



ROYAL GLOBAL UNIVERSITY
— GUWAHATI —

Royal School of Business
(RSB)

SYLLABUS
&
COURSE
STRUCTURE

BBA+MBA (Integrated)

LEARNING OUTCOME-BASED
CURRICULUM FRAMEWORK
FOR BACHELOR OF BUSINESS
ADMINISTRATION

ACADEMIC YEAR- 2022-23

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1. PREAMBLE

The Preamble of the Undergraduate Curriculum Framework-2022 for Bachelor of Business Administration underlines the historical perspective, philosophical basis, and contemporary realities of higher education and endeavours to synchronize these cornerstones while charting the road ahead for the state of higher education.

To actualize the noble objective, the Assam Royal Global University has endeavored to explore the possibility of further restructuring and refinement of its undergraduate curriculum framework to capture the imagination of the youth of our nation which depicts the contemporary realities of our demographic advantage globally.

Since inception, the objective of Royal School of business is to deliver quality education to the youth of NE for contributing towards societal and economic development of the North Eastern India and be a part of the nation building process. Aligning to this, the syllabus of BBA program has been designed for inculcating managerial thinking and entrepreneurial mindset among the students. The syllabus spans to cover the various aspect of business administration that would help the graduates in developing their knowledge, skill and attitude for successful corporate career.

2. Introduction

The Bachelor of Business Administration (BBA) Program is a 3-year program designed for pursuing management studies at the Undergraduate level. The BBA program hones the management skills of the budding managers and prepares them for contemporary business environment. The program provides various exposure to the students through corporate connect, industry visits, participation in various regional and national events, and motivating students to organize various events on their own.

2.1 Aims & Objectives of Bachelor of Business Administration (BBA) Program

The curriculum of BBA 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, Statistics, Economics, Financial Management, Marketing, Human resource, Business Research & Quantitative Techniques and exposure to relevant software;
- (iii) Enabling students to gain advanced exposure in area of their choice through Elective Courses offered;
- (iv) Provide a conducive environment inside the campus that holistically engages students through an all- encompassing knowledge impartation
- (v) Encourage the learners to advance a range of generic skills helpful in employment,

- internships, and social activities;
- (vi) Formulating business problems and provide innovative solutions to enable the learners to be future ready management leaders who are compassionate and yet efficient;
 - (vii) Develop ability to use software for data extractions and analysis through statistical and econometric tools under Skill Enhancement course papers.

3. UGC- LOCF at Royal School of Business:

Royal School of Business imbibes a Learning Outcome-based Curriculum Framework (LOCF) for its Under Graduate program - Bachelor of Business Administration (BBA) 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 generic electives 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.

3.1 Approach to Curriculum Planning

The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualifications such as a Bachelor's Degree (Hons) programmes are earned and awarded on the basis of (a) demonstrated achievement of outcomes (expressed in terms of knowledge, understanding, skills, attitudes and values) and (b) academic standards expected of graduates of a programme of study. The expected learning outcomes are used as reference points that would help formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes which in turn will help in curriculum planning and development, and in the design, delivery, and review of academic programmes. Learning outcomes-based frameworks in any subject must specify what graduates completing a particular programme of study are (a) expected to know, (b) understand and (c) be able to do at the end of their programme of study. To this extent, LOCF in BBA is committed to allowing for flexibility and innovation in (i) programme design and syllabi development by higher education institutions (HEIs), (ii) teaching-learning process, (iii) assessment of student learning levels, and (iv) periodic programme review within institutional parameters as well as LOCF guidelines, (v) generating framework(s) of agreed expected graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes. The key outcomes that underpin curriculum planning and development at the undergraduate level include Graduate Attributes, Qualification Descriptors, Programme Learning Outcomes, and Course Learning Outcomes.

The LOCF for undergraduate education is based on specific learning outcomes and academic standards expected to be attained by graduates of a programme of study. However, an outcome-based approach identifies moves way from the emphasis on what is to be taught to focus on what is learnt by way of demonstrable outcomes. This approach provides greater flexibility to the teachers to develop—and the students to accept and adopt—different learning and teaching pedagogy in an interactive and participatory ecosystem. The idea is to integrate social needs and teaching practices in a manner that is responsive to the need of the community. HEIs, on their turn, shall address to the situations of their students by identifying relevant and common outcomes and by developing such outcomes that not only match the specific needs of the students but also expands their outlook and values.

3.2 Graduate Attributes

The graduate attributes reflect the particular quality and feature or characteristics of an individual, including the knowledge, skills, attitudes and values that are expected to be acquired by a graduate through studies at the higher education institution (HEI) such as a college or university. The graduate attributes include capabilities that help strengthen one's abilities for widening current knowledge base and skills, gaining new knowledge and skills, undertaking future studies, performing well in a chosen career and playing a constructive role as a responsible citizen in the society. The graduate attributes

define the characteristics of a student's university degree programme(s), and describe a set of characteristics/competencies that are transferable beyond study of a particular subject area and programme contexts in which they have been developed. Graduate attributes are fostered through meaningful learning experiences made available through the curriculum, the total college/university experiences and a process of critical and reflective thinking. The graduate attributes reflect both disciplinary knowledge and understanding, generic skills, including global competencies, that all students in different academic fields of study should acquire/attain and demonstrate.

Some of the characteristic attributes that a BBA graduate should demonstrate are as follows:

- **GA1: Disciplinary knowledge:** Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate programme of study.
- **GA2: Communication Skills:** Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.
- **GA3: Critical thinking and Analytical Reasoning:** Capability to apply analytic thought to a body of knowledge; analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development.
- **GA4: Problem solving:** Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar problems, rather than replicate curriculum content knowledge; and apply one's learning to real life situations.
- **GA5: Research-related skills:** A sense of inquiry and capability for asking relevant/appropriate questions, problematizing, synthesizing and articulating; Ability to recognize cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyze, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation.
- **GA6: Team work:** Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
- **GA7: Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.
- **GA8: Self-directed learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.
- **GA9: Multicultural competence:** Possess knowledge of the values and beliefs of multiple cultures

and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.

- **GA10: Moral and ethical awareness/reasoning:** Ability to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behavior such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.

- **GA11: Lifelong learning:** Ability to acquire knowledge and skills, including "learning how to learn", that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill development/reskilling.

4. Credit Division

A Bachelor's Degree Programme in Business Administration is a 3 years degree course which is divided into 6 semesters as under:

Sl. No.	Semester No.	No. of Credits
1.	1st	24
2.	2nd	24
3.	3rd	24
4	4 th	24
5	5th	26
6	6 th	26
7	7 th	24
8	8 th	29
	TOTAL CREDITS	208

5. Program Learning Outcomes for Bachelor of Business Administration:

The term 'program' refers to the entire scheme of study followed by learners leading to a qualification. Each graduate in management shall be able to:

- PO1: Disciplinary knowledge of Business Administration:** Demonstrate extensive and coherent knowledge of management and its applications in real business world;
- PO2: Communication Skills:** Acquire various soft skills (like business communication, public speaking etc.) and leadership skills required to manage complete business situation as well as life situations;
- PO3: Critical thinking and Analytical Reasoning:** Analyze the business situations from different perspectives and critically assessing the situation for optimal results.
- PO4: Problem solving:** Assess and provide solutions to the difficult/unsolved business problems in rapidly changing environment, inculcating entrepreneurial skills.
- PO5: Research-related skills:** Perform investigations by defining business problems, collecting data and analysing to gain insights for decision making.
- PO6: Team work:** Work in teams of diverse cultures, backgrounds and cross functional areas.
- PO7: Information/digital literacy:** Demonstrate sufficient understanding of ICT tools in business decision making.
- PO8: Self-directed learning:** Develop a systematic approach to function independently in projects.
- PO9: Multicultural competence:** Distinguish the critical aspects in multinational business environment and adapt to achieve end results.
- PO10: Moral and ethical awareness/reasoning:** Good value systems leading to high ethical and moral conduct in society at large;
- PO11: Lifelong learning:** Develop attitude necessary for participating in learning activities throughout life.

6. Programme Specific Outcomes:

The outcomes and attributes described in previously are attained by students through learning acquired on completion of a program of study.

Following are the Program Specific Outcomes (PSO):

PSO 1: Understanding of business functions

PSO 2: Developing the critical and analytical thinking for managerial decision-making abilities and entrepreneurial mindset

PSO 3: Exposure to global perspective and become socially and ethically responsible citizens

PSO 4: Interpersonal skill development

7. Teaching Process and Course Evaluation

The courses will be delivered using the following teaching learning tools

- Lecture
- Assignment
- Individual/ Group Presentation
- Tutorials
- Case Studies
- Numerical Problem Solving
- Role play
- Simulations
- Practical Classes on ICT
- Analysis of Relevant Videos

Course Evaluation is done in the following way

	Component of Evaluation	Marks	Frequency	Code	Weightage (%)
A	Continuous Evaluation				
i	Analysis/Class test	Combination of any three from (i) to (v) with 5 marks each	1-3	C	25%
ii	Home Assignment		1-3	H	
iii	Project		1	P	
iv	Seminar		1-2	S	
v	Viva-Voce/Presentation		1-2	V	
vi	MSE	MSE shall be of 10 marks	1-3	Q/CT	
vii	Attendance	Attendance shall be of 5 marks	100%	A	5%
B	Semester End Examination		1	SEE	70%
	Project				100%

8. Structure of Bachelor of Business Administration Program

BBA

Program Structure

1 st semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C101	Management Process and Organizational Behavior	3	1	0	4	4
2	BSA032C102	Marketing Management	3	1	0	4	4
3	BSA032C103	Business Mathematics	3	1	0	4	4
Ability Enhancement Compulsory Courses (AECC)							
4	CEN982A101	Communicative English-I	1	0	0	1	1
5	BHS982A104	Behavioural Science-I	1	0	0	1	1
Skill Enhancement Course							
6	BSA032S111	IT Tools in Management -I	0	0	4	2	4
Generic Elective							
7	BSA032G101	GE -I: Minor Track from other department	3	0	0	3	3
8	BSA032G102	GE-2: Open	3	0	0	3	3
Value Addition Course							
9		To be chosen from basket	2	0	0	2	2
Total						24	26

2 nd semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C201	Human Resource Management	3	1	0	4	4
2	BSA032C202	Accounting for Managers	3	1	0	4	4
3	BSA032C203	Business Economics	3	1	0	4	4
Ability Enhancement Compulsory Courses (AECC)							
4	CEN982A201	Communicative English-II	1	0	0	1	1
5	BHS982A204	Behavioural Science-II	1	0	0	1	1
Skill Enhancement Course							
6	BSA032S211	IT Tools in Management II	0	0	4	2	4
Generic Elective							
7	BSA032G201	GE-3: Minor Track from other department	3	0	0	3	3
8	BSA032G202	GE-4: Open	3	0	0	3	3
Value Addition Course							
9		To be chosen from basket	2	0	0	2	2
Total						24	26

3 rd semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C301	Statistics for Management	3	1	0	4	4
2	BSA032C302	Financial Management	3	1	0	4	4
3	BSA032C303	Introduction to Labour Legislation in India	3	1	0	4	4
Ability Enhancement Compulsory Courses (AECC)							
4	CEN982A301	Communicative English-III	1	0	0	1	1
5	BHS982A304	Behavioural Science-III	1	0	0	1	1
Generic Elective							
6	BSA032G301	GE - 5: Minor Track from other departments	3	0	0	3	3
7	BSA032G302	GE - 6: Open	3	0	0	3	3
4 Weeks Internship after 2nd Sem exam							
8	BSA032C311	Summer Internship Project	0	0	8	4	8
Total						24	28

4 th semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C401	Production and Operations management	3	1	0	4	4
2	BSA032C402	Introduction to Financial Markets	3	1	0	4	4
3	BSA032C403	Managing E-Commerce	3	1	0	4	4
Ability Enhancement Compulsory Courses (AECC)							
4	CEN982A401	Communicative English-IV	1	0	0	1	1
5	BHS982A404	Behavioural Science-IV	1	0	0	1	1
Skill Enhancement Course							
6	BSA032S411	Basics of Tally	0	0	4	2	4
Generic Elective							
7	BSA032G401	GE-I: Minor Track from other department	3	0	0	3	3
8	BSA032G402	GE-2: Open	3	0	0	3	3
Value Addition Course							
9		To be chosen from basket	2	0	0	2	2
Total						24	26

5 th semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C501	Legal Aspects of Business	3	1	0	4	4
2	BSA032C502	Entrepreneurship & Small Business Management	3	1	0	4	4
3	BSA032C503	Fundamental of Managing Performance	3	1	0	4	4
4	BSA032C504	Rural marketing	3	1	0	4	4
5	BSA032C505	Indirect Tax	3	1	0	4	4
4 Weeks Internship after 4th Sem exam							
6	BSA032C511	Summer Internship Project	0	0	12	6	12
Ability Enhancement Compulsory Courses (AECC)							
7	CEN982A501	Communicative English-V	1	0	0	1	1
8	EVS982A501	Environmental Study and Sustainable Development-I	1	0	0	1	1
Value Addition Course							
9		To be chosen from basket	2	0	0	2	2
Total						30	36

6 th semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA032C601	Business Research Methodology	3	1	0	4	4
2	BSA032C602	Fundamentals of International Business	3	1	0	4	4
3	BSA032C603	Retail Management	3	1	0	4	4
4	BSA032C604	Industrial Psychology	3	1	0	4	4
5	BSA032C605	Financial Services	3	1	0	4	4
Ability Enhancement Compulsory Courses (AECC)							
6	CEN982A601	Communicative English-IV	1	0	0	1	1
7	EVS982A601	Environmental Study and Sustainable Development-I	1	0	0	1	1
Value Addition Course							
8		To be chosen from basket	2	0	0	2	2
Skill Enhancement Course							
9	BSA032S611	Personal And Professional Excellence	1	0	2	2	3
Total						26	27

7 th semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA034C301	Strategic Management	3	0	0	3	3
2	BSA034C302	Decision Making and Optimisation	3	0	0	3	3
Project/Dissertation							
4	BSA034C321	Industry Internship Project	0	0	6	3	6
Human Resource Specialization							
5	BSA034D30H1	Talent Acquisition and Management	3	0	0	3	3
6	BSA034D30H2	Managing Industrial Relations	3	0	0	3	3
Marketing Specialization							
7	BSA034D30M1	Consumer Behavior	3	0	0	3	3
8	BSA034D30M2	Digital Marketing	3	0	0	3	3
Finance Specialization							
9	BSA034D30F1	Investment Analysis & Portfolio Management	3	0	0	3	3
10	BSA034D30F2	The Indian Financial System	3	0	0	3	3
Operations Specialization							
11	BSA034D30O1	Logistics and Transportation Management	3	0	0	3	3
12	BSA034D30O2	Material Management & Inventory Control	3	0	0	3	3
Entrepreneurship Specialization							
13	BSA034D30E1	Managing Start-ups	3	0	0	3	3
14	BSA034D30E3	Entrepreneurship, Creativity and Innovation	3	0	0	3	3
Ability Enhancement Compulsory Courses (AECC)							
15	CEN984A301	Communicative English III	1	0	0	1	1
Ability Enhancement Elective Courses (AEEC)							
16		One subject to be chosen from a given basket of course	2	0	0	2	2
Total						24	48

