, enhance their understanding on functioning of labour related departments that enforce various labour laws in India</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to Industrial Relations:</b> Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining, Status of Industrial Relations in India, Concept, Nature and Legal Framework of Collective Bargaining; Levels of Bargaining and Agreements, Types and Levels of Tripartism, Role of State at the State IR Level; Future Role of the government.	8
II	<b>Social Security Laws:</b> <i>Employees State Insurance Act, 1948:</i> Objectives and applicability of the scheme; Definitions <i>Payment of Gratuity Act, 1972:</i> Applicability and non-applicability of the Act; Definitions. <i>Employee's Compensation Act, 1923:</i> Definitions, scope, applicability <i>The Employees Provident Fund &amp; Miscellaneous Provisions Act, 1952:</i> Definitions; Schemes under the Act.	12
III	<b>Legislations for maintenance of Industrial Relations:</b> <i>Factories Act, 1948:</i> Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure. <i>Industrial Disputes Act 1947-</i> dispute settlement machineries, <i>Trade Unions Act 1926</i> -aim, scope ,registration.	12
IV	<b>Labour welfare and Social Legislations</b> <i>Child Labour Prohibition and Regulation Act, 1986-</i> Meaning, Socio-Legal analysis, Judicial Approach, National Norms; <i>Sexual Harassment at Workplace-</i> Meaning and definition, Legal Analysis, National Norms Gender Justice-Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.) Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure Workers' Education scheme. Introduction to Contract Labour Regulation and Abolition Act 1970.	8
<b>Total</b>		<b>40</b>

**Text Books:**

- Padhi. (2012). *Labour and Industrial Laws*. 2nd Edition. New Delhi: PHI Learning Private Limited.
- Sinha, Sinha and Shekhar (2013). *Industrial Relations Trade Unions and Labour Legislations*. 2<sup>nd</sup> Edition. New Delhi: Pearson Publications.

**Reference Book:**

- Monappa A., Nambudiri R. & Selvaraj, P. (2013). *Industrial Relations and Labour Laws*. 2<sup>nd</sup> Edition. New Delhi: McGraw Hill Education India Pvt .Ltd.

<b>Paper: Consumer Behaviour</b>	<b>Subject Code: BSA034D30M1</b>
<b>L-T-P-C - 3-0-0-3</b>	<b>Credit Units: 3</b>

<b>Course Objectives</b>	<b>Teaching Learning Process</b>	<b>Learning Outcomes</b>	<b>Course Evaluation</b>
<ul style="list-style-type: none"> <li>● To introduce the students to the concept of consumer behavior, how and why consumers make purchase decisions, how they think, feel and act before, during and after the purchase.</li> <li>● To equip the students to view marketing phenomena from a customer's perspective.</li> </ul>	<ul style="list-style-type: none"> <li>● Lectures</li> <li>● Assignments</li> <li>● Individual/Group projects/presentations</li> <li>● Quiz</li> <li>● Case Study</li> </ul>	<ul style="list-style-type: none"> <li>● Develop an understanding of factors that influence consumer buying behavior</li> <li>● Appreciate mental processes that precede the act of purchase</li> <li>● Learn how to base marketing decisions on consumer insights Understand the influence of socio-cultural factors on consumer behavior</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance: 5%</li> <li>2. End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<p><b>Introduction to Consumer Behaviour:</b> Introduction and key foundations, Consumer Behaviour and Marketing Concept, Interdisciplinary Nature, Customer Value, Satisfaction, Trust and Retention. Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency. Consumer Behaviour Models- Howard and Sheth Model, Engel, Kollat &amp; Blackwell Model, Nicosia Model of Consumer Decision Making Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant</p>	10
<b>II</b>	<p><b>Consumer as an Individual (part 1):</b> Consumer motivation- dynamics of motivation, types and systems of needs, measurement of motives. Personality and consumer behaviour- personality theories, consumer innovativeness and related personality traits, brand personality Consumer perception-meaning and dynamics of perception, elements of perception, consumer imagery</p>	12
<b>III</b>	<p><b>Consumer as an Individual (part 2):</b> Consumer learning- Meaning of Learning; Behavioral Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty Consumer attitude formation and change Nature and function, Attitude formation; Structural Models of Attitude Tricomponent and Multi-Attribute model, Attitude Change-Multi-attribute and ELM and Cognitive Dissonance</p>	10
<b>IV</b>	<p><b>Consumer's Decision-Making Process, Marketing Ethics &amp; Social Responsibility:</b> Consumer Decision Making, Levels of Consumer Decision Making, Views of Consumer Decision Making, Relationship Marketing, Challenges of Customer Satisfaction. Exploitive Targeting, Manipulating Consumers, Social Responsibility</p>	8
<b>Total</b>		40

**Text Books:**

- Schiffman, L., Kanuk L.L., Ramesh S. N. (2019). Consumer Behavior. 12th Edition, New Delhi: Pearson Education Inc.
- Blackwell, D. R. Miniard, W. Paul, Engel F. James. (2011). Consumer Behaviour. 8th Edition. New Delhi: Cengage Learning India Private Limited

**Reference Books:**

- Loudon, D., Della, B. A. (2010). Consumer Behaviour. 4th Edition. New Delhi: Tata Mcgraw Hill.

<b>Paper: Digital Marketing</b>	<b>Subject Code: BSA034D30M2</b>
<b>L-T-P-C - 3-0-0-33</b>	<b>Credit Units: 3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To impart knowledge, concepts and skills needed in marketing through digital channels.</li> <li>To familiarize the participants with the concepts and techniques applicable to digital marketing.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lectures</li> <li>Case Study</li> <li>Assignments</li> <li>Individual/group presentation</li> </ul>	<ul style="list-style-type: none"> <li>Appreciation of difference and similarities between non-digital and digital marketing</li> <li>Understanding consumer behavior on digital media</li> <li>Understanding the basics of digital marketing strategy</li> <li>Understanding social media, web analytics</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation:15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>Mid-term examination:10%</li> <li>Attendance:5%</li> <li>End Term Examination: 70%</li> </ul>

#### Detailed Syllabus:

Modules	Course Content	Periods
I	<b>Internet penetration and digital commerce; Characteristics of Internet:</b> Web 1.0, Web 2.0 and Web 3.0; Social Media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology	10
II	<b>Digital marketing strategy; Digital conversion funnel:</b> Customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;	10
III	<b>Online consumer behaviour:</b> Decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience	10
IV	<b>Social Media Analytics:</b> Data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Big data, Internet of things Mobile Marketing, E-marketing; Internet marketing strategy: content marketing	10
<b>Total</b>		<b>40</b>

#### Text Books:

- Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
- Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.

#### Reference Books:

- Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.