8 th semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
Core Subjects							
1	BSA034C401	Project Planning Analysis and Management	3	0	0	3	3
2	BSA034C402	Business Ethics and Sustainability	3	0	0	3	3
Project/Dissertation							
3	BSA034C421	Thesis/Dissertation Project	0	0	8	4	8
Human Resource Specialization							
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
Marketing Specialization							
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
Finance Specialization							
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
Operations Specialization							
13	BSA034D40O1	Service Operations Management	3	0	0	3	3
14	BSA034D40O2	Technology and Innovation Management	3	0	0	3	3
15	BSA034D40O3	TQM and Six Sigma for Business Excellence	3	0	0	3	3
Entrepreneurship Specialization							
16	BSA034D40E1	Entrepreneurial Finance and Venture Capital	3	0	0	3	3
17	BSA034D40E2	Social Entrepreneurship	3	0	0	3	3
18	BSA034D40E3	Family Business Management	3	0	0	3	3
Ability Enhancement Compulsory Courses (AECC)							
19	CEN984A401	Communicative English – IV	1	0	0	1	1
Total						29	60

1ST SEMESTER SYLLABUS

Paper: Management Process and Organizational Behaviour

Subject Code: BSA032C101

Credit Units: L-T-P-C-3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To make these students understand the needs and features of human behaviour an organization, and the various aspects of the process of management in an organization

	Course outcome	Bloom's Taxonomy
CO-1	To explain the different functions of management.	BT-I
CO-2	To distinguish the concept of different leadership styles and theories.	BT-II
CO-3	To illustrate the concept of power and politics	BT-III

Management Process and Organizational Behaviour

Modules	Course Content	Periods
I	Principles of Management – Introduction Concept and Nature: Definition - Management - Role of managers – Features, Objectives, Importance, Management and Administration, Management process, Levels of management, Organization and the environmental factors – Trends and Challenges of Management in Global Scenario. Evolution of Management thought –Introduction and theories	12
II	Planning & Organizing Planning process - Types of plans, Planning Premises, Type of planning premises, managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decisions - Decision Making Process - Rational Decision Making, Limitations of planning, Barriers to planning Nature and purpose of organizing -Organization structure - Formal and informal groups in organization - Line and Staff authority - Departmentation - Span of control - Centralization and Decentralization - Delegation of authority - Staffing, Organization Chart, Authority and Responsibility Relationships, Controlling	12
III	Organizational Behaviour –Individuals Personality- Determinants of personality, Theories of Personality. Personality and Organizational behavior; Learning- Theories of Learning, Reinforcement-Types, use in organizations. Attitudes: Components, Job related attitudes Perception: Factors that influence perception, Errors in perception Interpersonal Behaviour: Tools to improve interpersonal behavior-Johari Windowand Transactional Analysis. (Exercise based/ activity based)	12
IV	Organizational Behaviour – Group Leadership: Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories Group Behaviour: Types of groups, Stages of Group formation, Group properties, Group decision making.	12
Total		48

Text Books:

- Essentials of Management, Management-An International Perspective, H. Koontz & H. Weihrich 8th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009.
- Organisational Behaviour: Text and Cases, K. Singh, 3rd Edition, Vikas Publishing House Pvt. Ltd., New Delhi, 2015.

Reference Books:

- ORGB: A South-Asian Perspective, Nelson, Quick, Khandelwal, 2nd edition, Cengage, Noida, 2016.
- Organisational Behaviour, Stephen P. Robbins, Timothy A Judge, Niharika Vohra, 16th Edition, Pearson Education, Delhi, 2016
- Principles of Management-Texts and Cases, Neeru Vasishth, Vibhuti Vasishth, 5th Edition, axmann, 2019

Paper: Marketing Management

Subject Code: BSA032C102

Credit Units: L-T-P-C-3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To impart knowledge and enhance skills to analyze business environment for marketing decision making

	Course outcome	Bloom's Taxonomy
CO-1	To describe the basic concepts of marketing	BT-I
CO-2	To indicate and interpret the components of marketing strategies	BT-II, BT-III
CO-3	To analyze the marketing plans for small business	BT-IV
CO-4	To differentiate and compare the critical factors in marketing decision making	BT-IV

Marketing Management

Modules	Course Content	Periods
I	Introduction Definition, Nature, Scope, functions and Importance, Evolution of Marketing; Core marketing concepts; Different Marketing orientation, Holistic marketing concept, Marketing Environment: Micro and Macro, Marketing in 21st Century, Marketing Mix (goods & services) - contemporary, New Marketing Realities, concept of customer value and Marketing Planning.	12
II	Consumer, Market and Competition understanding the consumer, consumer markets and business market, Buyer Behaviour – Consumer goods and Industrial goods – Buying motives – Factors influencing buyer Behaviour; Market segmentation – Need and basis of Segmentation – Targeting – Positioning, Brand -definition, role & scope; Competition- Importance, Competitive strategies, growth drivers	12
III	Product & Pricing Decisions The Product – Characteristics – Benefits – classifications – consumer goods- service (Unique Characteristics of Services,) – industrial goods – New Product Development process – Product Life Cycle – Branding – Product mix - Packaging – Role of Packing for product and promotion- Labelling – Warranties &Guarantees Pricing – Factors influencing pricing decisions – pricing objectives – pricing policies and procedures – Types of Pricing Strategy	12
IV	Place & Promotion Decisions Distribution Strategy - Introduction, Meaning, Need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Direct Channel, Indirect Channel, Functions of Channel Members Concept of Promotion Mix, Factors determining promotion mix, Promotional Tools – Types (Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling); Online marketing, Integrated Marketing Communication	12
Total		48

Text Book:

1. Marketing Management – A South Asian Perspective, Kotler, Keller, Koshy & Jha, fourth Edition. Pearson Education, 2018.

Reference Books:

1. Principles of Marketing, Philip T. Kotler, Gary Armstrong & Prafulla Agnihotri, 17th Edition, Pearson Education, 2018
2. Marketing Management, V S Ramaswamy & S Namakumari, 4th edition, Macmillan Education

Paper: Business Mathematics

Subject Code: BSA032C103

Credit Units: L-T-P-C-3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To help acquire basic mathematical skills needed to understand, analyze, and solve mathematical problems encountered in business and finance

	Course outcome	Bloom's Taxonomy
CO-1	Describe the use of Matrices and Calculus for finding solutions to management problems	BT-I
CO-2	Identify with the basic mathematical concepts used for solving business problems	BT-II
CO-3	Illustrate the concepts for solving business problems and aid managerial decision making using Linear Programming	BT-III

Business Mathematics

Modules	Course Content	Periods
I	Basic Algebraic concepts, Ratio & Proportion, Percentages, Logarithms, Linear Simultaneous Equations, Quadratic Equations	12
II	Determinants and Matrices- application of determinants in business problems, Cramer's rule, Business applications of Matrices, Matrix Inversion Method	12
III	Limits & Continuity- Concepts, Differential and Integral Calculus-Basic concepts, Application of derivatives in Economics and Business, Maxima and Minima. Application of Integral Calculus	12
IV	Linear Programming Problems (LPP)- Assumptions of LPP, Uses of LPP in Management problems, Mathematical Formulation, Solution of Maximization & Minimization problems using Graphical method (involving two variables only). Transportation & Assignment Problems- Mathematical formulation & Solution of Business Problems	12
Total		48

Text Book:

1. A textbook of Business Mathematics, P.L. Hazarika, 2nd edition, S. Chand & Co. Ltd., New Delhi, 2010.

Reference Books:

1. Mathematics and Statistics, Ajay Goel & Alka Goel, 4th edition, Taxmann Publications Private Limited, New Delhi, 2006.
2. Business Mathematics, Trivedi Kashyap and Trivedi Chirag, 1st Edition, Pearson Publications, New Delhi, 2011.

Paper: IT Tools in Management-I

Subject Code: BSA032S111

Credit Units: L-T-P-C - 0-0-4-2

Scheme of Evaluation: (T)

Course Objective: To make the students understand and learn the application of IT in the field of management

	Course outcome	Bloom's Taxonomy
CO-1	To describe the concepts of data and information	BT-I
CO-2	To explain the difference between various information systems	BT-II
CO-3	To relate and analyze the concepts to solve the various management decision problems by using various tools and functions of Word, Excel and PowerPoint	BT-III, BT-IV

IT Tools in Management-I

Modules	Course Content	Periods
I	Introduction to Information Systems Data, Information, Concept of IS and Types of Information Systems (TPS, MIS, DSS, ESS)	12
II	MS Word Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphics, Creating Tables and Charts, Document Templates and Wizards.	12
III	Handling MS Office Packages MS PowerPoint: Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, Working in Different Views, Working with Slides, Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.	12
IV	MS Excel Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae, Functions: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard	12
Total		48

Text Book:

1. Information Technology for Management, Henry Lucas. 7th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009.

Reference Books:

1. Managing with Information, J Kanter. Prentice Hall of India, New Delhi, 2003
2. Mastering MS-Office, H. Holly & C. Martin, 10th edition, McMillan

2ND SEMESTER

Paper: Human Resource Management

Subject Code: BSA032C201

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention

	Course outcome	Bloom's Taxonomy
CO-1	Indicate the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-I
CO-2	Describe the importance and essence of Human Resources and their Effective implementation in organizations	BT-II
CO-3	Demonstrate a basic understanding of various tools required for the development, implementation, and evaluation of Human Resource management practices in national and international contexts	BT-III

Human Resource Management

Modules	Course Content	Periods
I	Introduction to Human Resource Management: Evolution of HRM, Objectives of HRM, Functions, HRM and Personnel Management, Environmental Scanning, Future Role of HRM, Strategic Human resource management- meaning, features, differences with traditional HRM, Barriers to effective SHRM.	12
II	Human Resource Procurement: Job Analysis and Design–Introduction, Process, Techniques of Data collection in job analysis, Job Description and Job Specification, Job Design-components. Human Resource Planning- Characteristics, Significance. Recruitment-Definitions, Features, Recruitment process, Sources of Recruitment. Selection-Introduction, Differences between Recruitment and Selection, Phases of Selection process, Selection Tests, Orientation, Placement	12
III	Human Resource Development: Employee Training- Significance, Training wheel, Training need Analysis, Methods of Training, Evaluation of Training programme. Organization Development – Introduction, Characteristics of OD, Types of OD intervention Programmes, Benefits of OD intervention programme.	12
IV	Human Resource evaluation and Compensation Performance Evaluation- Objectives, Uses, The Process of Performance evaluation, Evaluation Methods, Factors affecting efficiency of performance evaluation process. Compensation Administration- Introduction, Objectives, Concept of Wages. Types of Incentive Schemes, Fringe benefits. Executive compensation-ESOP, Golden handshake.	12
Total		48

Text Book:

1. Human Resource Management, Gary Dessler and Biju Varrkey, 16th Edition, Pearson Education Services Pvt Ltd., Noida, 2020

Reference Books:

1. Human Resource Management, P. Durai, 3rd Ed., Pearson Education Services Pvt Ltd., Noida, 2020
2. Human Resource Management, V.S. P Rao, 2nd Edition, Taxmann Publications, 2020

Paper: Accounting for Managers

Subject Code: BSA032C202

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To enable the student to understand the basic concepts of financial accounting & impart them with required ability to prepare books of accounts, and acquaint with methods followed and practices adopted in preparation & presentation of financial statements

	Course outcome	Bloom's Taxonomy
CO-1	To explain and relate the concept of accounting	BT-I
CO-2	To summarize the accounting information and data	BT-II
CO-3	To identify and explain the financial statements of firms and companies	BT-II, BT-III
CO-4	To dramatize the financial statement and make decision	BT-IV

Accounting for Managers

Modules	Course Content	Periods
I	Introduction to Financial Accounting: Accounting & its objectives, Characteristics & Limitation of Accounting, Accounting, Branches of Accounting, Generally Accepted Accounting Principles (GAAPs) & Brief Discussion on Sources of Indian GAAPs, Accounting Conventions & Policies, Qualitative Characteristics of Accounting Information	12
II	Transaction Analysis: Stages of Accounting, Accounting Mechanics- Journal, Ledger, Subsidiary Books & Trial Balance. Bank Reconciliation Statement.	12
III	Final Accounts -I: Capital & Revenue, Depreciation, Accounting, adjustment Entries, Preparation of Financial Statements of Trading & Manufacturing concern.	12
IV	Final Accounts -II Nature & Characteristics of Partnership Firm & Company form of Organization, Legal provisions relating to maintenance of Books of Accounts of companies, Share & Share capital. Adjustment Entries for Partnership Firms; Adjustment Entries for Companies; Preparation of Partnership Final Accounts; Preparation of Company Final Accounts	12
Total		48

Text Books:

1. An introduction to Accountancy, S.N. Maheshwari, S.K. Maheshwari, Vikash Publishing House Pvt. Ltd., New Delhi
2. Financial Accounting, V.K Goyal, Ruchi Goyal, PHI Learning Pvt. Ltd, New Delhi

Reference Books:

1. Financial Accounting, A. Hanif, & M. Hanif, McGraw Hill Education, New Delhi
2. Financial Accounting - A managerial Perspective, R. Narayanaswamy, 7th Edition, PHI learning

Paper: Business Economics

Subject Code: BSA032C203

Credit Units: L-T-P-C-3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To enable the student to understand the laws of supply and demand and various contributing factors; various laws of production and costs; various types of market structures

	Course outcome	Bloom's Taxonomy
CO-1	To explain the basic concepts of economics	BT-I
CO-2	To identify the different competitive environment	BT-II
CO-3	To illustrate the causes and consequences of micro economic variables	BT-III

Business Economics

Modules	Course Content	Periods
I	Nature, Scope, Definitions of Business Economics, Contribution and Application of Business Economics to Business. Objectives of a firm. Opportunity Costs, Risk, Return and Profits. Demand- Demand function, Individual and Market demand, Law of demand and its exceptions, Change in demand, Elasticity of demand- price, income and cross elasticity, Methods and degrees of price elasticity, Point and arc elasticity, Factors affecting elasticity, Theories of supply: Supply function, Law of supply, Elasticity of supply, Factors affecting supply	12
II	Consumer Behaviour: 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 surplus – meaning-analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve.	12
III	Production function-linear and homogeneous 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 Marginal Cost and Average Cost, Revenue analysis: Total Revenue, Average Revenue and Marginal Revenue	12
IV	Perfect competition: basic features, short-run equilibrium of firm/industry, long run equilibrium of firm/industry, the effect of changes in demand, cost and imposition of taxes; monopoly: basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, the welfare cost of monopoly; price discrimination; multiplant monopoly; monopolistic competition: basic features, demand and cost, short-run equilibrium, long run equilibrium, excess capacity; oligopoly: Cournot's model, kinked demand curve model, dominant price leadership model; Game Theory; Oligopolistic behavior: dominant strategy, Nash equilibrium, business dilemma, pure strategy, mixed strategy, pure strategy equilibrium, mixed strategy equilibrium	12
Total		48

Text Book:

1. Microeconomics, Rubinfeld & Pindyck, 8th edition, Pearson Education

Reference Books:

1. Principles of Microeconomics, Dominick Salvatore. 5th edition, Oxford University Press, 2009.
2. Business Economics, H.L. Ahuja, 10th Edition, S. Chand Publications, New Delhi, 2013.

Paper: IT Tools in Management-II

Subject Code: BSA032S211

Credit Units: L-T-P-C-0-0-4-2

Scheme of Evaluation: (T)

Course Objective: To enable the student to understand, and implement the various concepts in solving real life problems

	Course outcome	Bloom's Taxonomy
CO-1	To describe the basic functions of Excel.	BT-I
CO-2	To classify and explain the use of various functions available in Excel.	BT-II
CO-3	To relate the different, excel functions in solving various business problems.	BT-III

IT Tools in Management-II

Modules	Course Content	Periods
I	Excel Introduction • An overview of the screen, navigation and basic spreadsheet concepts • Various selection techniques • Shortcut Keys • Formatting and Proofing	12
II	Mathematical Functions • SumIf, SumIfs CountIf, CountIfs AverageIf, AverageIfs, Nested IF, IFERROR Statement, AND, OR, NOT Protecting Excel • File Level Protection • Workbook, Worksheet Protection What If Analysis • Goal Seek • Scenario Analysis • Data Tables (PMT Function) • Solver Tool	12
III	Logical Functions • If Function • How to Fix Errors – if error • Nested If • Complex if and or functions Data Validation • Number, Date & Time Validation • Text and List Validation • Custom validations based on formula for a cell • Dynamic Dropdown List Creation using Data Validation – Dependency List Lookup Functions • Vlookup / HLookup • Index and Match • Creating Smooth User Interface Using Lookup • Nested VLookup • Reverse Lookup using Choose Function • Worksheet linking using Indirect • Vlookup with Helper Column	12
IV	Pivot Tables • Creating Simple Pivot Tables • Basic and Advanced Value Field Setting • Classic Pivot table • Choosing Field • Filtering PivotTables • Modifying PivotTable Data • Grouping based on numbers and Dates • Calculated Field & Calculated Items • Arrays Functions • What are the Array Formulas, Use of the Array Formulas • Basic Examples of Arrays (Using ctrl+shift+enter). • Array with if, len and mid functions formulas. • Array with Lookup functions. • Advanced Use of formulas with Array. Charts and slicers • Various Charts i.e. Bar Charts / Pie Charts / Line Charts • Using SLICERS, Filter data with Slicers • Manage Primary and Secondary Axis	12
Total		48

Text Book:

- Excel 2019 All-In-One: Master-The New Features of Excel 2019, Lokesh Lalwani, 1st edition. BPB Publications, 2019

Reference Books:

- Microsoft Office 365 All-in-one for Dummies, Weverka, Peter, Wiley Publications, 2019
- Advanced Excel 2019 Training Guide: Tips and Tricks to kick start your Excel Skills, Manish Nigam, 1st Edition, BPB Publications, 2019

3RD SEMESTER

Paper: Statistics for Management

Subject Code: BSA032C301

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: This paper intends to make the students understand the use of basic statistical concepts used in solving Business problems. It aims to help students develop sound insights and make intelligent business decisions driven by data.

	Course outcome	Bloom's Taxonomy
CO-1	To recognize basic statistical concepts used in analyzing business problems.	BT-I
CO-2	To analyze the application of central tendency measures and dispersion in analyzing data.	BT-II
CO-3	To operate problems and predict relationship between variables in different business situations.	BT-III

Statistics for Management

Modules	Course Content	Periods
I	Introduction to Statistics, Importance and Scope of Statistics, Limitations of Statistics, Data Collection, Classification, Tabulation and Presentation of Data, Frequency Distributions, Graphical Presentation of Data, Diagrammatic Representation of data.	12
II	Sampling Techniques, Measure of Central Tendency-Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness & Kurtosis	12
III	Fundamentals of probability, Addition & Multiplication Theorem, Marginal & Conditional Probability Expected value and variance of a Random Variable Probability Distributions- Binomial, Poisson, Normal Distributions	12
IV	Correlation Analysis-Types of Correlation, Scatter Diagram Method, Karl Pearson's Correlation Coefficient, Coefficient of Determination, Spearman's Rank Correlation Coefficient. Regression Analysis- Regression equations using least square method, regression coefficients. Time Series Analysis-Components, Trend Projection	12
Total		48

Text Book:

- Essential Statistics for Economics & Business Studies, Hazarika, P, 2nd Edition, 2012, Akansha Publishing House, New Delhi.

Reference Books:

- Business Statistics, Vohra N D, 2017, McGraw Hill Education, Uttar Pradesh.
- Business Statistics, Sharma J K, 4th Edition, 2014, Vikas Publishing House Pvt. Ltd, New Delhi

Paper: Financial Management

Subject Code: BSA032C302

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To provide understanding of financial concepts and to develop the student’s ability to analyze use the results in making sound financial decisions.

	Course outcome	Bloom’s Taxonomy
CO-1	To describe the basic functions of financial manager.	BT-I
CO-2	To identify concepts of capital structure, capital budgeting, dividend decision and working capital management.	BT-II
CO-3	To analyze problems in financial decision making by applying concepts learnt.	BT-III

Financial Management

Modules	Course Content	Periods
I	An Introduction: Strategic Financial Decision-Making Framework, Strategy at different hierarchy levels, Functions of Financial Management, Finance Manager’s Role, Goal of a Firm, Agency costs and Corporate Governance. Financial Statement& Cash Flow Analysis: Definition of Profit- Economic Vs. Accounting, Changes in financial position, Uses of the statement of changes in financial position, Cash Flow Statement. Limitations of Financial Statements, Standardized Financial Statements, Comparative Statements Analysis & Trend Analysis, Analyzing financial statements through Ratio Analysis – Definition & Uses of Ratios, Cautions in using Ratio Analysis, Types of Ratios, Interlinking the Ratios (Dupont Analysis), Time Value of Money: Basis of Time Value, Present and Future Value of Lump Sum, Annuity, Annuity Due, Growing annuity and Perpetuity.	12
II	Investment Decision: Capital Budgeting: Meaning, Nature & Importance, Capital Budgeting Process, Investment Evaluation Criteria, Estimation of Relevant Cash flows and Terminal Values, Capital Budgeting under Risk & Uncertainty. Cost of capital: Meaning & Significance of cost of capital, Opportunity Cost of Capital, Factors affecting Cost of Capital, Determining component Costs of capital& Weighted Average Cost of Capital. Capitalization: Theories of Capitalization- Cost Theory and Earnings Theory, Over-capitalization and Under Capitalization- Causes, Effects and Remedies.	12
III	Financing and Dividend Decisions: Defining Capital Structure, Capital Structure Planning and Policy, Determinants of Capital structure, Relevance of Capital Structure- NI & Traditional Views, Irrelevance of Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure, Meaning of Financial Leverage & its Measures, Financial Leverages and the shareholder’s Return, Combining Financial and Operating Leverages, Financial Leverage and the Shareholder’s Risk, EBIT – EPS Analysis, EBIT-EPS Break –Even Point. Dividend Policy: Meaning and Kinds of Dividend, Theories on Dividend Policies, Practical Considerations in Dividend policy, Relevance of dividend policy on Firm’s Value, Factors influencing a Firm’s dividend policy.	12
IV	Working Capital Management: Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Liquidity – Profitability Tangle , Estimation of Working Capital Needs, Policies for Financing Current Assets. Management of Debtors: Credit Policy – Nature & Goals, Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables. Cash Management: 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.	12
Total		48

Text Book:

1. Chandra, P. - Financial Management, Theory & Practice. Latest Edition. New Delhi: Tata Mc Graw Hill Publishing Co., Ltd

Reference Books:

1. Gupta, S. & Sharma, R.K. Financial Management, Latest Edition, New Delhi: Kalyani Publishers
2. Banerjee B., Fundamentals of Financial Management, Latest Edition, Edition, Delhi, PHI Learning Pvt. Ltd.
3. Financial Management, I M Pandey, 12th Edition, Pearson Education, New Delhi, 2021

Paper: Introduction to Labour Legislation in India

Subject Code: BSA032C303

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To familiarize the students with the understanding of industrial and labor related laws implemented in the country.

	Course outcome	Bloom's Taxonomy
CO-1	To describe application of IR in organization to maintain employee relations	BT-I
CO-2	To explain 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	BT-II
CO-3	To identify the administration of labour laws in India and thus, enhance their understanding of the functioning of labour related departments.	BT-III

Introduction to Labour Legislation in India

Modules	Course Content	Periods
I	Introduction to Industrial Relations: Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining, Status of Industrial Relations in India, Role of State at the State IR Level, Concept, Nature and Legal Framework of Collective Bargaining	12
II	Introduction to Employee relations and Trade unionism. Definition of trade unions. Types of trade unions, growth of trade unionism in India, functions of trade unions, Problems faced by trade unions in India, Introduction to the Trade Unions Act 1926 -aim, scope, registration of trade unions, powers of registered trade unions. Managing Employee Grievance; Nature and Cause of Grievance; Grievance Procedure. Workers' Education scheme.	12
III	Legislations for maintenance of Industrial Relations: <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	12
IV	Labour welfare and Social Legislations <i>Employees State Insurance Act, 1948:</i> Objectives and applicability of the scheme; Definitions. <i>Child Labour Prohibition and Regulation Act, 1986-</i> Meaning, Socio-Legal analysis. <i>Sexual Harassment at Workplace-</i> Meaning and definition, Legal Analysis, National Norms Gender Justice-Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.)	12
Total		48

Text Book:

1. Padhi. (2012). Labour and Industrial Laws. 2nd Edition. New Delhi: PHI Learning Private Limited.

Reference Books:

1. Monappa A., Nambudiri R. & Selvaraj, P. (2013). Industrial Relations and Labour Laws. 2nd Edition. New Delhi: McGraw Hill Education India Pvt. Ltd.
2. Sinha, Sinha and Shekhar (2013). Industrial Relations Trade Unions and Labour Legislations. 2nd Edition.

4TH SEMESTER

Paper: Production and Operations Management

Subject Code: BSA032C401

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management for effective operations in both goods- producing and service-rendering organization.

	Course outcome	Bloom's Taxonomy
CO-1	To illustrate an understanding of production and operations management function in any organization.	BT-I
CO-2	To operate the different management problems by using the tools and techniques of operations management.	BT-II
CO-3	To explain the use of networking and scheduling techniques in the area of operations management.	BT-III
CO-4	To evaluate the quality issues in the production process with the help of control charts.	BT-IV

Production and Operations Management

Modules	Course Content	Periods
I	Introduction to Production and Operations Management Introduction, Operations and Productivity, Types and Characteristics of Manufacturing systems, Services Systems, Recent trends in Production and Operations Management, Global Challenges of Production and Operations Management <i>Design of Work Systems</i> - Method study and work measurement, measuring productivity, ways of improving productivity	12
II	Designing of Production and Operations Management <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	12
III	Managing Production and Operations Management <i>Inventory Management:</i> Basic Inventory models, EOQ Models, Concept of Safety Stock, Material Requirement Planning (MRP), MRP II <i>Aggregate Planning:</i> Different types of aggregate planning, level strategy, chase strategy, aggregate planning techniques Networking Techniques Introduction to Networking, PERT, CPM, Network Crashing, Maintenance Management, Scheduling Techniques	12
IV	Quality Management 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
Total		48

Text Book:

1. Heizer, J. (2017), Operations Management, 12th Ed. Pearson Publication

Reference Books:

1. Kaniska, B, Production and Operations Management, Oxford University Press
2. Mahadevan, B. (2019), Operations Management: Theory and Practice, 3rd Ed. Pearson Publication

Paper: Introduction to Financial Markets

Subject Code: BSA032C402

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To introduce the Concept and working of financial markets, Financial Instruments, Financial Institutions and Financial Services

	Course outcome	Bloom's Taxonomy
CO-1	To explain the basic concepts of Indian financial system and its components.	BT-I
CO-2	To identify the interrelated linkages between the financial system and economic growth	BT-II
CO-3	To classify and understand the process of money movement between various players in the financial system.	BT-III
CO-4	To define the need and functions of the financial regulators; RBI and SEBI	BT-IV

Introduction to Financial Markets

Modules	Course Content	Periods
I	<p>Introduction: Financial System and Economic System, Meaning and Constituents of the Financial System, Structure and Interrelationships in a Financial System, Role of the Financial System, The Evolution of the Financial System, Functions of the Financial System, Financial System, and Economic Development.</p> <p>Macroeconomic Dimensions of Financial System: Sectors of an Economy, Macro Economic Dimensions, Sectors of Indian Economy and the Financial System, Financial Development, and its Indicators.</p> <p>Indian Financial System: Past and Present – Pre & Post Independence Period, Current Scenario of the Indian Financial System, Major Issues in the Indian Financial System, Financial Sector Reforms in India.</p>	12
II	<p>Financial Institutions: Money Market: Money Market as an important part of the Financial System, Role of Money Market, Structure of Money Market, Functions of Money Market, Characteristics of Money Market, Money Market Reforms.</p> <p>Reserve Bank of India: Its Role in Bank Management and Regulation, The Functions of RBI, Techniques of Monetary Control, Monetary Policy of RBI, Monetary Policy Developments.</p> <p>Capital Market: Dimensions of Capital Markets, Constituents of Capital Market, Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments in India & Reform Measures, Capital Market Regulator & its Functions.</p> <p>Segment of Securities Markets: The New Issues Market – The Concept, Distinctive Features & Functions of the New Issues Market, Types of Issues, Principal Steps of a Public Issue, Players in the New Issue Market.</p> <p>Secondary Market: 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 & its Construction and Use.</p> <p>Raising funds in International Markets: American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues.</p>	12
III	<p>Commercial Banks: Theoretical Aspects of Banking, Functions of Commercial Banks, An Appraisal of Banking since Nationalization and Recent Reforms and Developments in the Indian Banking Sector, Liabilities and Assets of Commercial Banks, Classification of Capital of Banks, Norms for Capital Adequacy, CRR & SLR, Classification of Bank Assets under Prudential Norms</p>	12

IV	Financial Services: Mutual Funds: Origin of MFs in India, Structure of MFs in India, Types of MF, Advantages of Investing in MFs, Major ills of MFs in India, Dynamics in the MFs, Role of MF in the Stock Market, Regulation & Supervision of MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs. Non-Banking Financial Companies: 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.	12
Total		48

Text Book:

1. Pathak, Bharati, The Indian Financial System: Markets, Institutions and Services. Fifth Edition. New Delhi: Pearson Education

Reference Books:

1. Bhole, L.M. and Mahakud, Jitendra. (2017), Financial Institutions and Markets: Structure, Growth and Innovations, 6th Edition, Chennai, McGraw Hill Education (India) Pvt. Ltd.
2. Siddaiah Thummuluri, Financial Services, Second Edition. New Delhi: Pearson Education

Paper: Managing E-Commerce

Subject Code: BSA032C403

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To make the students learn the framework of e-business, concepts of e-marketing and the various aspects of e-commerce

	Course outcome	Bloom's Taxonomy
CO-1	To gain knowledge on e-Business, e-Marketing, e-CRM and Mobile e-Commerce	BT-I
CO-2	-----	BT-II
CO-3	-----	BT-III
CO-4	-----	BT-IV

Managing E-Commerce

Modules	Course Content	Periods
I	E-Business Framework: Definition of E-Business, Origin of E-Business, History of the Internet, Emergence of Worldwide web, Advantages of E commerce, E-Business Opportunities for Businesses, Working of E-Business, Advantages of EBusiness, Business models of E commerce, Disadvantages of E-Business, Main Goals of E-Business, Enabling Technologies-Client server applications	12
II	E- Marketing: Traditional marketing, E-Business Vs the Traditional Business Mechanism, Online marketing, E advertising, Internet marketing trends, Target markets, E branding, Marketing strategies, E security, E payment systems	12
III	E - Customer Relationship Management: CRM, Typical Business Touch –Points, E-supply chain management-Supply chain, Supply chain management components, E Strategy-Information and strategy, the value chain, Seven Dimension strategy, Planning of E commerce project, E commerce strategy and Knowledge Management	12
IV	Information Systems for Mobile E- Commerce: Mobile E-Commerce, Wireless applications, Cellular network, Customer effective Web Design-requirement of intelligent website, Setting website goals and objectives, Strategies of website development, Legal and Ethical Issues in Digital Economy, Computers as Targets for Crime, Computers as storage device, Cyber stalking, The special nature of computer ethics	12
Total		48

Text Books:

1. Joseph, P.T. (2009). E commerce- An Indian Perspective. 3rd Edition, New Delhi: PHI Learning Pvt. Ltd.
2. Botha, J., Bothma, C. &Geldenhuis. (2008). Managing E- Commerce in Business. 2nd Edition. Cape Town: Juta& Company Ltd

Reference Book:

1. Chaffey, D. (2009). E-Business and E-Commerce Management: Strategy, Implementation and Practice. 4th Edition. Essex. England: Pearson Education.