<b>Paper: Investment Analysis and Portfolio Management</b>	<b>Subject Code: BSA034D30F1</b>
<b>L-T-P-C – 3-0-0-3</b>	<b>Credit Units: 3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To open up the vistas of various investment avenues to the students.</li> <li>● To enable the student to understand and evaluate the various investments on the basis of risk, return and other parameters</li> <li>● To equip the students with Valuation methods and tools to value equity and debt instruments</li> <li>● To enable the students to create efficient portfolios, to manage the same and to evaluate its performance over time.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lectures through Power point presentation</li> <li>● Case Discussions and Analysis</li> <li>● Learning through Massive open online courses</li> <li>● Assignments/projects at Individual/Group level</li> </ul>	<ul style="list-style-type: none"> <li>● The student will be able to understand and value different securities. They will also be able to construct and manage his/her own portfolio as well as that of clients.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

#### Detailed Syllabus:

Modules	Course Content	Periods
I	<p><b>Introduction to Investments</b> Concept and Idea of an Investment, Investment Avenues, Differentiating Investments and Speculation, The Investment Process, Evaluating framework of Investments Risk Analysis: Meaning and Elements of Risk, Measurement of Risk, Relationship between Risk &amp; Return.</p> <p><b>Securities Market:</b> Primary market: IPO process, Book Building, Role of intermediaries, Allotment and listing of securities; Secondary market: Stock Exchanges – Basic working; Regulations of Securities Market and SEBI's role.</p> <p><b>Trading System in Stock Exchanges:</b> Structure &amp; Working of BSE &amp; NSE, Trading System, Types of Orders, Settlement, Margin Trading, Stock Market Quotations and Indices. Brokerage and other Charges.</p>	8
II	<p><b>Efficient Markets Hypothesis:</b> Random Walk Theory, The Efficient Market Hypothesis, Forms of Market Efficiency- Empirical Tests of Weak Form Efficiency, Semi- strong Form Efficiency, Strong Form Efficiency. Analysis of present understanding on EMH.</p> <p><b>Fundamental Analysis:</b> Meaning, Importance, Idea of an Intrinsic Value; Economy-Industry-Company Analysis Framework.</p> <p><b>Economic Analysis :</b> Factors and variables, Economic Forecasting, Forecasting Techniques, Industry Analysis, Company Analysis: Financial Statements Analysis, Forecasting Cashflows and valuation.</p> <p><b>Technical Analysis:</b> Meaning of Technical Analysis, Basic Principles of Technical Analysis, Dow Theory, Trends and Trends Reversals, Chart Patterns, ROC, Moving Averages, Resistance and Support levels, Candlestick patterns and Other Indicators. Technical Analysis vs Fundamental Analysis</p>	10
III	<p><b>Equity and Bond Valuation Techniques</b> <b>Equity Valuation :</b> Asset Based models, Income based models : Dividend Discount Models: Single Period &amp; Multi Period Models, Zero Growth, Constant Growth, Two Stage, Three Stage, H-Model, Free Cash Flow Model, Relative Valuation Approach, Active &amp; Passive Portfolio Management.</p> <p><b>Bond Valuation :</b> Bond Characteristics, Bond Prices &amp; Yields, Risk in Bonds, Yield to Maturity, Realized YTM, Theories of Interest Rate: Pure expectation theory, liquidity preference theory, preferred habitat theory, Interest Rate Risk Bond Duration, Modified Duration, Convexity, Redington Immunization Strategy, Active &amp; Passive Bond Portfolio Management.</p>	10

<b>IV</b>	<p><b>Portfolio Management :</b>  Concepts of Risk and Return: Calculation of Mean , Variance, Covariance, Correlation etc  Portfolio Analysis- Expected Return of a Portfolio, Risk of a Portfolio, Risk –Return Calculations,  <b>Portfolio Selection-</b> Markowitz portfolio theory: Feasible Set of Portfolios, Creation of minimum variance and Optimal risky Portfolio; Selecting different risk-return adjustments based on Utility.  Single Index Model and Capital Asset Pricing model (CAPM) , The Capital Market Line , The Security Market Line, Pricing of Securities with CAPM, Multi-Index Model and Arbitrage pricing theory,  <b>Portfolio Evaluation:</b> Performance Evaluation, Mutual Funds, Sharpe’s Performance Index, Treynor’s Performance Index, Jensen’s Performance Index, , M2 Measure, Fama Decomposition Model.</p>	<b>12</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Chandra: P. (2012). *Investment Analysis & Portfolio Management*. 4<sup>th</sup> Edition, New Delhi: Tata McGraw Hill.
- Reilly K.F., Brown K.C., (2012), *Investment Analysis & Portfolio Management*. 10th Edition. Stamford USA: CENGAGE Learning.

**Reference Book:**

- Ranganatham M, Madhumathi R. (2006), *Investment Analysis & Portfolio Management*. 1st Edition. New Delhi: Pearson publications.



Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To Introduce the different aspects and Components of the Indian Financial System and its evolution to the student.</li> <li>● To impart the knowledge of Financial Markets, Financial Institutions and Financial Services to the student.</li> <li>● To enable the student to conceptualise the interrelated linkages between various parts of the Financial System.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lecture with on each topic.</li> <li>● Insights on the path of Evolution of Financial Markets, Institutions and Services.</li> <li>● Self learning through open online courses &amp; other relevant links.</li> <li>● Assignment</li> <li>● Individual/Group Presentation</li> <li>● Group Discussions.</li> </ul>	<ul style="list-style-type: none"> <li>● On Completion of the course, the students will be able to understand the intricate details of the Indian Financial System and its components.</li> <li>● To understand the process of money movement between various players in the Financial System</li> <li>● To understand the need and functions of the Regulators of the Financial System ; RBI and SEBI</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%- (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid- Term Examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>Introduction:</b> Financial System : Introduction, Meaning and Constituents of the Financial System, Structure and Interrelationships between components in Financial System, Evolution of Indian Financial System, Functions of the Financial System, Relationship between Financial System and Economic Development.</p> <p><b>Macroeconomic Dimensions of Financial System:</b> Sectors of Economy, Macro Economic Dimensions, Sectors of Indian Economy and the Financial System, Financial Development and its Indicators.</p> <p>Major Issues in the Indian Financial System, Financial Sector Reforms in India.</p>	8
II	<p><b>Financial Institutions:</b> <b>Money Market:</b> Structure of Money Market, Role and functions of Money Market, Characteristics of Money Market, Money Market Instruments, Money Market Reforms. <b>Reserve Bank of India:</b> Role as a Central bank and issuer of Currency, Functions of RBI, Techniques of Monetary Control, Monetary Policy of RBI, Managing money supply and balancing growth vs Inflation. <b>Capital Market:</b> Dimensions, Constituents and Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments in India &amp; Reform Measures, Capital Market Regulator (SEBI) &amp; its Functions. <b>The New Issues Market</b> – The Concept of Public Issues, Distinctive Features &amp; Functions of the New Issues Market, Types of Issues, Principal Steps of a Public Issue, Players in the New Issue Market. <b>Secondary Market:</b> Functions and Development of Secondary Markets in India, Listing of securities, Trading and Settlement of Securities, Internet Trading, Stock Exchanges in India and Stock Indexes &amp; its Construction and Use. <b>Raising funds in International Markets:</b> American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues.</p>	12
III	<p><b>Commercial Banks :</b> Theoretical Aspects of Banking, Functions of Commercial Banks, An Appraisal of Banking since Nationalisation and Recent Reforms and Developments in the Indian Banking Sector, Managing Liabilities and Assets of Commercial Banks, Classification of Capital of Banks, Norms for Capital Adequacy, CRR &amp; SLR, Classification of Bank Assets</p>	10

	<p>under Prudential Norms</p> <p><b>Non Banking Financial Companies:</b> Growth of NBFCs, Classification of NBFCs, Types of NBFC's, Services offered, Regulatory Framework for NBFCs, NBFCs vis-à-vis Scheduled Commercial Banks, NBFCs and Monetary Policy.</p> <p><b>Development Finance Institutions :</b> Need, Roles and Functions.</p>	
IV	<p><b>Financial Services:</b></p> <p><b>Mutual Funds:</b> Origin of MFs in India, Organisation of MFs, Types of MFs, Advantages of Investing in MFs, Major ills of MFs in India: Costs and working of MF, Role of MF in the Stock Market, Regulation &amp; Supervision of MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs.</p> <p><b>Insurance:</b> Risk Management and Risk Management Process, Risk Management Methods, Basic Methods of Financing Losses - Retention, Insurance, Hedging &amp; Indemnity Agreements.</p> <p>Nature and Functions of Insurance, Fundamental Features of Insurance , Components of an Insurance Policy, Principles of Insurance, Evolution of Insurance Industry in India , Role of Insurance in developing the Indian Economy, Privatization of the Insurance Industry in India, Important IRDA Guidelines.</p> <p><b>Life Insurance:</b> Concept of Insurable interest, Various types of Insurance Plans available, Rider &amp; key riders offered by Insurers in India.</p> <p><b>Non Life Insurance:</b> Understanding Fire Insurance Contract, Factors deciding fire insurance rates, Understanding Marine Insurance, Classifications of Marine Insurance, Fundamental features of Marine Insurance. Understanding Health Insurance, Features of Health Insurance, Factors deciding Health insurance premium.</p>	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Pathak, Bharati , *The Indian Financial System: Markets, Institutions and Services*. Latest Edition. New Delhi: Pearson Education
- Bhole, L.M. and Mahakud, Jitendra. (2017), *Financial Institutions and Markets: Structure, Growth and Innovations*, Latest Edition, Chennai, McGraw Hill Education(India) Pvt. Ltd.

**Reference Book:**

- Siddaiah Thummuluri, *Financial Services*, Latest Edition. New Delhi: Pearson Education

<b>Paper: Managing Start-ups</b>	<b>Subject Code: BSA034D30E1</b>
<b>LT-P-C-3-0-0-3</b>	<b>CreditUnits:3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To explore issues relating to the creation and management of startups</li> <li>● The objective is to develop entrepreneurial skills as well as digital and linguistic competencies</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture</li> <li>● Assignment</li> <li>● Case Study</li> <li>● Team learning</li> <li>● Brainstorming</li> <li>● Individual and Group Presentation</li> <li>● Live Project</li> <li>● Use of web-based audio/visual materials.</li> </ul>	<ul style="list-style-type: none"> <li>● On completion of the course, the students will be able to understand the distinctive nature of startups.</li> <li>● Examine the ideation process.</li> <li>● Understand how the prototype model is tested</li> <li>● Understand the possible financing options</li> <li>● Understand the scaling up process</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation:15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance:5%</li> <li>● End Term Examination :70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction:</b> What is meant by startups? Role of digital technologies, Startup ecosystems, The startup movement in India	10
II	<b>Value proposition:</b> Generating a value proposition, how valuable are new ideas, Design thinking principles	10
III	<b>Prototypes:</b> Experimenting with the prototype, Lean startup principles, Learning and failing fast	10
IV	<b>Financing:</b> Various financing options, Self-financing, Angel investors, Venture Capital How to scale up? Need for continuous innovation and feedback, Key managerial issue	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy (6th ed.)*, John Wiley
- Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases, Eighth Edition*, Wiley

**Reference Books:**

- Mootee I (2017), *Design Thinking for Strategic Innovation*, Wiley

<b>Paper: Entrepreneurship, Creativity And Innovation</b>	<b>Subject Code: BSA034D30E2</b>
<b>LT-P-C-3-0-0-3</b>	<b>CreditUnits:3</b>

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● The objective of this course is to help the students to develop an entrepreneurial mind set</li> <li>● To gain an understanding of the entire entrepreneurial process through analysis of various situations.</li> <li>● To gain insights about the critical role of creativity and innovation to the development of new products and services in entrepreneurial start-ups</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture</li> <li>● Assignment</li> <li>● Case Study</li> <li>● Team learning</li> <li>● Brain storming</li> <li>● Individual and Group Presentation</li> <li>● Live Project</li> <li>● Use of web-based audio/visual materials.</li> </ul>	<ul style="list-style-type: none"> <li>● On completion of the course, the students will be able to understand the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.</li> <li>● Understand the entrepreneurial mindset and personality.</li> <li>● Understand the importance of idea generation, identifying opportunities and the value of a business plan.</li> <li>● Understand the role of creativity and innovation in entrepreneurship</li> <li>● Examine strategies for growth and identify the human resource challenges for managing growth.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation:15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance:5%</li> <li>● End Term Examination :70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Entrepreneurship and the Entrepreneurial process:</b> Meaning and significance entrepreneurship, process of entrepreneurial action. The Entrepreneurial mindset and personality.	10
II	<b>Idea generation and selection:</b> Idea generation, identifying opportunities and evaluation Importance of Idea generation, Identifying opportunities and the value of a business plan. Creating a Business Plan	10
III	<b>Creativity and Innovation:</b> Definitions of both innovation and creativity, the role of creativity and innovation in both established business and entrepreneurial context, how they contrast with invention and commercialization. Managing Growth- examine strategies for growth and understand the human resource challenges for managing growth.	10
IV	<b>Social entrepreneurship and Innovation:</b> Understand the concept and relevance of social entrepreneurship, appreciate how social entrepreneurs mobilize scarce resources to affect social change. Corporate Entrepreneurship- the concept and challenges of corporate entrepreneurship and methods of developing managers for corporate entrepreneurship.	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Roy, R. (2011). *Entrepreneurship (2ed.)*. New Delhi: Oxford University Press.
- Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill Grant, R. M. (2015).

**Reference Book:**

- Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). *Entrepreneurship (9th ed)*. McGraw Hill.

**SYLLABUS (4<sup>th</sup>SEMESTER)**

**Paper: Project Planning Analysis and Management**

**Subject Code: BSA032C401**

**L-T-P-C- 3-0-0-3**

**Credit Units: 3**

<b>Course Objectives</b>	<b>Teaching Learning Process</b>	<b>Learning Outcomes</b>	<b>Course Evaluation</b>
<ul style="list-style-type: none"> <li>To guide students through fundamental project management concepts and behavioral skills needed to successfully launch, lead, and realize benefits from projects in profit and non profit organizations</li> <li>To guide the students about how successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Assignment</li> <li>Case Study</li> <li>Individual and Group Presentation</li> </ul>	<p>Upon completion of the course, students should be able to initiate and manage projects efficiently and effectively. They will learn key project management skills and strategies, and will have the opportunity to apply this knowledge through assignments.</p>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination:70%</li> </ul>

**Detailed Syllabus**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<p><b>Introduction to Project management</b>                      Defining project management, generating and screening of project ideas, project lifecycle, project scope, categorizing different type of projects, Understanding the difference between projects and programmes, Developing project management skills, Exploring opportunities in the project management field, organization structure and culture</p>	<b>10</b>
<b>II</b>	<p><b>Project Planning</b>                      Planning a project, managing stakeholders, developing a project management plan, assessing the feasibility of a project, Estimating Project Times and Costs, developing a project plan, PERT and CPM</p>	<b>10</b>
<b>III</b>	<p><b>Project Management Techniques</b>                      Managing Risk, Reducing Project Duration, Scheduling Resources and Costs, Identifying organizational structures, Estimating costs and budgeting,</p>	<b>10</b>
<b>IV</b>	<p><b>People in the Project</b>                      Assembling and managing your project team, Planning resources for your project team, Managing conflict within your team, Communicating effectively, Providing leadership and fostering teamwork, project performance evaluation, project closure</p>	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Larson, W. E., Gray F. C. & Desai, V. G. (2014). *Project Management -The Managerial Process*. 6<sup>th</sup>Edition, New Delhi: McGraw Hill Education.
- Pinto, K. J. (2019). *Project Management- Achieving Competitive Advantage*, 6<sup>th</sup>Edition. New Delhi: Pearson Publications

**Reference Book**

- Chandra, P. (2014). *Projects- Planning, Analysis, Selection, Financing, Implementation and Review*. 8<sup>th</sup> Edition, New Delhi: McGraw Hill Education (India) Private Limited