Paper: Basics of Tally

Subject Code: BSA032S411

Credit Units: L-T-P-C – 0-0-4-2

Scheme of Evaluation: (T)

Course Objective: To impart knowledge and skills for software application of financial accounting and acquaint students for practical problem-solving

	Course outcome	Bloom's Taxonomy
CO-1	To outline the specific tools for documenting financial transactions	BT-I
CO-2	To design financial statements using Tally	BT-II

Basics of Tally

Modules	Course Content	Periods
I	ERP basic features – benefits – selection – implementation.	12
II	Tally basic and advance features – Company Creation – Configure and Features settings – Ledger Creation with predefined Primary Groups, Predefined Sub Groups and New Sub Groups – Creating Stock, Items and Groups.	12
III	Preparation of Ledger accounts on Tally – Preparation of Invoices – Vouchers Entry, Generating Reports.	12
IV	Preparation of Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement and Display of final accounts – Ratios – Selecting and shutting a Company – Backup and Restore data of a Company.	12
Total		48

Text Book:

1. Tally ERP 9 + GST, Akshay Rajgaria, 1st Edition, BPB Publication, 2022

Reference Books:

1. Tally ERP 9 training guide, Asok K Nadhani, 4th Edition, BPB Publication, 2018
2. Reading materials to be provided

5TH SEMESTER

Paper: Legal Aspects of Business

Subject Code: BSA032C501

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To provide an exposure and understanding of important business laws in India to manage the businesses smoothly & efficiently

	Course outcome	Bloom's Taxonomy
CO-1	To express the rights and duties under various legal acts related to business	BT-I
CO-2	To identify the consequences of applicability of various law on business situations	BT-II
CO-3	To illustrate critical thinking through the use of law cases	BT-III

Legal Aspect of Business

Modules	Course Content	Periods
I	Introduction: Legal environment of business in India, Meaning of Mercantile law, Nature & Objectives of Mercantile law, Sources of Indian Mercantile Law Law of contract: Nature of Contract, Classification of Contracts, Agreement and contract, Offer and Acceptance, Consideration and capacity to contract, Free consent, Contingent & Quasi contracts, Performance & Discharge of contract, Breach of contract, Contract of Agency.	12
II	The Sale- of Goods Act: Contract of sale: Essentials of contract of sale, Sale & Agreement of sale distinguished, Sale distinguished from Hire-Purchase Agreement, Goods- Meaning and classification, Effect of Perishing of Goods, Price & mode of fixation of Price. Conditions & Warranties: Conditions defined & kinds of conditions, Warranties defined & kinds of Warranties, Doctrine of Caveat Emptor, Transfer of ownership in goods, Passing of Risk. Unpaid Seller: Unpaid Seller defined, Rights of unpaid seller	10
III	Law relating to Partnership: The Law of Partnership: Definition of Partnership & its essential characteristics, True test of Partnership, Formation of Partnership, Partnership & co-ownership. Registration of a firm, Effects of Non- Registration, Rights & Duties of a Partner, Liability of a Partner, Implied Authority of Partner. Distinction between Dissolution of a Partnership & Dissolution of a Firm, Reconstitution and Dissolution of a Firm.	10
IV	The Consumer Protection Act, 2019: Genesis of Consumer Protection Law in India, 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 & Scope of Remedies available to Consumers.	08
Total		40

Text Books:

1. Tejpal, S. (2017). Business Law. 3rdEdition. Chennai: Pearson India Education Services Pvt. Ltd.
2. Gupta, P. (2018). Legal Aspect of Business. Noida: Vikash Publishing House Pvt. Ltd.

Reference Book:

1. Kumar, R. (2011). Legal Aspects of Business. 2ndEdition. New Delhi: Cengage Learning.

Paper: Entrepreneurship & Small Business Management

Subject Code: BSA032C502

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To enable the learner to understand the various aspects of entrepreneurship such as the role of entrepreneurship in national development; identify steps in planning and organizing an entrepreneurial venture; understand the tasks and activities of an entrepreneur at different stages of the life cycle of a venture; and evaluate and solve problems involving entrepreneurship

	Course outcome	Bloom's Taxonomy
CO-1	To select the role of entrepreneurship in economic development.	BT-I
CO-2	To define and evaluate innovative business idea	BT-II
CO-3	To arrange various schemes supporting entrepreneurship	BT-III
CO-4	To define the various aspects related to family business	BT-IV

Entrepreneurship & Small Business Management

Modules	Course Content	Periods
I	Entrepreneurs and Entrepreneurship: Definition, Characteristics, Functions, Types, Evolution, Barriers to entrepreneurship; Problem of Unemployment and importance of wealth creation; Enterprise Vs. Entrepreneurship. Stories of Entrepreneurs from Small Towns in India	12
II	Small Business: Meaning, importance, and role of small business in developing a nation's economy, different forms of organization for small business. Family business: The nature, importance, and uniqueness of family business, challenges before family business, Business Idea Generation, Establishing small-scale enterprise; Opportunity Scanning; Market Assessment for small-scale enterprise. Source of Fund for Small Business & Home Business	14
III	Start-ups: Definition, Role, Function. Difference between a Start-up and small-business, Business Strategy and Formulation of Business Plan, Marketing strategy.	10
IV	Institutional Arrangement: Institutional support to new venture, role of financial institutions, Government Incentives; Entrepreneurial Development Programme (EDP): Introduction, role, relevance and achievement, role of government in organizing EDPs. Social Responsibility.	12
Total		48

Text Books:

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill
2. Poornima M. (2019). Entrepreneurship Development and Small Business. 3rd Edition New Delhi: Pearson Publication.

Reference Book:

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century. McGraw Hill.

Paper: Performance Management

Subject Code: BSA032C503

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention

	Course outcome	Bloom's Taxonomy
CO-1	To apply the importance and essence of Human Resources and their Effective implementation in organizations	BT-I
CO-2	To interpret a basic understanding of various tools required for the development, implementation, and evaluation of Human Resource Management practices in national and international contexts	BT-II
CO-3	To indicate the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-III

Performance Management

Modules	Course Content	Periods
I	Performance Management: Scope and Significance Concept, Scope and significance of performance management, constituents of Performance management, Responsibility for performance management, advantages of performance management.	12
II	Defining Performance and Performance Measurement metrics: Defining Performance, Communication of Performance expectations: Job Descriptions, Performance measurements, Deciding the Correct method, Critical success factors and key performance indicators, Linkage between metrics, Managing Metrics.	14
III	Process of managing talent in organization: Shift of Performance appraisal to Performance management e-PMS, Performance criteria setting, Competency mapping, Balance Score Card. Strategies for effective implementation, Linking Performance Management with organizational reward system; Linking performance management with compensation management.	10
IV	Ethics and Performance Management: 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	12
Total		48

Text Book:

1. Bagchi, S.N. (2013). Performance Management, 2nd Edition. New Delhi: Cengage Learning India

Reference Books:

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

Paper: Rural Marketing

Subject Code: BSA032C504

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To familiarize the students with the conceptual understanding of rural marketing concept. To analyze the rural markets and to understand the pricing, branding and promotion strategies used in rural marketing.

	Course outcome	Bloom's Taxonomy
CO-1	To explain the demand for the rural markets and also able to distinguish the difference between rural and urban markets	BT-I
CO-2	To define adaptations to the rural marketing mix, channel distribution strategies to meet the needs of rural consumers	BT-II
CO-3	To explain the factors contributing to growth of rural markets	BT-III

Rural Marketing

Modules	Course Content	Periods
I	Introduction to Rural marketing: Concept, Nature and Significance of rural marketing, Factors contributing to growth of rural markets, segmentation of rural markets vs urban markets, challenges and opportunities of RM, Rural marketing research, New rural marketing strategies, rural marketing perspectives: Customization, Promotion.	12
II	Rural Market Analysis: Rural consumer behaviour, Rural marketing mix, New Product development for rural market, Rural market and Product life cycle, Market analysis and information system: rural search, segmentation dilemma, success needs system Testing innovation	14
III	Branding and Channel Distribution Strategies: Rural market and Brand management, Rural retail channel management, Principles of innovation for rural market marketing, Strategies for Indian rural market, Product strategies: Brand re-engineering, rural financing strategy, Launching, Distributing	10
IV	Price and Promotion Strategies: The price dilemma in Rural market, Price points strategy, Ethics in Promotional activities, Advertising, E- rural marketing, Organised rural marketing, Rural market mapping, Corporate social responsibility in RM, IT for sustainable Rural development	12
Total		48

Text Book:

1. Krishnamacharyulu, C.S.G., & Ramakrishnan, L. (2011). Rural Marketing – Text & Case. 2nd Edition. New Delhi: Pearsons Publications.

Reference Books:

1. Velayudhan, S. K. & Sridhar, G. (2010). Marketing to Rural Consumers. 1st Edition. New Delhi: Excel Books.
2. Balram, D. & Ghuman, K. (2012). Rural Marketing: Concepts and Practices. 1st Edition. New Delhi: Tata McGraw Hill Company Ltd.

Paper: Indirect Tax

Subject Code: BSA032C505

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To enable students to explain the basic concepts, definitions and terms related to Goods and Service tax (GST); distinguish the difference in concept of forward charge mechanism, reverse charge mechanism, composite supply, mixed supply, and various exemptions under the new Goods and Service tax regime; analyze the persons liable for registration and the persons not required to obtain registration under the GST law.

	Course outcome	Bloom's Taxonomy
CO-1	To describe and explain the taxation structure in India	BT-I, BT-II
CO-2	To identify the principle and provision of GST	BT-II
CO-3	To illustrate valuation under GST	BT-III

Indirect Tax

Modules	Course Content	Periods
I	Introduction: 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	12
II	Levy and collection of Tax: Taxable Event & Supply under GST, Scope of Supply, Composite & Mixed Supply Place of Supply, Time of Supply, Composition Levy under GST, Exemptions from GST	14
III	Valuation under GST & Input Tax Credit: Forward Charge on Outward Supplies and Reverse Charge Mechanism on Inward Supplies, Eligibility for taking ITC, Blocked Credit, Distribution of credit by ISD, Matching, Reversal and Reclaim of ITC, Matching, Reversal and Reclaim of Reduction in output tax liability	10
IV	Registration & Return: Persons not liable for registration, Compulsory Registration, Procedure for Registration, Deemed Registration, Casual Taxable Person, Cancellation of Registration, Tax Invoice, Debit & Credit Notes, Computation of tax liability and Payment of Taxes, TDS & TCS under GST, Furnishing of Returns under GST, First Returns and Revision of Returns, E-Way Bills, Accounts & Records, Assessment under GST	12
Total		48

Text Books:

1. Dhingra, Joy., Latest Edition, Goods & Services Tax, Ludhiana, Kalyani Publisher.
2. Bansal, K. M., Latest Edition GST & Customs Law. New Delhi: Taxmann Publications (P) Ltd.

Reference Book:

1. CA. Manoharan, T. N. & Har, G. R. (2017). Student's Handbook on Taxation. New Delhi: Snowwhite.

6th Semester

Paper: Business Research Methodology

Subject Code: BSA032C601

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To develop understanding of the basic framework of research process, research designs, techniques, basic concepts of research, methodologies and to organize and conduct research in a systematic manner.

	Course outcome	Bloom's Taxonomy
CO-1	To explain the overall process of designing a research study from its inception to its report.	BT-I
CO-2	To illustrate the different research approaches, techniques and strategies in the appropriate manner.	BT-II
CO-3	To apply knowledge and understanding of data analysis and interpretation in relation to the research process.	BT-III

Business Research Methodology

Modules	Course Content	Periods
I	Introduction to Research Meaning of Research, Types of Research, Process of Research, Research Dilemma, Defining Research Problem, Formulating the Research hypotheses, Developing Research problem, Research design	12
II	Sampling, Measurement & Scaling and Data Collection Population and Sample, Parameter and Statistic, Advantages of Sampling over Census, Limitations of Sampling, Errors in Sampling, Type of Sampling Methods, Selection of Sampling Size, Characteristics of a good Sampling Design. Types of data –sources –methods of data collection, Secondary Data Collection, Methods of Collecting Primary Data. Questionnaire Design: Introduction, Types of Questions, Methods of Sending the Questionnaire, Guidelines for Questionnaire Design, Characteristics of Good Questionnaire, Attitude measurement and Scaling, Data processing- Coding, Classification, Tabulation.	14
III	Data Analysis and Interpretation: Descriptive Statistics, Univariate and Bivariate Analysis of Data, Testing of Hypothesis Process steps, Type-I & Type-II Error Parametric Test- One Sample t test, Independent t test and Paired t test, Z test, F test, Analysis of Variance Non - Parametric test- Chi square. (using SPSS/ MS Excel/ any other statistical package as well)	10
IV	Introduction to Advanced Data Analysis & Research Report Correlation and Regression analysis techniques, Introduction to Factor analysis (Exploratory), Discriminant analysis, Cluster analysis Report writing and presentation- Layout, Contents, Qualities of research report, Ethical issues in Business Research	12
Total		48

Text Books:

1. Kothari, C.R. (2004) Research Methodology: Methods and Techniques. 2nd Edition, New Age International Publishers, New Delhi.
2. Business Research Methods: Donald cooper & Schindler, Tata McGraw Hill

Reference Book:

1. Marketing Research (2018): Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi

Paper: Fundamentals of International Business

Subject Code: BSA032C602

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To make the student aware of the international business, various trade theories, the International Institution framework for Trade and to impart the knowledge of various elements of international trade like marketing, finance, documentation etc.

	Course outcome	Bloom's Taxonomy
CO-1	To describe the environments in which international business has existed in the past and how it operates in the present	BT-I
CO-2	To interpret the theory and history of international trade and the place of business in global trade are summarized	BT-II
CO-3	To identify current international trade agreements and national trade laws and regulations	BT-III

Fundamentals of International Business

Modules	Course Content	Periods
I	Introduction to International Business: Concepts of Globalisation, Dimensions, Factors influencing globalisation Concept of International Business, Reasons for International expansion Modes of entry in international markets Global Trade and Investment Theories Mercantilism, Absolute and Comparative advantage theory, Factor endowment theory, Country Similarity theory, International PLC theory, New Trade Theory, Theory of Competitive Advantage Overview of world's trade and India's trade, Balance of Payments.	12
II	Institution framework and Trade Agreements: International economic institutions- WTO, IMF, UNCTAD, ADB etc Institutional Framework for International Trade in India, Overview of WTO Agreements, Ministerial Conferences and Emerging issues, WTO and Developing countries International Economic Integrations: Different Levels of Integration, Major Regional Trade Agreements, India's participation and role.	14
III	International Environment and International Marketing: Cultural, Political and Legal Environment Concept of Culture, Comparison of Cross-Cultural Behaviour, Cultural Orientation in International Business, International Political systems and Environment, International Legal systems and Environment International Marketing Mix Decisions, Product decisions, Pricing decisions, International distribution channels, communication and Promotion Decisions.	10
IV	International Finance and Documentation: International Monetary System. Foreign Exchange market, Exchange risk management, Modes of payment and international trade finance Export import procedure, Terms of Delivery. Documentation- Commercial documents, Regulatory document.	12
Total		48

Text Books:

1. Joshi, R.M. (2009). International Business. Latest Edition. New Delhi: Oxford University Press.
2. Aswathappa, K. (2015). International Business. Latest Edition. Delhi: Tata McGraw Hill.

Reference Book:

1. Subbarao, P. (2008). International Business Environment. Latest Edition. Mumbai: Himalaya Publishing House

Paper: Retail Management

Subject Code: BSA032C603

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: Keeping in view the growth of the retail industry, the course has been designed to familiarize students with the basics of the retail industry and give them an overview of retail marketing practices

	Course outcome	Bloom's Taxonomy
CO-1	To define how retailers use marketing communications to build a brand image and customer loyalty	BT-I
CO-2	To describe the integration of merchandise management and supply chain strategies leading to excellent customer service	BT-II
CO-3	To illustrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.	BT-III

Retail Management

Modules	Course Content	Periods
I	Introduction to retail marketing management An Introduction to Retailing, Building and Sustaining Relationships in Retailing, Strategic Planning in Retailing, Future of Retailing, Retail Institutions by Ownership, Retail Institutions by Store-Based Strategy Mix, Web, Non-Store-Based, and Other Forms of Nontraditional Retailing.	12
II	Consumer Behavior in Retailing Consumer Behavior in retailing, buying decision process in retailing, Types of buying decisions, Market segmentation for retailing, Identifying and Understanding Consumer Information, Gathering and Processing.	14
III	Retail Marketing Strategy & Customer Service Types of retailers, Multichannel and Omni Channel retailing, Retail strategy concept & its elements, Strategic retail planning process, Retail Pricing, Retail Promotion tool, Customer Loyalty Programme, Global retailing growth strategies & international market entry strategies, Advantages through customer service.	10
IV	Store and Merchandise Management Store layout & space planning, Atmospherics, Choosing store location, Recruitment, Selection, Training, Motivation, Compensation and Control of store employees Retail Information system & supply chain, RFID. Planning Merchandise – organizing buying merchandise to stores meeting vendors and strategies for retail (e.g., private labels). Merchandise management, Concept of the merchandise management process, developing an assortment plan, allocating establishing strategic relations with them, Branding.	12
Total		48

Text Books:

1. Berman, Evans and Chatterjee – Retail Management: A Strategic Approach (13th Edition) – Pearson Publication
2. Levy, Weitz and Grewal - Retailing Management (9th edition), Tata McGraw Hill

Reference Books:

1. Swapna Pradhan - Retailing Management: Text and Cases (6th Edition) - Tata McGraw-Hill.
2. Gibson - Retail Management (5th Edition) By Pearson
3. Giri, Paul and Chatterjee – Retail Management: Text and Cases (1st Edition) - PHI Learning

Paper: Industrial Psychology

Subject Code: BSA032C604

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To apply psychological principles and methods to improve the overall work environment including employee performance, motivation, communication, professional satisfaction, and career growth

	Course outcome	Bloom's Taxonomy
CO-1	To analyze the importance of applying the concepts of employee attitude, behavior and motivation in organization	BT-I
CO-2	To describe the understanding of knowledge required for applying the concepts of industrial psychology	BT-II
CO-3	To identify the impact of human performance in the work place, optimizing human resources and understanding organizational climate and process	BT-III

Industrial Psychology

Modules	Course Content	Periods
I	Introduction to Industrial Psychology: Overview: Major fields, Brief History, Differences between Industrial Psychology and Other Business programs, Ethics in Industrial Psychology. Research in Industrial Psychology: Need to conduct research, Considerations in Conducting Research, References and testing to predict Employee performance, Characteristics of Effective tests in various processes.	10
II	Assessing Individuals in Workplace: Job analysis- Importance, Determining Employment profile, Job Evaluation- Determining Internal and External Pay equity, Gender equity. Recruitment and Selection- Effective Employee selection techniques, Realistic Job Previews. Performance Evaluation- Process of Performance appraisal, Training: Determining the effectiveness of training	14
III	Understanding Employee attitudes: Work motivation- Personality, Self-esteem, Intrinsic Motivation, Need for Achievement and Power, Setting achievable goals Organizational Commitment and Job Satisfaction- Causes, Measurement, Consequences of Dissatisfaction, Negative Attitudes in workplace.	12
IV	Assessing and handling behaviour within a group: Factors affecting group performance- Cohesiveness, Group Ability and Confidence, Personality of Group members, Communication Structure, Social Facilitation and Inhibition, Individual Dominance, Group Conflict Maintaining Occupational Health: Stress management, Measurement and Reduction interventions, Employee empowerment, Flexible work arrangements, Downsizing, Workplace Violence.	12
Total		48

Text Books:

1. Aamodt, G.M. (2015). Industrial Psychology. 7th Edition. Cengage Learning.
2. Muchinsky, P. M. & Culbertson, S. S. (2015). Psychology applied to work. 11th Edition. Hypergraphic Press.

Reference Books:

1. Nelson, Quick and Khandelwal. (2012). ORGB: An innovative approach to learning and teaching Organizational Behaviour- A South Asian Perspective. Cengage Learning.
2. Fred, L. (2008). Organizational Behavior, McGraw Hill

Paper: Financial Services

Subject Code: BSA032C605

Credit Units: L-T-P-C – 3-1-0-4

Scheme of Evaluation: (T)

Course Objective: To introduce the Concept of Financial Services and build knowledge of various types of financial services in Indian financial system

	Course outcome	Bloom's Taxonomy
CO-1	Describe the concepts of Indian financial system and financial services.	BT-I
CO-2	Explain the concepts of hire Purchase and lease and its types of growth	BT-II
CO-3	Discuss the concept of venture capital financing, insurance services and credit rating	BT-III
CO-4	Express the concept of issue management and its components	BT-IV

Financial Services

Modules	Course Content	Periods
I	Introduction: An Overview of Financial System, Financial Markets and Financial Services, Financial services-concept, objectives, functions, characteristics, Classification of Financial services, Growth of Financial Services in India, Regulatory Framework for Financial Services. Non-Banking Financial Services; Role of NBFCs in Financial System, RBI NBFCs Directions. Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, Obligations and responsibilities of Lead Managers.	12
II	Leasing and Hire Purchase: Concepts of leasing, Types of leasing – financial & operating Lease, direct lease and sales & lease back, advantages and limitations of leasing, Tax aspects of leasing. Hire Purchase: Hire Purchase v/s Installment payment, Lease Financing v/s Hire purchase Financing, parties to Hire purchase Contract Factoring, forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, National housing bank (NHB)	14
III	Venture Capital Financing, Insurance Services and Credit Rating: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, and International credit rating practices.	10
IV	Issue Management & Right Issue: Public Issue: classification of companies, eligibility, issue pricing, Promoter's contribution, minimum public offer, prospectus, allotment, preferential Allotment, private placement, Book Building process, designing and pricing, Green Shoe Option. Right Issue: promoter's contribution, minimum subscription, advertisements, Contents of offer document, Bought out Deals, Post issue work & obligations, Investor Protection, Broker, sub broker and underwriters	12
Total		48

Text Books:

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Management of Financial Services, V K Bhalla, Anmol Publications

Reference Book:

1. Management of Financial Services by C. Rama Gopal, Vikas Publishing House

Paper: Personal & Professional Excellence

Subject Code: BSA032S611

Credit Units: L-T-P-C – 1-0-4-2

Scheme of Evaluation: (T)

Course Objective: To provide opportunity for realizing one’s potential through practical experience and develop professional skills for empowerment of self and others

	Course outcome	Bloom’s Taxonomy
CO-1	To recognize the role of communication in professional set up	BT-I
CO-2	To locate the necessary components required to prepare for a career in an identified occupation	BT-II

Personal & Professional Excellence

Modules	Course Content	Periods
I	Interpersonal Communication Importance of Behavioural / Interpersonal Communication, Rapport Building – NLP, Communication Mode, Steps to improve Interpersonal Communication, Nonverbal communication in workplace, Digital Literacy, Effective use of social media.	10
II	Professional Skills- Career Skills Resume Skills: Preparation and Presentation, common errors, Interview Skills: Preparation and Presentation, Simulation, Common errors; Group Discussion Skills	14
III	Professional Skills- Team Skills Presentation Skills, Trust and Collaboration, Listening as a Team, Brainstorming, Social and Cultural Etiquettes, Internal Communication.	12
IV	Leadership and Management Skills Leadership Skills- Importance, Traits and Models of Leadership, Basic Leadership Skills, Managerial - Self Management Skills; Entrepreneurial Skills- Traits and competencies of entrepreneur, Creating Business Plan; Innovative Leadership and Design Thinking, Ethics and Integrity	12
Total		48

Text Book:

- Essentials of Management, Management-An International Perspective, H. Koontz & H. Wehrich 8th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009

Reference Books:

- ORGB: A South-Asian Perspective, Nelson, Quick, Khandelwal, 2nd edition, Cengage, Noida, 2016.
- Organisational Behaviour, Stephen P. Robbins, Timothy A Judge, Niharika Vohra, 16th Edition, Pearson Education, Delhi, 2016

7TH SEMESTER

Paper: Strategic Management

Subject Code: BSA034C301

Credit Units: L-T-P-C – 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To enable the student to gain an integrated approach on business environment by providing the foundation understanding of all main components of business decisions based on strategies adopted.

	Course outcome	Bloom's Taxonomy
CO-1	Define strategic management concepts and terminology in the context of real-world business scenarios.	BT-I
CO-2	Differentiate between corporate, business, and functional level strategies and their implications	BT-II
CO-3	Evaluate and choose appropriate strategic alternatives by considering their potential impact on the organization's long-term goals and competitive positioning.	BT-III
CO-4	Select appropriate strategic initiatives from a set of alternatives based on an analysis of internal capabilities, external opportunities, and potential risks.	BT-IV

Strategic Management

Modules	Course Content	Periods
I	Foundation of Strategic Management: 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.	08
II	Strategy Formulation: 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.	12
III	Strategy Implementation: Barriers of implementation, Model of implementation, Project & procedural implementation, Structural implementation, Behavioural implementation, Functional and Operational Implementation, 7-S framework.	10
IV	Strategy Evaluation & Control: Barriers of Evaluation, Pre-requisites of implementation of strategic control, Premise control, Strategic surveillance, special alert control, Operational control, Techniques of evaluation & control, Business Portfolio Analysis	12
Total		40

Text Books:

1. Kazmi, A. (2008). Strategic Management & Business Policy. 3rd Edition. New Delhi: McGraw Hill Education.
2. Pearce, J. & Robinson, R. (2017). Strategic Management: Formulation, Implementation and Control. New York: McGraw Hill Education

Reference Book:

1. Thomas L. W. & Hunger, J. D. Strategic Management & Business Policy. 9th Edition, New Delhi: Pearson Education

Paper: Decision Making and Optimization

Subject Code: BAS034C302

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce students the use of quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

	Course outcome	Bloom's Taxonomy
CO-1	Define the fundamental concepts related to decision making and optimization	BT-I
CO-2	Associate various decision-making models and optimization techniques with appropriate problem domains.	BT-II
CO-3	Relate decision-making processes and optimization techniques to real-world case studies.	BT-III
CO-4	Connect decision-making strategies to the broader context of organizational goals.	BT-IV

Decision Making and Optimisation

Modules	Course Content	Periods
I	Introduction to Decision Making 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	12
II	Routing Algorithm Decision making Optimization using the MODI and Stepping Stone method, Travelling Salesman Problem Sequencing Problem 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.	08
III	Game Theory 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 Simulation Introduction, Monte Carlo Simulation	12
IV	Queuing Theory 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 Replacement Theory Introduction, replacement of items that deteriorate gradually, replacement model for items that fails suddenly, other replacement models	08
Total		40

Text Books:

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

Reference Book:

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

Total	40
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Text Books:

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

Reference Book:

1. Kumar, R. (2011). Legal Aspects of Business. 2nd Edition. New Delhi: Cengage Learning.

Paper: Talent Acquisition and Management

Subject Code: BSA034D30H1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To make the students understand the best HR practices for talent management and managing talent for teams and organizations; and familiarize them with the latest developments in the field of performance management so that the learning can be utilized in the industry

	Course outcome	Bloom's Taxonomy
CO-1	Define the key concepts and terminology related to talent acquisition and management.	BT-I
CO-2	Associate different talent acquisition strategies with specific organizational goals and needs.	BT-II
CO-3	Apply talent acquisition strategies to real-life recruitment scenarios, considering factors such as job requirements, candidate profiles, and organizational culture.	BT-III
CO-4	Appraise the strengths and weaknesses of potential candidates, using a structured evaluation framework to make informed hiring decisions.	BT-IV

Talent Acquisition and Management

Modules	Course Content	Periods
I	Acquisition of Talent: Introduction 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	08
II	Insights into practices of talent acquisition 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	Process of managing talent in organization-Performance management 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	Ethics and Performance Management: 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.	08
Total		40

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, 2nd 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. 2nd 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.

Paper: Managing Industrial Relations

Subject Code: BSA034D30H2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To familiarize the students with the understanding of industrial and labour related social security laws and the application of IR in the organization to maintain employee relations

	Course outcome	Bloom's Taxonomy
CO-1	Describe the roles and responsibilities of various stakeholders in the industrial relations landscape, including employers, employees, government agencies, and labor unions.	BT-I
CO-2	Clarify the steps involved in the process of collective bargaining, including negotiation, mediation, and the finalization of an agreement.	BT-II
CO-3	Solve complex labor relations challenges by analyzing case studies and proposing effective solutions for minimizing conflict and promoting collaboration.	BT-III
CO-4	Contrast the roles of management and labor in shaping industrial relations strategies.	BT-IV

Managing Industrial Relations

Modules	Course Content	Periods
I	Introduction to Industrial Relations: 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.	08
II	Social Security Laws: Employees State Insurance Act, 1948: Objectives and applicability of the scheme; Definitions Payment of Gratuity Act, 1972: Applicability and non-applicability of the Act; Definitions Employee's Compensation Act, 1923: Definitions, scope, applicability The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act.	12
III	Legislations for maintenance of Industrial Relations: Factories Act, 1948: 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. Industrial Disputes Act 1947- dispute settlement machineries Trade Unions Act 1926 -aim, scope, registration	12
IV	Labour welfare and Social Legislations: Child Labour Prohibition and Regulation Act, 1986 - Meaning, Socio-Legal analysis, Judicial Approach, National Norms; Sexual Harassment at Workplace - 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	08
Total		40

Text Books:

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

Reference Book:

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

Paper: Consumer Behaviour

Subject Code: BSA034D30M1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce the students about the concept of consumer behavior, how and why consumers make purchase decisions, how they think, feel and act before, during and after the purchase and finally to equip the students to view marketing phenomena from a customer's perspective.

	Course outcome	Bloom's Taxonomy
CO-1	Define key terms related to consumer behavior, such as motivation, perception, attitude, and decision-making	BT-I
CO-2	Compare and contrast various cultural influences on consumer behavior, highlighting both similarities and differences across different societies.	BT-II
CO-3	Apply consumer behavior theories and models to real-world scenarios to analyze and predict consumer choices and behaviors.	BT-III
CO-4	Analyze consumer motivations and decision-making processes to predict and explain their behavior in different purchasing contexts.	BT-IV

Consumer Behaviour

Modules	Course Content	Periods
I	Introduction to Consumer Behaviour: 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 & 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	10
II	Consumer as an Individual (part 1): 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	12
III	Consumer as an Individual (part 2): 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	10
IV	Consumer's Decision-Making Process, Marketing Ethics & Social Responsibility: 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	08
Total		40

Text Books:

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

Reference Book:

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

Paper: Digital Marketing

Subject Code: BSA034D30M2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To impart knowledge, concepts and skills needed in marketing through digital channels and familiarize the students with the concepts and techniques applicable to digital marketing

	Course outcome	Bloom's Taxonomy
CO-1	Define the key terms and concepts related to digital marketing, such as SEO, SEM, social media marketing, email marketing, and content marketing.	BT-I
CO-2	Compare the effectiveness of various social media platforms for different types of businesses, considering factors like audience engagement and content formats.	BT-II
CO-3	Relate digital marketing concepts to broader marketing objectives and business goals.	BT-III
CO-4	Compare different social media platforms based on their target audiences and advertising options.	BT-IV

Digital Marketing

Modules	Course Content	Periods
I	Internet penetration and digital commerce; Characteristics of Internet: 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	Digital marketing strategy; Digital conversion funnel: 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	Online consumer behaviour: 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	Social Media Analytics: 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
Total		40

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 Book:

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

Paper: Investment Analysis and Portfolio Management

Subject Code: BSA034D30F1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To open up the vistas of various investment avenues to the students; enable the student to understand and evaluate the various investments on the basis of risk, return and other parameters; equip the students with Valuation methods and tools to value equity and debt instruments; and enable the students to create efficient portfolios, to manage the same and to evaluate its performance over time.