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To understand concepts of corporate governance and corporate social responsibility. It aims at development of a sound understanding of corporate governance, practice in a national and international context and industries; integrate corporate governance aspects, economic viability and social and environmental impacts management outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Assignments</li> <li>Group discussions</li> <li>Case Studies</li> </ul> Pre-readings: Ethics, Moral Standards, Employee Interest, Social Responsibility, Corporate Structure, Environmental issues in India	On completion of the course <ul style="list-style-type: none"> <li>The student should be able to integrate theoretical knowledge and practical knowledge</li> <li>The Student shall be able to assess the CSR Scenario, its mechanism &amp; trends- Globally &amp; Indian perspective.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Conceptual Framework of Business Ethics:</b> Business ethics, Nature of ethics as moral value, Ethics vs. Law, Culture vs. Universal Norms, Sustainability of eastern values to western business, Pragmatism of ethics, Criticism of socialism, Social market economy, Ethical decision making, Decision making process, Classification of decision making.	8
II	<b>Ethical Foundation in Business:</b> Purpose of business: profit maximization to CSR, Western teleological, deontological and modern theories, Workplace ethics-hiring, employee promotion, discharge, gender and caste discrimination, sexual harassment, Marketing ethics-pricing, packaging, advertising, product promotion, consumer safety, Financial ethics-transparent system, financial record keeping, financial disclosures, Organizational ethics-abuse of official position, bribes, gifts, entertainment, whistle blowing.	14
III	<b>Introducing Sustainability:</b> Sustainability in relation to business organization, Issues related to environment, Conserving resources, Carbon footprint, Pollution & carbon emission, Safeguarding communities and bio-diversities.	9
IV	<b>Global Perspective of Sustainability:</b> MDGs and SDGs, UN's agenda for sustainable development for 2030, Creating sustainable and equitable economy, Creating environmentally sustainable economy, Triple bottom line approach, Corporate environment responsibility.	9
<b>Total</b>		<b>40</b>

**Text Books:**

- Albuquerque, D. (2010). *Business Ethics: Principles & Practices*. New Delhi: Oxford University Press.
- Blowfield, M. (2013). *Business and Sustainability*. New Delhi: Oxford University Press.

**Reference Books:**

- Valasquez, M. G. (2012). *Business Ethics: Concepts and Cases*. 7th Edition. New Delhi: Prentice Hall of India
- Chatterji, M. (2014). *Corporate Social Responsibility*. 1<sup>st</sup> Edition. New Delhi: Oxford University Press.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To teach the students the basic concepts of wages and salary management.</li> <li>To make the students learn the types of compensation and the applications of compensation management.</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Assignments</li> <li>Individual projects/presentations</li> <li>Case Study</li> <li>Quiz</li> </ul> Pre-readings: Wage and Salary structure in India, Role of Govt. bodies in deciding wage & salary, Types of wages and salary, Components of a compensation package.	completion of the course <ul style="list-style-type: none"> <li>The student will be expected to recognize how pay decisions help the organization achieve a competitive advantage.</li> <li>They will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.</li> <li>They will also be able to demonstrate comprehension by constructing an effective compensation system.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Fundamentals of Compensation Management:</b> Conceptual framework-Theories of wage determination, Types of wages, Components of wages and salary, Competitive Advantage offered by compensation package, Wage and salary survey, Wage curve, Pay grades.	12
II	<b>Implication of Compensation Management:</b> Implication of Compensation management on Job design, Job analysis, Job description, Job Evaluation, Job Assessment, Performance related compensation, Pay-for-performance approach.	8
III	<b>Compensation Plans:</b> Team based compensation, Executive compensation, elements of executive compensation, Executive compensation in international context, Employee motivation and compensation, Sales compensation plan.	10
IV	<b>Application of Compensation management:</b> Legal issues in employee compensation. International compensation, Managing employee benefits, Nature and types of benefits, employee benefits programs, security benefits, retirement benefits, health care benefits, employee benefits required mandated by law.	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Bhattacharyya, D.K. (2014). *Compensation Management*. 2<sup>nd</sup> Edition. , New Delhi: Oxford University Press
- Tapomoy, D. (2009). *Compensation Management, Text and Cases*. 1<sup>st</sup> Edition. New Delhi: Excel Books.

**Reference Book:**

- Goel, D. (2012). *Performance Appraisal and Compensation Management (A Modern approach*. 2<sup>nd</sup> Edition. New Delhi: PHI Learning Private Limited.

<b>Paper: Organizational Development and Change</b>		<b>Subject Code: BSA034D40H2</b>	
<b>L-T-P-C – 3-0-0-3</b>		<b>Credit Units: 3</b>	
Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To introduce the fundamental concept of change and how the rate of change is accelerating</li> <li>● To make the students understand the role that effective change can play in improving the quality of work life and in improving organisational effectiveness</li> <li>● To provide familiarity with, and experience of, some of the main techniques of organisational change</li> <li>● To provide opportunity to develop awareness of their own personal style, attitudes and behaviours, relevant to the management of change</li> </ul>	<ul style="list-style-type: none"> <li>● Lectures</li> <li>● Assignments</li> <li>● Individual/Group projects/presentations</li> <li>● Case Study</li> <li>● Role plays</li> <li>● Quiz</li> <li>● Analysis of Relevant videos</li> </ul>	<ul style="list-style-type: none"> <li>● On completion of the course, the students will have sound knowledge of change and organisation development, models for organisation change, techniques for analysis of change issues within organisations, intervention strategies and skills, managing and evaluating effective change programs</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance: 5%</li> <li>2. End Term Examination: 70%</li> </ul>

#### Detailed Syllabus:

Modules	Course Content	Periods
I	<b>Organisational change: An overview</b> Introduction ,Importance of change, imperative of change, Types of change ,Models of change, change and its impact, overcoming resistance to change, Organisational culture and change, Corporate culture , Organisational culture and dealing with change	8
II	<b>Systematic approach to making change</b> Effective change management, Ten factors in effective change management ,systematic approach ,Keys to mastering change, Forces of change, External and internal, Levels of change, Designing Organisation for futuristic organisation, Types of organisation structure , Bureaucracy- Centralization and Decentralization, Formal and informal organisation	12
III	<b>Organisational Development</b> An introduction, Evolution of Organisational Development, Assumptions of Organisational Development, Diagnostic strategies and skills, methods, the change agent ,client-consultant relations in Organisational development, Power ,ethics and politics in OD	10
IV	<b>OD Interventions</b> Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organisational learning	10
<b>Total</b>		<b>40</b>

#### Text Books:

- Singh, K. (2010). *Organisational Change and Development*. 2<sup>nd</sup> Edition. New Delhi: Excel Books.
- Sharma, R. (2012). *Change Management and Organisational Transformation*. 2<sup>nd</sup> Edition. New Delhi: Tata Mcgraw Hill Education Pvt Ltd.