	Course outcome	Bloom's Taxonomy
CO-1	Define key investment terms and concepts used in portfolio management	BT-I
CO-2	Associate different investment strategies with their corresponding risk and return profiles.	BT-II
CO-3	Demonstrate the process of rebalancing a portfolio to maintain its desired asset allocation in response to market movements.	BT-III
CO-4	Select appropriate valuation methods, such as discounted cash flow (DCF) analysis, for evaluating specific investment opportunities.	BT-IV

Investment Analysis and Portfolio Management

Modules	Course Content	Periods
I	<p>Introduction to Investments 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 & Return. Securities Market: 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. Trading System in Stock Exchanges: Structure & Working of BSE & NSE, Trading System, Types of Orders, Settlement, Margin Trading, Stock Market Quotations and Indices. Brokerage and other Charges.</p>	08
II	<p>Efficient Markets Hypothesis: 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. Fundamental Analysis: Meaning, Importance, Idea of an Intrinsic Value; Economy-Industry-Company Analysis Framework. Economic Analysis: Factors and variables, Economic Forecasting, Forecasting Techniques, Industry Analysis, Company Analysis: Financial Statements Analysis, Forecasting Cashflows and valuation. Technical Analysis: 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>Equity and Bond Valuation Techniques Equity Valuation: Asset Based models, Income based models: Dividend Discount Models: Single Period & Multi Period Models, Zero Growth, Constant Growth, Two Stage, Three Stage, H-Model, Free Cash Flow Model, Relative Valuation Approach, Active & Passive Portfolio Management. Bond Valuation: Bond Characteristics, Bond Prices & 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 & Passive Bond Portfolio Management.</p>	10
IV	<p>Portfolio Management: 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 Portfolio Selection- 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</p>	12

	Portfolio Evaluation: Performance Evaluation, Mutual Funds, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index, M2 Measure, Fama Decomposition Model.	
Total		40

Text Books:

1. Chandra: P. (2012). Investment Analysis & Portfolio Management. 4th Edition, New Delhi: Tata McGraw Hill.
2. Reilly K.F., Brown K. C., (2012), Investment Analysis & Portfolio Management. 10th Edition. Stamford USA: CENGAGE Learning

Reference Book:

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

Paper: The Indian Financial System

Subject Code: BSA034D30F2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce students about the different aspects and components of the Indian Financial System and its evolution; impart the knowledge of Financial Markets, Financial Institutions and Financial Services to the student and enable the students to conceptualize the interrelated linkages between various parts of the Financial System.

	Course outcome	Bloom's Taxonomy
CO-1	Enumerate the types of financial markets present in India and their respective roles.	BT-I
CO-2	Distinguish between microfinance and traditional banking services available in the Indian financial system	BT-II
CO-3	Relate macroeconomic factors to investment decisions and their impact on the Indian financial system.	BT-III
CO-4	Distinguish between short-term and long-term financial planning strategies in the context of the Indian economy.	BT-IV

The Indian Financial System

Modules	Course Content	Periods
I	<p>Introduction: 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. Macroeconomic Dimensions of Financial System: Sectors of Economy, Macro Economic Dimensions, Sectors of Indian Economy and the Financial System, Financial Development and its Indicators. Major Issues in the Indian Financial System, Financial Sector Reforms in India.</p>	08
II	<p>Financial Institutions: Money Market: Structure of Money Market, Role and functions of Money Market, Characteristics of Money Market, Money Market Instruments, Money Market Reforms. Reserve Bank of India: 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. Capital Market: Dimensions, Constituents and Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments in India & Reform Measures, Capital Market Regulator (SEBI) & its Functions. The New Issues Market – The Concept of Public Issues, Distinctive Features & Functions of the New Issues Market, Types of Issues, Principal Steps of a Public Issue, Players in the New Issue Market. Secondary Market: 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 & its Construction and Use. Raising funds in International Markets: American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues.</p>	12
III	<p>Commercial Banks: Theoretical Aspects of Banking, Functions of Commercial Banks, An Appraisal of Banking since Nationalization 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 & SLR, Classification of Bank Assets under Prudential Norms Non-Banking Financial Companies: 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. Development Finance Institutions: Need, Roles and Functions.</p>	10
IV	<p>Financial Services: Mutual Funds: 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 & Supervision of MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs. Insurance: Risk Management and Risk Management Process, Risk Management Methods, Basic Methods of Financing Losses - Retention, Insurance, Hedging & Indemnity Agreements. Nature and</p>	10

	<p>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>Life Insurance: Concept of Insurable interest, Various types of Insurance Plans available, Rider & key riders offered by Insurers in India.</p> <p>Non-Life Insurance: 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>	
Total		40

Text Books:

1. Pathak, Bharati, The Indian Financial System: Markets, Institutions and Services. Latest Edition. New Delhi: Pearson Education
2. 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:

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

Paper: Logistics and Transportation Management

Subject Code: BSA034D3001

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To develop an understanding of the key concepts of logistics and transportation in operations management and understand the importance of logistics and transportation in the overall competitive advantage of a firm

	Course outcome	Bloom's Taxonomy
CO-1	Define key logistics and transportation terms, such as supply chain, distribution network, freight forwarding, and intermodal transportation.	BT-I
CO-2	Compare and contrast the advantages and disadvantages of using a centralized versus decentralized warehousing system in different supply chain contexts.	BT-II
CO-3	Apply various inventory control methods to determine reorder points, safety stock levels, and economic order quantities for different product categories.	BT-III
CO-4	Compare and contrast the advantages and disadvantages of outsourcing logistics functions versus managing them in-house, based on specific business needs.	BT-IV

Logistics and Transportation Management

Modules	Course Content	Periods
I	Introduction Introduction to Logistics; Role of Logistics in Supply Chain; Integration of Logistics with other functional areas; Significance of logistics, Elements of Logistics Management. Third Party Logistics (3PL) - evolution, infrastructure required for 3PL, Selection of 3PL service provider, 3PL Implementation, Introduction to Fourth party logistics (4PL), GPS and GIS technology.	10
II	Logistics Infrastructure Ports, Hubs, Warehouses; Port Operations; Containerization, Logistics Management – Shipping systems, INCOTERMs; Import Export Formalities; Custom Formalities and documentation.	08
III	Transportation management Functionality, Participants in transportation, Types of Transportation; Transportation formats, Private Fleet, Modes of transportation Transportation Scheduling and Routing, Vehicle scheduling	10
IV	Transportation Strategies Design options for transportation network, Comparison of Distribution Network Design Options, Cross-docking, Transportation Strategies of different firms, Tradeoffs in transportation design, tailored transportation	08
Total		36

Text Books:

1. Jannat Shah. Supply Chain Management: Text and Cases (2nd ed.): Pearson Education.
2. Chopra, Sunil, Meindl, Peter, Kalra, D.V. (2012). M Supply Chain Management- Strategy, Planning and Operation: Pearson Education

Reference Book:

2. Heizer, Jay; Render Barry. Operations Management (12th ed.): Pearson Publication

Paper: Material Management & Inventory Control

Subject Code: BSA034D3002

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To apply the knowledge of materials management for effective logistics and supply chain operations and acquaint the students about the different inventory policies and models and their applications in operations management

	Course outcome	Bloom's Taxonomy
CO-1	Enumerate the different types of inventories and their respective characteristics	BT-I
CO-2	Contrast the advantages and disadvantages of centralized versus decentralized inventory management systems.	BT-II
CO-3	Apply inventory management techniques to real-world supply chain challenges and scenarios.	BT-III
CO-4	Compare and contrast various inventory control models in terms of their strengths and limitations.	BT-IV

Material Management & Inventory Control

Modules	Course Content	Periods
I	Introduction to Materials Management - Fundamentals and relationship with production planning, functions of MM., Make or Buy decisions, Supplier Quality assurance, Vendor Rating Material classification & codification, source selection Modern trends in MM.	10
II	Purchasing -policies, principles and practices, purchasing systems, purchasing under uncertainty Warehousing and Stores Management Store systems and procedures, incoming materials control, store accounting and stock verification, value analysis, material handling	10
III	Inventory Management Introduction, Importance, Functions and types of inventories, inventory related cost, managing inventory – ABC, VED, HML, XYZ analysis, Managing cycle stock, safety stock, seasonal stock	08
IV	Inventory Models Independent vs dependent demand, EOQ Models, Concepts of BOM, MRP, MRP II, Master Production Schedule (MPS), Production Planning and Control (PPC)	08
Total		36

Text Books:

1. Arnold, Chapman (2009). Introduction to Materials Management (6th ed.): Pearson Education.
2. Gopalkrishnan and Sundarsan (2003). Material Management: An Integrated Approach. Prentice Hall of India Private Limited, New Delhi

Reference Book:

1. Chary, SN. Productions and Operations Management (8th ed.): McGraw Hill Publication

Paper: Managing Start-ups

Subject Code: BSA034D30E1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To explore issues relating to the creation and management of startups. The objective is to develop entrepreneurial skills as well as digital and linguistic competencies

	Course outcome	Bloom's Taxonomy
CO-1	Define the key characteristics of a start-up company and differentiate it from established businesses.	BT-I
CO-2	Convert a high-level business idea into a comprehensive business plan, highlighting key elements such as target market, value proposition, and revenue model	BT-II
CO-3	Apply strategic thinking and decision-making skills to create a comprehensive business plan for a start-up, considering market dynamics and resource constraints.	BT-III
CO-4	Categorize different growth strategies for start-ups, such as market penetration, product diversification, and geographic expansion.	BT-IV

Managing Start-ups

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

Text Books:

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

Reference Book:

1. Mootee I (2017), Design Thinking for Strategic Innovation, Wiley

Paper: Entrepreneurship, Creativity and Innovation

Subject Code: BSA034D30E3

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To help the students in developing an entrepreneurial mindset, understand the entire entrepreneurial process through analysis of various situations and gain insights about the critical role of creativity and innovation to the development of new products and services in entrepreneurial start-ups

	Course outcome	Bloom's Taxonomy
CO-1	Define the concepts of entrepreneurship, creativity, and innovation, and articulate their interrelationships in the business context.	BT-I
CO-2	Compare different entrepreneurial strategies and evaluate their effectiveness in fostering creativity and innovation within a given business environment.	BT-II
CO-3	Apply theoretical concepts of entrepreneurship, creativity, and innovation to real-world scenarios, demonstrating a practical understanding of their implementation.	BT-III
CO-4	Prioritize potential business opportunities based on market potential, resource availability, and alignment with organizational goals.	BT-IV

Entrepreneurship, Creativity and Innovation

Modules	Course Content	Periods
I	Entrepreneurship and the Entrepreneurial process: Meaning and significance entrepreneurship, process of entrepreneurial action. The Entrepreneurial mindset and personality	10
II	Idea generation and selection: 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	Creativity and Innovation: 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	Social entrepreneurship and Innovation: 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
Total		40

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.

8TH SEMESTER

Paper: Project Planning Analysis and Management

Subject Code: BSA032C401

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: 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 and make them understand how successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome.

	Course outcome	Bloom's Taxonomy
CO-1	Define the key components of a project plan, including scope, schedule, resources, and budget	BT-I
CO-2	Convert a project timeline from a Gantt chart format to a critical path method (CPM) diagram.	BT-II
CO-3	Illustrate the critical path in a project network diagram and calculate project duration based on it.	BT-III
CO-4	Infer potential project scope changes based on stakeholder feedback and evaluate their impact on the project plan.	BT-IV

Entrepreneurship, Creativity and Innovation

Modules	Course Content	Periods
I	Introduction to Project management 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	10
II	Project Planning 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	10
III	Project Management Techniques Managing Risk, Reducing Project Duration, Scheduling Resources and Costs, Identifying organizational structures, Estimating costs and budgeting	10
IV	People in the Project 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	10
Total		40

Text Books:

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

Reference Book:

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

Paper: Business Ethics and Sustainability

Subject Code: BSA034C402

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To understand concepts of corporate governance and corporate social responsibility that 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

	Course outcome	Bloom's Taxonomy
CO-1	Define the fundamental concepts of business ethics and sustainability, including their importance in organizational decision-making	BT-I
CO-2	Explain the concept of triple bottom line (people, planet, profit) and its role in sustainable business.	BT-II
CO-3	Illustrate the benefits of sustainable practices by providing examples of companies that have successfully integrated them.	BT-III
CO-4	Connect ethical leadership practices to positive organizational culture and employee engagement.	BT-IV

Business Ethics and Sustainability

Modules	Course Content	Periods
I	Conceptual Framework of Business Ethics: 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.	08
II	Ethical Foundation in Business: 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	Introducing Sustainability: Sustainability in relation to business organization, Issues related to environment, Conserving resources, Carbon footprint, Pollution & carbon emission, Safeguarding communities and bio-diversities.	09
IV	Global Perspective of Sustainability: 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.	09
Total		40

Text Books:

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

Reference Books:

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

Paper: Compensation Management

Subject Code: BSA034D40H1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To teach the students the basic concepts of wages and salary management, the types of compensation and the applications of compensation management.

	Course outcome	Bloom's Taxonomy
CO-1	Define, understand and interpret the fundamentals of Compensation Management, the conceptual framework and the competitive advantage provided by well planned compensation package	BT-I
CO-2	Understand and evaluate the implications of Compensation Management on job design, job analysis and performance management	BT-II
CO-3	Articulate the various types of compensation plans in the Indian and global context and to understand the impact of compensation on the motivation levels of employees.	BT-III
CO-4	Understand and articulate the application of Compensation management with reference to legal considerations and international compensation norms	BT-IV

Compensation Management

Modules	Course Content	Periods
I	Fundamentals of Compensation Management: 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	Implication of Compensation Management: Implication of Compensation management on Job design, Job analysis, Job description, Job Evaluation, Job Assessment, Performance related compensation, Pay-for-performance approach	08
III	Compensation Plans: Team based compensation, Executive compensation, elements of executive compensation, Executive compensation in international context, Employee motivation and compensation, Sales compensation plan	10
IV	Application of Compensation management: 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
Total		40

Text Books:

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

Reference Books:

1. Goel, D. (2012). Performance Appraisal and Compensation Management (A Modern approach. 2nd Edition. New Delhi: PHI Learning Private Limited.