#### Reference Book:

- Nelson, Quick and Khandelwal. (2016). *ORGB : An innovative approach to learning and teaching Organizational Behaviour-A South Asian Perspective*. New Delhi: Cengage Learning,



<b>Paper: HRD - Strategies and Systems</b>	<b>SubjectCode:BSA034D40H3</b>
<b>L-T-P-C-3-0-0-3</b>	<b>CreditUnits:3</b>

<b>Course Objectives</b>	<b>Teaching Learning Process</b>	<b>Learning Outcomes</b>	<b>Course Evaluation</b>
<ul style="list-style-type: none"> <li>The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations.</li> <li>The course is designed to facilitate the development of knowledge and skills that HR specialists need in performing their strategic role.</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Assignments</li> <li>Individual/Group projects/ presentations</li> <li>Case Study</li> <li>Role plays</li> <li>Quiz</li> <li>Analysis of Relevant videos</li> </ul>	<ul style="list-style-type: none"> <li>Understanding essentials of HRD and developing insight into principles of system design</li> <li>Developing an understanding for designing career management and mentoring systems</li> <li>Learning to design programs for work-life integration</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation:15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>Mid- term examination:10%</li> <li>Attendance:5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>HRD: Evolution and Concepts</b> Challenges & Goals of HRD; HRD Function and staffing; Roles and Competencies of HR professionals; Role of Line and Staff managers in HRD; HRD Climate; Systems Approach to HRD; HRD System Design Principles.	<b>10</b>
<b>II</b>	<b>Design &amp; Administration of Select HRD Systems:</b> Career Management; Workplace Mentoring, Work-Life Integration; Developing global managers, HRD systems for International managers.	<b>8</b>
<b>III</b>	<b>Applications of HRD:</b> HRD for managing organizational change, HRD for Workers (blue collar employees), Performance management and development. Employee coaching. Mentoring. Succession planning. Tuition assistance. Organizational development.	<b>12</b>
<b>IV</b>	<b>HR Analytics</b> Introduction to HR analytics- Measuring Performance. Informing Promotion and Salary Decisions. Understanding Attrition and Increasing Retention, Examining Employee Engagement.	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Werner, De Simone. (2016). Human Resource Development (6<sup>th</sup> edition.). New Delhi, Cengage Learning.
- Dhir, Pal(2020) .*Human Resource Analytics: Theory and Application Techniques* (1<sup>st</sup> edition), New Delhi, Cengage Learning.

**Reference Book:**

- Yadav, Maheshwari (2020). *HR Analytics: Connecting Data and Theory* (1<sup>st</sup> edition) ,Wiley publications.

<b>Paper: Branding &amp; Integrated Marketing Communication</b>	<b>Subject Code: BSA03A0340M1</b>
<b>L-T-P-C- 3-0-0-3</b>	<b>Credit Units: 3</b>

<b>Course Objectives</b>	<b>Teaching Learning Process</b>	<b>Learning Outcomes</b>	<b>Course Evaluation</b>
<ul style="list-style-type: none"> <li>● To impart understanding of the role brands play in contemporary businesses.</li> <li>● To provide an understanding of how brands are created and managed over time.</li> <li>● provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lectures</li> <li>● Case Study</li> <li>● Assignments</li> <li>● Individual/group presentation</li> </ul>	<ul style="list-style-type: none"> <li>● Developing understanding of the key issues in creating and managing brands</li> <li>● To develop a grasp of theoretical concepts and frameworks of branding</li> <li>● Understanding the marketing communication model, types of advertising</li> <li>● Strengthening the concepts related to main decision areas in advertising- mission, money, message, media and measurement</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation:15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>● Mid-term examination:10%</li> <li>● Attendance:5%</li> <li>● End Term Examination:70%</li> </ul>

**Detailed Syllabus:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Brand</b> Brand and marketing success, Anatomy of brand, brand meaning; Brand types and consumer value spaces- functional, emotional, experiential brands, Creating a brand-brand visioning; Brand identity and image, brand identity frameworks; Product and brand position, brand relevance and differentiation; Brand positioning strategies, positioning statement, choice of category, interest positioning	<b>12</b>
<b>II</b>	<b>Brand Strategies</b> Growth strategies and options; Leveraging internal assets; line extension strategy; Brand equity- Keller and Aaker Framework; Brand and customer response; External leveraging – locating external assets; Brand stretch; brand extensions Brand strategies- tradeoff between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand life cycle- challenges and strategies; Managing brand overtime	<b>9</b>
<b>III</b>	<b>Communication process &amp; Marketing Communication (Marcom)</b> Meaning and role of IMC in Marketing process, Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies Communication - Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, Establishing marcom Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom	<b>9</b>
<b>IV</b>	<b>Developing the Integrated Marketing Communication Programme:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Verma H V (2013). Brand Management: Text and Cases. New Delhi: Excel Books
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, TataMcGraw Hill

**Reference Books:**

- Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
- Keller, K., Swaminathan, V., Parameswara, AMG., (2020) Strategic Brand Management. Fifth Edition, Pearson Education.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● to acquaint the students with the unique challenges faced by service marketers</li> <li>● To augment skills and thinking to effectively marketing of services.</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lectures</li> <li>● Case Study</li> <li>● Assignments</li> <li>● Individual/group presentation</li> </ul>	<ul style="list-style-type: none"> <li>● Appreciation of differences between goods and services marketing</li> <li>● Understanding the process by which value is created in service businesses</li> <li>● Learning and mapping of consumer response to service buying situations</li> <li>● Understanding quality concept, measurement and implementation processes in services</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous Evaluation:15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>● Mid-term examination:10%</li> <li>● Attendance:5%</li> <li>● End Term Examination:70%</li> </ul>

**Detailed Syllabus**

Modules	Course Content	Periods
<b>I</b>	The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy Service as marketing entity: characteristics and strategy implications, service dominant logic Types of services: insurance, banking, air transportation, courier, education etc.	8
<b>II</b>	Marketing mix: concept of value and value drivers, extended framework Relationship building: relationship marketing, bonding and life time value Service encounter: moment of truth, service types and service encounter, service encounter classification Service innovation: through encounter and system modification	8
<b>III</b>	Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis	14
<b>IV</b>	Service quality: concept, technical and functional quality, service quality models and measurement and implementation Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture	10
<b>Total</b>		40

**Text Books:**

- Lovelock, C., Wirtz, J. & Chatterjee, J. (2011). Service marketing: people technology and strategy (7th ed.). New Delhi: Pearson Education.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2018). Services marketing: integrating customer focus across the firm (7th ed.). New Delhi: McGraw Hill.

**Reference Book:**

- Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books

Paper: Salesmanship

Subject Code: BSA034D40M3

L-T-P-C – 3-0-0-3

Credit Units: 3

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"><li>The objective of the Course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force.</li></ul>	<ul style="list-style-type: none"><li>Interactive Lectures</li><li>Case Study</li><li>Assignments</li><li>Individual/group presentation</li></ul>	<p>On completion of this course, the students will be expected</p> <ul style="list-style-type: none"><li>Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship</li><li>Understanding the issues related to organizing, selecting and developing of sales force</li><li>Understanding the techniques of controlling and evaluating sales efforts</li></ul>	<ul style="list-style-type: none"><li>Continuous Evaluation:15%</li><li>(Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li><li>Mid-term examination:10%</li><li>Attendance:5%</li><li>End Term Examination:70%</li></ul>

Module	Course Content	Periods
I	<b>Introduction to Sales Management</b> Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	9
II	<b>Sales Management Strategies and Process</b> Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling	11
III	<b>Directing Sales Force Operations</b> Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and Controlling the Sales force	8
IV	<b>Evaluating and Controlling the Sales Effort</b> The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance <i>Mock Selling</i> <i>Evaluation will be through Mock Selling activities</i>	12
<b>Total</b>		<b>40</b>

**Text Books:**

- Havaldar, K. K. & Cavale, V. (2017). *Sales & Distribution Management-Text & Cases*. 3<sup>rd</sup> Edition. New Delhi: TATA Mc-Graw Hill Publications Pvt Ltd
- Panda, T. & Sahadev, S. (2019), *Sales & Distribution Management*, New Delhi: Oxford University Press.

**Reference Book:**

- Spiro, R., Stanton, W., and Rich, G., *Management of a Sales Force*, Tata McGraw - Hill Education

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To impart knowledge about different types of taxable &amp; exempt incomes under current income tax laws and computational mechanism for total income liable to tax as well as to impart knowledge about payment of taxes &amp; return filing procedures.</li> <li>To impart knowledge about different types of taxable &amp; non-taxable supplies under GST Laws as well as about the computational mechanism for taxable value of supply of goods and/ or services as well as to impart knowledge about set-off mechanism of Input Tax Credit &amp; consequent payment of taxes thereof after understanding the rate schedules properly.</li> <li>To acquire the ability to apply their understanding of GST to make tax computations and address application oriented issues as well as tax planning and management concerning GST.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lecture series with case based discussions on each topic.</li> <li>Assignment</li> <li>Group Discussions.</li> <li>Individual/Group Presentation</li> <li>Practice on practical problems with computational skills.</li> <li>Self learning materials &amp; providing relevant links for further study.</li> </ul>	<ul style="list-style-type: none"> <li>On successful completion of this course, the students will be able to know about the basic concepts of tax laws prevalent in India as well as interpret the provisions of this tax law leading to their ability to properly analyze tax issues in a given case and solve such tax issues or real life problems. Further, students will generate sufficient skills among them to tax plan their affairs and do better tax management.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%- (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid- Term Examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>Introduction:</b> Overview of Income –tax law in India, , Broad scheme of income tax law, Essential features of income tax , Basic concepts, Charge of Income –tax, Rates of tax, Exempted Incomes.</p> <p><b>Heads of income :</b> <b>Profits&amp; Gains from Business &amp;Profession:</b> Chargeability, Relevance of Method of Accounting, Speculative and Non-Speculative Business, Admissible Deductions, Inadmissible Deductions, Expenses or payments not deductible in certain</p>	<b>10</b>

	<p>circumstances, Certain incomes taxable on presumptive basis.</p> <p><b>Capital Gains:</b> Chargeability, Capital Asset and its types, Scope and year of chargeability, Transfer, Transactions not regarded as Transfer, Mode of computation of capital gains, Exemptions from capital gains.</p> <p><b>Income from Other Sources:</b> Incomes Chargeable under this head, Taxability of Dividend Income, Taxability of Gifts, Permissible Deductions Under Section 57.</p>	
II	<p><b>Certain Deductions from Gross Total Income:</b>  Deduction on account of certain payments &amp; Investments covered us 80C to 80 GGC ( Deductions available to Companies only )  Deductions in respect of certain incomes which are already included in Gross Total Income covered u/s 80IA to 80U ( Deductions available to Companies only )</p> <p><b>Set Off &amp; Carry Forward of Losses-</b>  Inter source adjustment, Inter head adjustment, Carry forward and set-off of losses under the head -PGBP, &amp;Capital gains, Carry forward and set -off of depreciation loss.</p> <p><b>Computation of Total Income and Tax Liability of Companies :</b>  Kinds of Companies , Computation of Total Income &amp; Tax Liability of a Company</p> <p><b>Filing of Tax Returns &amp; Payment of Taxes :</b> Tax Deduction at Source, Advance Tax and Self Assessment Tax, Return Filing</p>	10
III	<p><b>Goods &amp; Service Taxes:</b>  Fundamentals of GST, Reasons for GST introduction, Benefits of GST, Challenges of GST, Structure of GST in India, Taxes and Duties outside the purview of the GST , Treatment of Specific Goods which are outside purview of GST, Tax Rates in GST, Functions of GSTN, Functions of GST Council.  Definitions under CGST Laws</p> <p><b>Levy and collection of Tax:</b>  Taxable Event &amp; Supply under GST , Scope of Supply , Composite &amp; Mixed Supply Place of Supply, Time of Supply , Composition Levy under GST, Exemptions from GST</p>	10
IV	<p><b>Valuation under GST &amp; Input Tax Credit:</b>  Forward Charge on Outward Supplies and Reverse Charge Mechanism on Inward Supplies  Eligibility for taking ITC, Blocked Credit.</p> <p><b>Registration &amp; Return:</b>  Persons not liable for registration, Compulsory Registration, Deemed Registration.  Tax Invoice, Debit &amp; Credit Notes, Computation of tax liability and Payment of Taxes, TDS under GST,  Furnishing of Returns under GST, First Returns and Revision of Returns, E-Way Bills, Assessment under GST.</p>	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Ahuja, G., & Gupta, R. (2015). *Simplified Approach to Corporate Tax Planning and Management*. Delhi: Bharat Law House.
- Bansal, K. M., Latest Edition, *GST& Customs Law*. New Delhi: Taxmann Publications (P) Ltd.

**Reference Book:**

- Pagare, D. (2009). *Direct Tax Planning and Management*. New Delhi: Sultan Chand & Sons.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>● To introduce to the student the world of Financial Derivatives.</li> <li>● To make the student appreciate the risks and benefits in using Derivatives.</li> <li>● To equip the students with ways of using Financial Derivatives in Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>● Interactive Lectures through Power point presentation</li> <li>● Case Discussions and Analysis</li> <li>● Learning through Massive open online courses</li> <li>● Assignments/projects at Individual/Group level</li> </ul>	completion of the course students will become familiar with the world of Derivatives and new developments in this area. Moreover, a thorough understanding of conceptual framework of working of the instruments, their purposes and pricing will help in better Risk Management.	<ul style="list-style-type: none"> <li>● Continuous Evaluation: 15%</li> <li>● (Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>● Mid-term examination: 10%</li> <li>● Attendance: 5%</li> <li>● End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>Introduction to Derivatives</b> : An introduction to Types of Business Risk, and Management of Risk through Derivatives, Classification of Derivative, Participants in Derivative Markets, Evolution of Derivatives, Functions of Derivative Markets.</p> <p><b>Forwards and Futures:</b> Forward Contract and its distinguishing features, Motives for Forward Contract, Merits and Demerits of Forward Contract, Settlement of Forward Contracts.</p> <p><b>Futures Contract:</b> Key Specifications of a Futures Contract, Modes of Settlement of Future Contract, Differences between Forward and Future Contracts, Pricing a Forward/Futures Contract, Value of a Forward Contract.</p> <p>Exchange trading of Futures and Options: Types of Orders, Margins and Mark to market settlement process, Trading and settlement.</p>	8
II	<p><b>Mechanism of Futures markets</b> : Convergence of Spot and Futures at maturity, , Concept of Basis : Basis Risk; Long, Short and Cross Hedging; Determination of Futures prices of Investment and Consumption Assets, Convenience Yield</p> <p><b>Stock and Index Futures</b> : Index and Index Futures, Benefits of Index Futures over Stock Futures; Futures on Indices and Individual Stocks, Specifications of Stock or Index Features, Pricing Stock and Index Futures, Application of Index Futures, Hedging through Index Futures, Controlling Risk of Portfolio- Altering beta of the portfolio ; Speculation with Stock Index Futures, Arbitrage with Stock Index Futures.</p> <p><b>Currency Forward and Futures:</b> Foreign Exchange Preliminaries- Foreign Exchange Risk, Foreign Exchange Markets, Foreign Exchange Rates, Currency Forwards.</p> <p>Pricing of Currency Futures and Forwards, Hedging &amp; Speculation with Currency Forwards Contracts.</p>	10
III	<p><b>Interest Rate Forward and Futures</b> :</p> <p>Forward Rate Agreements ( FRA) &amp; it's typical features, Structure and Use of a typical FRA, Pricing and Valuation of FRA, Application of FRAs, Eurodollar and Futures Contract on them , Treasury Bond Futures &amp; its Pricing Swaps, Determination of Swap Rate, Comparative Advantage Argument, Use of Swaps to convert Assets and Liabilities.</p> <p>Interest rate and Currency Swaps, Credit Default swaps. Valuation of Swaps</p> <p>Introduction to Value at Risk (VaR)</p> <p>New Developments: Mortgage Backed Securities, Hybrid instruments etc. Importance of these instruments in Risk Management</p>	10



<b>IV</b>	<b>OPTIONS</b> : Terminology of Options, Option Contract and its features, Key Specifications of an option contract, Settlement of Option Contracts, Advantages of Options over Forward/ Future Contract, Types of Options; European vs American options, Properties of options , Intrinsic Value and Time Value , Put-Call parity Valuation Model for Options- Binomial option pricing model, Black-Scholes option pricing model, Sensitivity Analysis (“Greeks”) of Options Hedging Strategies with Options, Hedging with Index Options, Hedging with Currency Options, Income generation with Options, Option Trading Strategies. Use of options in Risk Management.	<b>12</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- *Options, Futures and Other Derivatives* ,Hull, John and Basu, Sankarshan, 7th Edition,2010, Pearson Education, New Delhi
- Stulz, M. R. (2003). *Risk Management and Derivatives*. 1<sup>st</sup> Edition. USA: Cengage Learning.