Paper: Organizational Development and Change

Subject Code: BSA034D40H2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce the fundamental concept of change and how the rate of change is accelerating; understand the role that effective change can play in improving the quality of work life and in improving organisational effectiveness; provide familiarity with and experience of some of the main techniques of organizational change and provide opportunity to develop awareness of their own personal style, attitudes and behaviours relevant to the management of change

	Course outcome	Bloom's Taxonomy
CO-1	To understand and define the nature of the development process in organization	BT-I
CO-2	To interpret the main drivers and approaches of the change	BT-II
CO-3	To articulate and apply the stages of the organizational development process	BT-III
CO-4	To equip and connect students with the knowledge and skills required for effective change and organizational development .	BT-IV

Compensation Management

Modules	Course Content	Periods
I	Organisational change: An overview 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	08
II	Systematic approach to making change 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 organization structure, Bureaucracy- Centralization and Decentralization, Formal and informal organisation	12
III	Organisational Development 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	OD Interventions Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organisational learning	10
Total		40

Text Books:

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

Reference Book:

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

Paper: HRD - Strategies and Systems

Subject Code: BSA034D40H3

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations; facilitate the development of knowledge and skills that HR specialists need in performing their strategic role

	Course outcome	Bloom's Taxonomy
CO-1	Define, understand and interpret the fundamentals and evolution of Human Resource Development(HRD)and system design principles	BT-I
CO-2	Define, understand and interpret the design & administration of selected HRD systems for effective career management	BT-II
CO-3	Understand and articulate the application of HRD for managing employees and organizational changes	BT-III
CO-4	Define, understand and interpret concepts of HR Analytics	BT-IV

HRD - Strategies and Systems

Modules	Course Content	Periods
I	HRD: Evolution and Concepts 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	10
II	Design & Administration of Select HRD Systems: Career Management; Workplace Mentoring, Work-Life Integration; Developing global managers, HRD systems for International managers	08
III	Applications of HRD: HRD for managing organizational change, HRD for Workers (blue collar employees), Performance management and development, Employee coaching, Mentoring, Succession planning, Tuition assistance, Organizational development.	12
IV	HR Analytics: Introduction to HR analytics – Measuring Performance, Informing Promotion and Salary Decisions, Understanding Attrition and Increasing Retention, Examining Employee Engagement.	10
Total		40

Text Books:

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

Reference Book:

1. Yadav, Maheshwari (2020). HR Analytics: Connecting Data and Theory (1st edition), Wiley publications

Paper: Branding & Integrated Marketing Communication

Subject Code: BSA03A0340M1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To impart understanding of the role that brands play in contemporary businesses; provide an understanding of how brands are created and managed over time; 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

	Course outcome	Bloom's Taxonomy
CO-1	Describe various communication tools and their effectiveness in contemporary time	BT-I
CO-2	Examine the role of integrated marketing communications in building brand identity, brand equity	BT-II
CO-3	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.	BT-III
CO-4	Design marketing communication campaign for effective brand management	BT-IV

Branding & Integrated Marketing Communication

Modules	Course Content	Periods
I	Introduction to Brand 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	12
II	Brand Strategies 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	09
III	Communication process & Marketing Communication (Marcom) 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.	09
IV	Developing the Integrated Marketing Communication Programme: 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	10
Total		40

Text Books:

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

Reference Books:

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

Paper: Services Marketing

Subject Code: BSA034D40M2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To acquaint the students with the unique challenges faced by service marketers and augment skills & thinking for effective marketing of services.

	Course outcome	Bloom's Taxonomy
CO-1	Define the concept of service marketing and distinguish it from product marketing	BT-I
CO-2	Associate different types of services with appropriate marketing strategies based on their unique characteristics	BT-II
CO-3	Illustrate how a comprehensive service recovery strategy can be implemented to address customer complaints effectively	BT-III
CO-4	Classify different service industries based on their characteristics and identify suitable marketing tactics for each	BT-IV

Services Marketing

Modules	Course Content	Periods
I	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.	08
II	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	08
III	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
IV	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
Total		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	Credit Units: L-T-P-C- 3-0-0-3	Scheme of Evaluation: (T)

Course Objective: To develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force

	Course outcome	Bloom's Taxonomy
CO-1	Define the concept of salesmanship and its role in the business environment	BT-I
CO-2	Compare and contrast different sales approaches, such as transactional selling and relationship selling.	BT-II
CO-3	Produce a comprehensive sales plan that includes target segments, goals, strategies, and tactics.	BT-III
CO-4	Discriminate between short-term sales goals and long-term customer relationship building	BT-IV

Salesmanship

Modules	Course Content	Periods
I	Introduction to Sales Management 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	09
II	Sales Management Strategies and Process 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	Directing Sales Force Operations Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and Controlling the Sales force	08
IV	Evaluating and Controlling the Sales Effort 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
Total		40

Text Books:

- Havaldar, K. K. & Cavale, V. (2017). Sales & Distribution Management-Text & Cases. 3rd 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

Paper: Corporate Taxation

Subject Code: BSA034D40F1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To impart knowledge about different types of taxable & exempt incomes under current income tax laws and computational mechanism for total income liable to tax, payment of taxes & return filing procedures, different types of taxable & non-taxable supplies under GST Laws, the computational mechanism for taxable value of supply of goods and / or services, set-off mechanism of Input Tax Credit & consequent payment of taxes thereof after understanding the rate schedules properly and acquire the ability to apply their understanding of GST make tax computation and address application oriented issues as well tax planning & management concerning GST.

	Course outcome	Bloom's Taxonomy
CO-1	Describe the overview, provisions and types of tax in India	BT-I
CO-2	Paraphrase the concepts of Goods and Service tax	BT-II
CO-3	Paraphrase the concepts of Goods and Service tax	BT-III
CO-4	Illustrate insight into the basic concepts of business taxation and enable them to learn computation of income.	BT-IV

Corporate Taxation

Modules	Course Content	Periods
I	<p>Introduction: 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>Heads of income: Profits & Gains from Business & Profession: Chargeability, Relevance of Method of Accounting, Speculative and Non-Speculative Business, Admissible Deductions, Inadmissible Deductions, Expenses or payments not deductible in certain circumstances, Certain incomes taxable on presumptive basis. Capital Gains: 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. Income from Other Sources: Incomes Chargeable under this head, Taxability of Dividend Income, Taxability of Gifts, Permissible Deductions Under Section 57.</p>	10
II	<p>Certain Deductions from Gross Total Income: Deduction on account of certain payments & 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) Set Off & Carry Forward of Losses- Inter source adjustment, Inter head adjustment, Carry forward and set-off of losses under the head -PGBP, & Capital gains, Carry forward and set –off of depreciation loss. Computation of Total Income and Tax Liability of Companies: Kinds of Companies, Computation of Total Income & Tax Liability of a Company Filing of Tax Returns & Payment of Taxes: Tax Deduction at Source, Advance Tax and Self-Assessment Tax, Return Filing</p>	10
III	<p>Goods & Service Taxes: 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 Levy and collection of Tax:</p>	10

	Taxable Event & Supply under GST, Scope of Supply, Composite & Mixed Supply Place of Supply, Time of Supply, Composition Levy under GST, Exemptions from GST	
IV	<p>Valuation under GST & Input Tax Credit: Forward Charge on Outward Supplies and Reverse Charge Mechanism on Inward Supplies, Eligibility for taking ITC, Blocked Credit</p> <p>Registration & Return: Persons not liable for registration, Compulsory Registration, Deemed Registration. Tax Invoice, Debit & 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
Total		40

Text Books:

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

Reference Book:

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

Paper: Financial Derivatives & Risk Management

Subject Code: BSA034D40F2

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce the student the world of Financial Derivatives and make them appreciate the risks and benefits in using Derivatives and also to equip them with ways of using Financial Derivatives in Risk Management

	Course outcome	Bloom's Taxonomy
CO-1	Recognize the role of derivatives financial risk management	BT-I
CO-2	Demonstrate critical thinking , analytical and problem-solving skills in the context of derivatives , hedging Practices	BT-II
CO-3	Evaluate alternative risk management strategies and tactics	BT-III
CO-4	Develop an understanding of pricing forwards, future and option channels	BT-IV

Financial Derivatives & Risk Management

Modules	Course Content	Periods
I	<p>Introduction to Derivatives: 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>Forwards and Futures: Forward Contract and its distinguishing features, Motives for Forward Contract, Merits and Demerits of Forward Contract, Settlement of Forward Contracts.</p> <p>Futures Contract: 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>	08
II	<p>Mechanism of Futures markets: Convergence of Spot and Futures at maturity</p> <p>Concept of Basis: Basis Risk; Long, Short and Cross Hedging; Determination of Futures prices of Investment and Consumption Assets, Convenience Yield</p> <p>Stock and Index Futures: 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>Currency Forward and Futures: Foreign Exchange Preliminaries- Foreign Exchange Risk, Foreign Exchange Markets, Foreign Exchange Rates, Currency Forwards</p> <p>Pricing of Currency Futures and Forwards, Hedging & Speculation with Currency Forwards Contracts</p>	10
III	<p>Interest Rate Forward and Futures: Forward Rate Agreements (FRA) & 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 & its Pricing</p> <p>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
IV	<p>OPTIONS: 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.</p>	12

Total		40

Text Books:

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

Reference Book:

1. Don M. Chance, Robert Brooks, Sanjay Dhamija (2019). An introduction to Derivatives and Risk Management 10th Edition. CENGAGE, New Delhi

Paper: Mergers and Corporate Restructuring

Subject Code: BSA034D40F3

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To provide an understanding of accounting, regulatory and valuation aspects relating to corporate restructuring; the linkages between corporate restructuring and financial markets and the impact of the same on share price and on the business; the concept and rationale for mergers and acquisitions; accounting issues in a merger and the valuation concepts in mergers & analyze deal structuring in mergers.

	Course outcome	Bloom's Taxonomy
CO-1	Understanding of different types of merger and acquisitions and the process involved in executing their deals	BT-I
CO-2	Develop on ability to understand factors influencing the valuation of a business and different methods used in business valuation	BT-II
CO-3	Basic understanding about regulatory environment of mergers and acquisitions in India.	BT-III
CO-4	Assess various case studies to analyze valuation strategies, pre and post merger issues and challenges	BT-IV

Mergers and Corporate Restructuring

Modules	Course Content	Periods
I	Introduction to Mergers, Acquisitions and Restructuring: Meaning and Definition of Merger, M&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&A, Types of Mergers and their Rationale, M&A – Cost-Benefit Analysis, Motives and Benefits of M&A, Value creation through M&A, Trends of M&A in India, Problems for M&A in India, M&A in India, Target Valuations for M&A, Cross –Border M&A, Decade of Corporate Churning and Change	10
II	Merger and Amalgamations: Financing a Merger, Accounting for M&A, Merger as a Capital Budgeting Decision, M&A Deal, Mergers in specific sectors, Merger Failures Acquisition & Takeover: Meaning & 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 & Hostile Takeover, bailout takeovers, takeover of sick units. Financing M&A: Payment by cash, Stock Swaps, Debt Securities, Junk Bonds, financial Institutions-Investment Banks and Commercial Banks etc. Merger Negotiations: 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&A – The DCF Approach	10
III	Legal & Regulatory Framework of M&A in India: Companies Act, 2013; Competition Act, 2002; Income Tax Act, 1961; SEBI Regulations & Takeover Code; Listing Agreements of Stock Exchanges	10
IV	Concept of Valuation: 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	10
Total		40

Text Books:

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

Reference Book:

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

Paper: Service Operations Management		
Subject Code: BSA034D4001	Credit Units: L-T-P-C- 3-0-0-3	Scheme of Evaluation: (T)

Course Objective: To acquaint the students with decision making in planning, design, delivery, quality, and maintenance and scheduling of service operations on a global basis and the role of service quality in emerging service economy of India in relation to international business environment

	Course outcome	Bloom’s Taxonomy
CO-1	To conceptualize service as a operations management.	BT-I
CO-2	How service operations are related towards customer expectations , perception and the relationship between supplier and the networks	BT-II
CO-3	Service operations plays a predominant role by way of considering the different traits of customers and how these aspects are considered for process development	BT-III
CO-4	To apply the different tools of TQM to assess the service provided to the customer and also to evaluate the satisfaction of customer by way of analyzing customer needs	BT-IV

Service Operations Management

Modules	Course Content	Periods
I	Introduction to service operations management, importance of service operations management, key strategic and tactical challenges for service operations managers, challenges for services and processes, developing and using the service concept	08
II	Understanding customers and relationships, managing customer expectations and perceptions, managing supply networks and supplier relationships	08
III	Designing the customer experience – service scape design, customer journey, role of technology in developing customer experience Designing the service process, types of service process, importance of service process design, service process repositioning Measuring, Controlling and Managing Measuring customer perspectives, measuring, controlling and managing operations, motivating service providers, managing and motivating customers	10
IV	Driving continuous improvement, learning from problems, learning from other operations, Creating and implementing the strategy, understanding and influencing culture, building of world class service organizations	10
Total		36

Text Books:

1. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). Service management (4th ed.). New Delhi: McGraw Hill
2. Johnston, Robert; Clark, Graham (2008). Service Operations Management. Prentice Hall

Reference Book:

1. Haksever, C., & Render, B. (2020). Service and Operations Management. World Scientific Publishing Company

Paper: Technology and Innovation Management

Subject Code: BSA034D4002

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: This course aims to enable students to appreciate the role of technology, innovation and new product management in both corporate and public sector. It also aims to equip students with an understanding of the concerns in the management of technological innovation and new product development.

	Course outcome	Bloom's Taxonomy
CO-1	Illustrate proficiency in understanding concepts and methodologies related to technology and innovation management.	BT-I
CO-2	Develop the skill to recognise problems, employ critical analysis, and provide innovative solutions to challenges in a persuasive manner through the creation of reports and presentations.	BT-II
CO-3	Articulate practical knowledge and problem-solving skills to effectively utilise suitable technology in the context of innovation.	BT-III
CO-4	Develop to manage innovation activities (new product and process development) for decision making, management and early cancellation.	BT-IV

Technology and Innovation Management

Modules	Course Content	Periods
I	Evolution of Markets: innovation adoption, diffusion, market growth, new product entry, competitor responses, understanding customer needs, product development as a problem-solving process, Key drivers of innovation, Sources of innovation, Types of Innovation, Scope and content of innovation management, strategic analysis frameworks of innovation management	10
II	Introduction to Technology; Classification of technology; Management of Technology (MOT), Conceptual framework for MOT, Critical factors in managing technology – creativity factor, invention and innovation, Technology-price relationship, change strategies	10
III	Management of Technology: New Paradigms, Issues in managing technology–resources, business environment, structure and management of organizations, project planning and management, management of human resources	08
IV	Technology Lifecycle S curve of technology processes, technology and market interaction, competition at different phases of the technology lifecycle, diffusion of technologies Process of technological innovation, technology audit model and TAM	08
Total		36

Text Books:

1. Joe Tidd, John R. Bessant: (2018) Managing Innovation: Integrating Technological, Market and Organizational Change, 6th Edition
2. Tarek Khalil, Ravi Shankar; Management of Technology: The Key to Competitiveness and Wealth Creation; Tata McGraw; 2nd edition, 2012

Reference Book:

1. Dubey, S. Sanjiva (2019) Technology and Innovation Management (2nd Edition), PHI Learning Private Limited

Paper: TQM and Six Sigma for Business Excellence

Subject Code: BSA034D4003

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To acquaint the students with the concept of total quality, understand, identify, execute Six Sigma principles, link TQM and Six Sigma to Business Excellence in management contexts

	Course outcome	Bloom's Taxonomy
CO-1	To remember the fundamental concepts pertaining to TQM, tools required for quality assessment and Six Sigma	BT-I
CO-2	To frame the requirements for analysis of quality tools and also to understand implementation of DMAIC cycle required for Six sigma	BT-II
CO-3	To apply the various tools required for analysis of the design, process and product development along with implementation of QMS and EMS	BT-III
CO-4	The application of SPC for improving efficiency, productivity and employee satisfaction using the concept and tools for TQM	BT-IV

TQM and Six Sigma for Business Excellence

Modules	Course Content	Periods
I	Introduction to Quality Quality Concepts, Dimensions of Product and Service Quality, Cost of Quality, Quality Gurus, Philosophy and Evolution of TQM; Principles of TQM, Components of TQM, Business excellence frameworks, Implementation of TQM programme – steps; Barriers and Benefits, Quality awards	10
II	Quality improvement tools Seven quality control tools, Management and Planning tools, Statistical process control-control charts for variables and attributes, process capability, Quality function deployment (QFD), House of Quality, 5S, Kaizen, Quality Circles	10
III	Quality Management Systems Quality standards and certification, ISO-9000 certification, Requirements, Implementation, Documentation Environmental Management System – ISO 14000 series standards, requirements of ISO 14001, Benefits of EMS, Integrating ISO 14000 with ISO 9000	08
IV	Six Sigma Introduction, Concepts, Six Sigma vs Three Sigma, Implementing Six Sigma – DMAIC & DMADV, Six Sigma Training Programs	08
Total		36

Text Books:

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H., & Besterfield-Sacre, M. (2006). Total Quality Management (3rd ed.): Pearson Education.
2. Bedi, Kanishka (2006). Quality Management: Oxford University Press.