**Reference Books:**

- Don M. Chance, Robert Brooks , Sanjay Dhamija (2019). *An introduction to Derivatives and Risk Management* 10<sup>th</sup> Edition. CENGAGE , New Delhi

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>The objective of this course is to provide an understanding of accounting, regulatory and valuation aspects relating to corporate restructuring.</li> <li>Understanding the linkages between corporate restructuring and financial markets and the impact of the same on share price and on the business.</li> <li>Understand the concept and rationale for mergers and acquisitions.</li> <li>Deal with accounting issues in a merger</li> <li>Understand the valuation concepts in mergers</li> <li>Analyse deal structuring in mergers.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lectures</li> <li>Case Study</li> <li>Practical problem solving.</li> <li>Individual/group presentation</li> <li>Self learning materials &amp; important links for self learning &amp; updated knowledge of the subject.</li> </ul>	<p>After successfully completing this course, the participants will be able to understand the various methods available for corporate restructuring as a mode of consolidation. Also, students will gain conceptual knowledge about valuation of various tangible and intangible assets. Apart from this students will understand about the various legal and regulatory aspects associated with the corporate restructuring.</p>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>Introduction to Mergers, Acquisitions and Restructuring:</b>                      Meaning and Definition of Merger, M&amp;A Terminology – Due Diligence, Leveraged Buy-Outs, Management Buyouts, Poison Pills etc.                      Restructuring through joint ventures and Divestiture. Forms of divestiture – Sell-off, Spin-off, Split up and Equity Carve-out,                      Synergies from M&amp;A, Types of Mergers and their Rationale, M&amp;A – Cost-Benefit Analysis, , Motives and Benefits of M&amp;A, Value creation through M&amp;A,                      Trends of M&amp;A in India, Problems for M&amp;A in India, M&amp;A in India, Target Valuations for M&amp;A, Cross –Border M&amp;A, Decade of Corporate Churning and Change.</p>	10
II	<p><b>Merger and Amalgamations :</b> Financing a Merger, Accounting for M&amp;A, Merger as a Capital Budgeting Decision, M&amp;A Deal , Mergers in specific sectors, Merger Failures.  <b>Acquisition &amp; Takeover:</b> Meaning&amp; Types of Takeovers, Corporate Strategy and Acquisition, Strategic Rationale, The Acquisition Process, Defending a company in a takeover bid, Takeover by Reverse Bid, Tender offer &amp; Hostile Takeover, bailout takeovers, takeover of sick units.  <b>Financing M&amp;A:</b> Payment by cash, Stock Swaps, Debt Securities , Junk Bonds, financial Institutions- Investment Banks and Commercial Banks etc.  <b>Merger Negotiations:</b> Significance of P/E Ratio and EPS Analysis, swap ratio, Impact on EPS, MPS and P/E ratio, Cost of merger. Books of selling and purchasing companies.                      Evaluation of M&amp;A – The DCF Approach</p>	10

<b>III</b>	<b>Legal &amp; Regulatory Framework of M&amp;A in India:</b> Companies Act, 2013. Competition Act, 2002. Income Tax Act, 1961. SEBI Regulations & Takeover Code. Listing Agreements of Stock Exchanges.	<b>10</b>
<b>IV</b>	<b>Concept of Valuation :</b> Approaches and Techniques of Valuation : Income Approach – FCFF, FCFE, DDM Methods , Market Approach -Relative Valuation And Cost Based Approach, Emerging tools of Valuation using EVA, CFROI and Other Tools Valuing Firm vs Valuing Equity (FCFF vs FCFE method) Valuation of Intangible Assets. Valuing Startups and Companies with Negative Earnings.	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Chandra P. (2015). Corporate Valuation and Value Creation. New Delhi Tata Mc-Graw Hill.
- De Pamphilis, D.M. (2010). Mergers, Acquisitions, and Other Restructuring Activities. (5th ed.). Academic Press, Elsevier Inc.

**Reference Book:**

- Arzac E.R.. (2008). Valuation for Mergers, Buyouts and Restructuring. (2nd ed.).John Wiley & Sons Inc.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To make the student learn the stages of entrepreneurial Venture and financing needs</li> <li>To make the students know the various sources of finance and to measure financial performance of their ventures.</li> <li>To enable the student to value their ventures and to effectively manage its finance aspect.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive Lectures</li> <li>Case Studies</li> <li>Group Discussions</li> <li>Assignments/Projects</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will be able to understand the various stages of a business venture and the need for financing at each stage. They will also be able to determine the financial position of their venture and to value their firm and to decide the sources of future funds. Finally, the students will be able to understand the various exit strategies from the firm.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<p><b>Entrepreneurial Process and Development of Business Idea:</b> Key to Entrepreneurship Development- A discussion on opportunity identification, Resource organization and Value creation, Evolving concept of Entrepreneurship, Entrepreneurial process and Entrepreneurial Traits. Business Model, Key Elements of a business plan, Business Plan Drivers, Basics of a Business Plan, Pitching a Business Plan, Evaluating business feasibility of ideas, Screening opportunities. Choosing the form of organization, Protecting Intellectual property,</p> <p><b>Assessment of Financing Needs:</b> Financial planning through the venture's Life Cycle, Short term cash planning, Systematic forecasting, Estimating sustainable growth rates and additional financing needed to support growth. Implicit and explicit financial costs, Determining cost of debt and equity capital, Estimating Weighted average cost of capital.</p>	10
II	<p><b>Financing Venture:</b> Different Stages of Financing, Sources of Finance - Bootstrapping, Crowd funding, Seed Funding, Angel Investors, Private Equity. Measuring Financial performance through Financial Statements and Ratios.</p> <p><b>Venture Capital Financing (VCF):</b> Venture Capital &amp; its characteristics, A comparison of Venture Capital Financing &amp; Conventional Financing, Distinction between Venture Capital &amp; Private Equity, Stages of Venture Capital Financing, Structure and Sources of VCF, Business Analysis of Project by VCF, Project Valuation Methods, Exit Routes for VCF, Venture Capital Financing in India, Government Initiatives, Regulatory Framework for VCFs</p>	10
III	<p><b>Creating and Recognizing Venture Value:</b> Valuing Early Stage Ventures Ventures' worth, Basic mechanism of valuation, Developing projected financial statements for DCF valuation, Equity Valuation: Pseudo Dividends, Accounting vs Equity valuation cash flow., Importance of Real options in Valuing new ventures</p> <p><b>Venture Capital Valuation methods:</b> Basic Venture Capital Valuation method, Earnings multiplier and discounted dividends, Adjustment for multiple rounds and for incentive ownership, Adjustment for payment to senior security holders.</p>	10
IV	<p><b>Structuring Financing for the Growing Venture:</b> Professional Venture Capital and Bank Loans, Going Public by Issuing Stock or Debentures. Financing by Other securities like Preferred shares, Convertible Debt, warrants and options Facilitators, consultants, and intermediaries, Commercial and venture bank lending, Government financing programs, Receivables lending and factoring Incentives for Start-Ups in India.</p> <p><b>Planning Exit strategy:</b> Key strategies for turning around a company, Liquidation, Exit</p>	10

Strategy for Entrepreneurs.	
<b>Total</b>	<b>40</b>

**Text Books:**

- Leach, C. & Melicher, R. (2010). *Entrepreneurial Finance*. 4<sup>th</sup> Edition. Ohio, USA: Cengage learning.
- Smith J.K., Smith L.R. and Bliss R.T (2011). " *Entrepreneurial Finance: Strategy Valuation and Deal Structure*". 1<sup>st</sup> Edition. Stanford University Press.