Reference Book:

1. Charantimath, Poornima. (2008). Total Quality Management (3rd ed.): Pearson Publication

Paper: Entrepreneurial Finance & Venture Capital

Subject Code: BSA034D40E1

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To make the student learn the stages of entrepreneurial venture, financing needs, various sources of finance & to measure financial performance of their ventures and value their ventures to effectively manage its finance aspect

	Course outcome	Bloom's Taxonomy
CO-1	Understand the importance of financial management and managing a new venture	BT-I
CO-2	Analyze the strategies for structural setup of startups.	BT-II
CO-3	Evaluate the key determinants of valuation, funding options and venture capital financing	BT-III
CO-4	Appraise the growth strategies for ventures and IPR for startups.	BT-IV

Entrepreneurial Finance & Venture Capital

Modules	Course Content	Periods
I	<p>Entrepreneurial Process and Development of Business Idea: 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>Assessment of Financing Needs: 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>Financing Venture: 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>Venture Capital Financing (VCF): Venture Capital & its characteristics, A comparison of Venture Capital Financing & Conventional Financing, Distinction between Venture Capital & 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>Creating and Recognizing Venture Value: 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>Venture Capital Valuation methods: 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>Structuring Financing for the Growing Venture: 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>Planning Exit strategy: Key strategies for turning around a company, Liquidation, Exit Strategy for Entrepreneurs.</p>	10
Total		40

Text Books:

1. Leach, C. & Melicher, R. (2010). Entrepreneurial Finance. 4th Edition. Ohio, USA: Cengage learning.
2. Smith J.K., Smith L.R. and Bliss R.T (2011). "Entrepreneurial Finance: Strategy Valuation and Deal Structure". 1st Edition.

Reference Book:

1. Rogers S. (2014). Entrepreneurial Finance: Finance and Business Strategies for the Serious Investor. 2nd Edition, New York: Tata McGraw Hill

Paper: Social Entrepreneurship		
Subject Code: BSA034D40E2	Credit Units: L-T-P-C- 3-0-0-3	Scheme of Evaluation: (T)

Course Objective: To enable students to gain an integrated approach on Social Entrepreneurship with the aim of providing students with firm foundation for understanding all main components of social entrepreneurship

	Course outcome	Bloom’s Taxonomy
CO-1	Understand the importance of financial management and managing a new venture	BT-I
CO-2	Analyze the strategies for structural setup of startups.	BT-II
CO-3	Evaluate the key determinants of valuation, funding options and venture capital financing	BT-III
CO-4	Appraise the growth strategies for ventures and IPR for startups.	BT-IV

Social Entrepreneurship

Modules	Course Content	Periods
I	Introducing Social Entrepreneurship: 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	Challenges to Social Entrepreneurship: Financial challenges, ways by which social entrepreneurs fund organizations, Evaluating impact of social entrepreneurship, Attracting fresh talents, Barriers to social changes	10
III	Opportunities for Social Entrepreneurship: Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Enterprise lunching, Start- ups, Incubation, CSR fund, PPP model	08
IV	Envisioning Social Entrepreneurship: 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
Total		40

Text Books:

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

Reference Book:

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

Paper: Family Business Management

Subject Code: BSA034D40E3

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: This course would provide insights into the behaviour and dynamics of family business. 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. 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.

	Course outcome	Bloom's Taxonomy
CO-1	Understand common characteristics and challenges of family businesses.	BT-I
CO-2	Design sustainable solutions for common situations in family businesses.	BT-II
CO-3	Analyze the importance of Governance in Family Business Challenges	BT-III
CO-4	Develop next generation leaders as Successor for Family Business	BT-IV

Family Business Management

Modules	Course Content	Periods
I	Family Business: Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family-controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India	10
II	Understanding Family Business dynamics: The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance, Family Constitution, Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict	10
III	Family Business and Governance: 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	Leadership and the imperatives for family business: 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	10
Total		40

Text Books:

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

Reference Book:

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

List of GE papers to be offered by Royal School of Business

Paper: Research Fundamentals I (Minor track)

Subject Code: BSA032G101

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To make the students learn the process of research and also enable the students to Interpret and analyze the findings of the research to prepare reports

	Course outcome	Bloom's Taxonomy
CO-1	Analyze and explain the various types of research and recognize the role of research in business decision making	BT-I
CO-2	Describe the factors involved in developing an approach towards the research process	BT-II
CO-3	Label the research designs and distinguish the use of exploratory research in qualitative studies	BT-III

Research Fundamentals I (Minor track)

Modules	Course Content	Periods
I	Introduction to Business Research Meaning of Research, Types of Research, Process of Research, Role of Business research in decision making, business research and social media, ethics in business research	09
II	Defining the business research problem and developing an approach Problem definition; process of defining the problem – tasks involved, environmental context of the problem; management decision problem; components of the approach – objective/ theoretical framework, analytical models, research questions, hypothesis, specification of information needed	09
III	Research Design Definition; classification- exploratory, descriptive, causal; relationships among exploratory and causal research; potential sources of error- random sampling error, non-sampling error	09
IV	Exploratory research design Exploratory research using secondary data; exploratory research using primary data- focus group interview, depth interviews, projective techniques	09
Total		36

Text Book:

1. Marketing Research, Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi, 2018

Reference Books:

1. Business Research Methods, Donald Cooper & Schindler, Tata McGraw Hill
2. Research Methodology: Methods and Techniques, C.R. Kothari, 2nd Edition, New Age International Publishers, New Delhi. 2004

Paper: Salesmanship GE LIST 2

Subject Code: BSA032G102

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce the fundamental concepts of Salesmanship and provide insights regarding various issues associated with sales like creation and growth of demand, guiding buyers and building up goodwill and reputation of sellers with the help of essential concepts of salesmanship

	Course outcome	Bloom's Taxonomy
CO-1	To explain and outline the various basic concept of sales management	BT-I
CO-2	To define and identify the functions of salesperson	BT-II
CO-3	To use the attributes of sales in online environment	BT-III

Salesmanship GE LIST 2

Modules	Course Content	Periods
I	Introduction Selling: Meaning and Importance of Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, Types of sales organizations, Selling and buying Styles, selling skills, Sales Process	09
II	Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force	09
III	Functions of salesperson: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person	09
IV	Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India	09
Total		36

Text Book:

1. Sales Management: Decision, Strategy and Cases, R.R. Still, 5th Edition, Pearson Education

Reference Books:

1. Selling and Sales Management, David Jobber, Geoffrey Lancaster, 7th Edition, Pearson Publication
2. Sales & Distribution Management – Text & Cases, Krishna K Havaladar & Vasant M Cavale, 3rd Edition, McGraw Hill Education, 2017

Paper: Research Fundamentals – II (Minor Track)

Subject Code: BSA032G201

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To make the students understand and apply the concepts of research design, sampling measurement and scaling, questionnaire design for effectively executing the research process

	Course outcome	Bloom's Taxonomy
CO-1	To identify the different research designs available for use in research process	BT-I
CO-2	To describe the concepts of sampling design and techniques for executing the sampling process	BT-II
CO-3	To use the knowledge of measurement and scaling techniques and apply the same in designing questionnaire for surveys	BT-III

Research Fundamentals – II (Minor Track)

Modules	Course Content	Periods
I	Descriptive Research Design - Survey using personal methods, electronic methods, observation, ethnographic research Causal Research Design - Concept, conditions and applications	09
II	Sampling Design & Procedures Sample vs. Census, Sampling design process- defining target population, determining the sampling frame, selecting sampling technique – probability & non probability, determining sample size, executing the sampling process	09
III	Measurement and Scaling Definition, Scale Characteristics and Levels of Measurement, Primary Scales of Measurement, Scaling Techniques – comparative and non-comparative scales, Reliability and Validity of Scale	09
IV	Questionnaire and Form Design Questionnaire design process, type of interviewing methods, individual question content, choosing question structure and wording, determining order of questions, form and layout, pre-testing	09
Total		36

Text Book:

1. Marketing Research, Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi, 2018

Reference Books:

1. Business Research Methods, Donald Cooper & Schindler, Tata McGraw Hill
2. Business Research Methods, Naval Bajpai, 2nd Edition, Pearson, New Delhi, 2020

Paper: Personal Finance

Subject Code: BSA032G202

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To familiarize students with the financial markets, investments avenues and inducing financial sense to perform financial planning on their own

	Course outcome	Bloom's Taxonomy
CO-1	To explain the various investment avenues	BT-I
CO-2	To express the need and importance of financial planning	BT-II
CO-3	To identify the functions of capital markets, Mutual Funds etc.	BT-III
CO-4	To relate the investment options on Risk, Return and other parameters	BT-IV

Personal Finance

Modules	Course Content	Periods
I	Introduction to Investment Planning: Savings and Investment, Investment objectives, The Investment Process, Characteristics of a sound Investment, Golden rules of Investing, Investment vs. Speculation. The human life cycle & Long-term Investments, Various Asset classes in a sound Portfolios, Aspects of Investment Planning, Financial Planning delivery process, Alignment of investment strategy and investment products to the client's situation, A Brief discussion on Need and scope of financial advisory services & career opportunities in the field of investment/ wealth management consulting	09
II	Risk – Return trade off, Risk & its Components, Measuring Risk, Factors that affect Risk, Meaning & Measurement of Return, Inflation & its effect on Investments, Steps that an Investor can take to avoid the adverse effects of Inflation, Computation of Real Rate of Return and Nominal Return, Computing Tax Adjusted Returns. Understanding and applying the concept of Compounding & Discounting, Future Value & Present Value Calculations, Annuities, Decision making using NPV and IRR	09
III	Securities Investing: The Investment Environment- Securities, Risk, Return & Diversification, Security markets & financial intermediaries. Trading Systems in Indian Security Markets, Process for becoming a capital market investor, Types of brokers- Full-Service brokers, Discount Brokers & On-line Brokers. Listed Equity, Types & Characteristics of Equity shares, Financial Analysis of Equity stocks, Dos & Don'ts for investing in IPOs / FPOs, DOs & Don'ts for investing in Secondary markets. The Investment Process – Setting investment policy, Perform security analysis, Constructing a portfolio, Revision of a Portfolio & Evaluation the performance of a portfolio. A brief knowledge on Economy-Industry-Company Analysis Framework, Company Analysis - Financial Statements Analysis & Risk Assessment.	09
IV	Mutual Fund Operations- Meaning & Benefits of MF, Structure of MF Operations in India Main types of MF Schemes, MF Schemes, Purchasing a right fund & a right scheme, Dos & Don'ts for investing in MF Schemes, A brief discussion on Portfolio Managers, Classes of Financial Assets where MF invests.	09
Total		36

Text Book:

1. Money Matters: The ABCs of Personal Finance, G. Ahuja, 2nd Edition, PHI Learning Pvt Ltd., New Delhi. 2011

Reference Books:

1. Introduction to Financial Planning, Indian Institute of Banking and Finance, 4th Edition, 2017
2. I can Do Financial Planning, Swapna Mirashi. Reserve Bank of India., 2010

Paper: Research Fundamentals III (Minor Track)

Subject Code: BSA032G301

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To equip the students with various data collection tools and techniques for conducting basic testing of hypothesis

	Course outcome	Bloom's Taxonomy
CO-1	To explain the different tools and techniques for data collection.	BT-I
CO-2	To identify the collected data for subsequent data analysis procedures	BT-II
CO-3	To evaluate basic analysis of data using cross tabulation	BT-III

Research Fundamentals III (Minor Track)

Modules	Course Content	Periods
I	Data Collection – Data collection process, selection and training of field workers, supervision of field workers, evaluation of field workers	09
II	Data Preparation – Data preparation process, questionnaire checking, editing, coding, transcribing, data cleaning, statistically adjusting the data	09
III	Frequency distribution and Cross Tabulation – frequency distribution, statistics associated with frequency distribution – measure of variability, location and shape	09
IV	Hypothesis Testing – general procedure for hypothesis testing, cross tabulation, statistics associated with cross tabulation – chi square, phi coefficient, Cramer's V (to be done with practical application)	09
Total		36

Text Book:

1. Marketing Research (2018): Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi

Reference Books:

1. Business Research Methods: Donald cooper & Schindler, Tata McGraw Hill
2. Business Research Methods, Naval Bajpai, 2nd Edition, Pearson, 2020

Paper: Innovation Management

Subject Code: BSA032G302

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To introduce and explore innovation management concepts, learn to manage innovation and to understand the intellectual property and patents to protect innovations

	Course outcome	Bloom's Taxonomy
CO-1	To define the innovation process and the various components involving Innovation Management.	BT-I
CO-2	To identify the factors to achieve success and manage the uncertainties	BT-II
CO-3	To analyze the different forms of protection from intellectual property and learn how to handle patents through its various components.	BT-III

Research Fundamentals III (Minor Track)

Modules	Course Content	Periods
I	Introduction to Innovation Management: Concepts, Innovation and Invention, Types of Innovation, Models of Innovation, Innovation as a Management Process.	09
II	Market adoption and Technology diffusion: Innovation and the market, Innovation diffusion theories, Adopting new products and embracing change	09
III	Managing Innovation within Firms: Managing uncertainty, Organizational characteristics facilitating innovation process, Organizational structures and innovation, Management tools for innovation	09
IV	Managing Intellectual Property: An introduction to patents, Expiry of a patent and patent extensions, Trademarks, Using brands to protect intellectual property, Remedy against infringement.	09
Total		36

Text Book:

1. Trott, P. (2021). Innovation Management and New Product Development (7th ed.). Pearson Education Limited

Reference Books:

1. Innovative Management, Strategies, Concepts and Tools for growth and profit, Sholomo Maital,
2. Technology and Innovation Management. Shankar Dubey, Sanjiva, 2nd Edition, PHI learning, 2019

Paper: Research Fundamentals IV (Minor Track)

Subject Code: BSA032G401

Credit Units: L-T-P-C- 3-0-0-3

Scheme of Evaluation: (T)

Course Objective: To enable the students to use different statistical tests for data analysis and interpretation and writing research reports

	Course outcome	Bloom's Taxonomy
CO-1	To explain the fundamentals of hypothesis testing.	BT-I
CO-2	To identify the differences between parametric and non-parametric tests	BT-II
CO-3	To operate and predict the relationship among studied variables	BT-III

Research Fundamentals IV (Minor Track)

Modules	Course Content	Periods
I	Hypothesis Testing – related to differences, parametric test: one sample, independent sample, paired sample, non-parametric test: one sample, independent sample, paired sample	09
II	Analysis of Variance and Co-Variance – ANOVA, conducting one way ANOVA, Practical Application of ANOVA using SPSS	09
III	Correlation and Regression – conducting bivariate regression analysis, multiple regression analysis, practical application of regression using SPSS	09
IV	Factor Analysis – Conducting exploratory factor analysis, application of factor analysis using SPSS Report Writing and presentation – report preparation, report format, guidelines for preparing bibliography	09
Total		36

Text Book:

1. Marketing Research (2018): Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi

Reference Books:

1. Business Research Methods: Donald cooper & Schindler, Tata McGraw Hill
2. Business Research Methods: Naval Bajpai, 2nd Edition, Pearson, 2020