**Reference Book:**

- Rogers S. (2014). *Entrepreneurial Finance : Finance And Business Strategies for the Serious Investor* . 2<sup>nd</sup> Edition. , New York: Tata McGraw Hill

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>To enable students to gain an integrated approach on Social Entrepreneurship. The aim of this composite approach is to provide students with firm foundation for understanding all main components of social entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Lectures</li> <li>Case Studies</li> <li>Group Discussions</li> <li>Assignments/Mini-projects</li> </ul> Pre-readings: Entrepreneurship, Sustainable Development, Opportunity Identification, Environments affecting Entrepreneurship	<ul style="list-style-type: none"> <li>The student will have an insight to the basics of best practices and theories in regard to developing entrepreneurs in present day society.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation: 15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz : Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance: 5%</li> <li>End Term Examination: 70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introducing Social Entrepreneurship:</b> Evolution and development of social entrepreneurship, Emergence of social entrepreneurship as a global movement, Pioneers of social entrepreneurship, Difference between social and business entrepreneurship, Role of a social entrepreneur.	12
II	<b>Challenges to Social Entrepreneurship:</b> Financial challenges, ways by which social entrepreneurs fund organizations, Evaluating impact of social entrepreneurship, Attracting fresh talents, Barriers to social changes.	10
III	<b>Opportunities for Social Entrepreneurship:</b> Methods of sensing opportunities and fields of opportunities, Assessing and prioritising opportunities, Enterprise lunching, Start-ups, Incubation, CSR fund, PPP model.	8
IV	<b>Envisioning Social Entrepreneurship:</b> Changing mindset, Innovative education nurturing social entrepreneurship, Educating youth towards social entrepreneurship, Role of government towards engaging social entrepreneurs for social upliftment, Influencing businesses.	10
<b>Total</b>		<b>40</b>

**Text Books:**

- Bornstein, D. & Davis, S. (2016). *Social Entrepreneurship*. New Delhi: Oxford University Press.
- Robert, H., Michael, P. & Dean, S. (2009). *Entrepreneurship*. New Delhi: Tata McGraw Hill Publishing,

**Reference Book:**

- Drucker, Peter F. (2010). *Managing the Non-Profit Organization: Principles & Practices*, Reprint Edition. Noida: HarperCollins Publishers India Pvt. Ltd.

Course Objectives	Teaching Learning Process	Learning Outcomes	Course Evaluation
<ul style="list-style-type: none"> <li>This course would provide insights into the behaviour and dynamics of family business</li> <li>This course focuses on the dynamics within family businesses and provides the tools to be successful as part of a family business, as a non-family employee within a family business, or as a consultant to, or board member of, a family business, planning, control and decision making.</li> <li>This course will focus on the theory and actual practices of family businesses on topics that include the competitive strengths and weaknesses in a family firm; dynamics of family interactions and the family business culture; a conceptual Family Business Development model; communications and conflict resolution; strategic planning; and planning for succession.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive lecture with case-based discussions on situations.</li> <li>Guest Lectures</li> <li>Case Study</li> <li>Assignments</li> <li>Practical Problem solving.</li> <li>Individual/Group Presentation</li> <li>Group Discussions.</li> </ul>	<ul style="list-style-type: none"> <li>On completion of the course, the students will be able to explore the strategic, operating, financial, family, and career issues found in family owned and managed companies or privately-held firms</li> <li>On completion of the course, it will help facilitate the students with the tools to be successful whether as part of a family business, as an employee with a family business, or as a consultant to a family business.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Evaluation:15%</li> <li>(Assignment, Class Test, Viva, Seminar, Quiz: Any Three)</li> <li>Mid-term examination: 10%</li> <li>Attendance:5%</li> <li>End Term Examination :70%</li> </ul>

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Family Business:</b> Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family-controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.	10
II	<b>Understanding Family Business dynamics:</b> The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance, Family Constitution, Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict.	10
III	<b>Family Business and Governance:</b> Meaning and challenges to family governance, Advisory board and board of directors- Responsibilities, Family meetings and Family Councils- Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards	10

IV	<b>Leadership and the imperatives for family business:</b> Succession and Continuity, Succession importance, Family leaders- roles and responsibilities. Succession- importance, succession planning and continuity planning mindset, CEO exit styles, next generation leader characteristics, steps in succession planning and transfer of power	<b>10</b>
<b>Total</b>		<b>40</b>

**Text Books:**

- Ernesto J. Poza and Mary S. Duagherty (2015) Family Business, Cengage Learning, New Delhi.
- Mohanakrishnan Raman, Family Business (English, Paperback).

**Reference Books:**

- Indian Family Business Mantra, Peter Leach, Tatwamasi Dixit, Rupa Publications India. July 2015



**ANNEXURE-1 ( Approved MOOCS COURSES BY 1<sup>st</sup> BOS)**

S.No.	Course Id	Course Name	SME Name	Institute	Duration	Start date	End date
1	noc21-mg82	Organizational Behaviour	Prof. M. P. Ganesh	IIT Hyderabad	12 Weeks	26-Jul-21	15-Oct-21
2	noc21-mg87	Organizational Behaviour - II	Prof. Susmita Mukhopadhyay Prof. Sangeeta Sahney Prof. S. Srinivasan	IITKGP	12 Weeks	26-Jul-21	15-Oct-21
3	noc21-mg57	Gender justice and workplace security	Prof. Dipa Dube	IITKGP	4 Weeks	23-Aug-21	17-Sep-21
4	noc21-mg91	Organization Development and Change in 21st Century	Prof. Ashish Pandey	IITB	8 Weeks	26-Jul-21	17-Sep-21
5	noc21-mg49	Human resource development	Prof. KBL Srivastava	IITKGP	12 Weeks	26-Jul-21	15-Oct-21
6	noc21-mg52	Managing Services	Prof. Jayanta Chatterjee	IITK	8 Weeks	23-Aug-21	15-Oct-21
7	noc21-mg97	Introduction to Marketing Essentials	Prof. Zillur Rahman	IITR	8 Weeks	26-Jul-21	17-Sep-21
8	noc21-mg78	Services Marketing : Integrating People, Technology, Strategy	Prof. Zillur Rahman	IITR	8 Weeks	23-Aug-21	15-Oct-21
9	noc21-mg63	Innovation, Business Models and Entrepreneurship	Prof. Rajat Agarwal Prof. Vinay Sharma	IITR	8 Weeks	23-Aug-21	15-Oct-21
10	noc21-mg78	Services Marketing : Integrating People, Technology, Strategy	Prof. Zillur Rahman	IITR	8 Weeks	23-Aug-21	15-Oct-21
11	noc21-mg74	Decision-Making Under Uncertainty	Prof. N. Gautam	IITM	4 Weeks	23-Aug-21	17-Sep-21
12	noc21-mg88	Principles of Management	Prof. Susmita Mukhopadhyay Prof. S. Srinivasan	IITKGP	12 Weeks	26-Jul-21	15-Oct-21