



ROYAL GLOBAL UNIVERSITY  
— GUWAHATI —

**Royal School of Business  
(RSB)**

**SYLLABUS  
&  
COURSE  
STRUCTURE**

**Bachelor of Business Administration (BBA)**

**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 away 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 <sup>th</sup>	24
5	5th	26
6	6 <sup>th</sup>	26
	<b>TOTAL CREDITS</b>	<b>148</b>

#### 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

**PSO3:** Exposure to global perspective and become socially and ethically responsible citizens

**PSO4:** 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

	<b>Component of Evaluation</b>	<b>Marks</b>	<b>Frequency</b>	<b>Code</b>	<b>Weightage (%)</b>
<b>A</b>	<b>Continuous Evaluation</b>				
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>B</b>	<b>Semester End Examination</b>		1	SEE	70%
	Project				<b>100%</b>

## 8. Structure of Bachelor of Business Administration Program

### BBA

#### Program Structure

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

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

3 <sup>rd</sup> semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA032C301	Statistics for Management	3	1	0	4	4
2	BSA032C302	Financial Management	3	1	0	4	4
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
3	CEN982A301	Communicative English-III	1	0	0	1	1
4	BHS982A301	Behavioural Science-III	1	0	0	1	1
<b>Discipline Specific Elective (student to select any one)</b>							
5	BSA032D30F1	Tax Planning & Management	3	1	0	4	4
6	BSA032D30H1	Labour Laws	3	1	0	4	4
7	BSA032D30M1	Integrated Marketing Communication and Branding	3	1	0	4	4
<b>Generic Elective</b>							
8	BSA032G301	GE - 5: Minor Track from other department	3	0	0	3	3
9	BSA032G302	GE - 6: Open	3	0	0	3	3
<b>4 Weeks Internship after 2<sup>nd</sup> Sem exam</b>							
10	BSA032C311	Summer Internship Project	0	0	8	4	8
<b>Total</b>						24	28

4 <sup>th</sup> semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA032C401	Production and Operations management	3	1	0	4	4
2	BSA032C402	Business Ethics and Sustainable Development	3	1	0	4	4
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
3	CEN982A401	Communicative English-IV	1	0	0	1	1
4	BHS982A404	Behavioural Science-IV	1	0	0	1	1
<b>Discipline Specific Elective</b>							
5	BSA032D40F1	Financial Markets	3	1	0	4	4
6	BSA032D40H1	Talent Acquisition and Management	3	1	0	4	4
7	BSA032D40M1	Consumer Behaviour	3	1	0	4	4
<b>Skill Enhancement Course</b>							
7	BSA032S411	Basics of Tally	0	0	4	2	4
<b>Generic Elective</b>							
8	BSA032G401	GE-7: Minor Track from other department	3	0	0	3	3
9	BSA032G402	GE-8: Open	3	0	0	3	3
<b>Value Addition Course</b>							
10		To be chosen from basket	2	0	0	2	2
<b>Total</b>						24	26

5 <sup>th</sup> semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA032C501	Legal Aspects of Business	3	1	0	4	4
2	BSA032C502	Entrepreneurship & Small Business Management	3	1	0	4	4
<b>4 Weeks Internship after 4<sup>th</sup> Sem exam</b>							
3	BSA032C511	Summer Internship Project	0	0	12	6	12
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
3	CEN982A501	Communicative English-V	1	0	0	1	1
4	EVS982A501	Environmental Study and Sustainable Development-I	1	0	0	1	1
<b>Discipline Specific Elective</b>							
5	BSA032D50F1	Indirect Tax	3	1	0	4	4
6	BSA032D50H1	Performance Management	3	1	0	4	4
7	BSA032D50M1	Rural Marketing	3	1	0	4	4
8	BSA032D50F2	Portfolio Management	3	1	0	4	4
9	BSA032D50H2	Compensation Management	3	1	0	4	4
10	BSA032D50M2	Digital Marketing	3	1	0	4	4
<b>Value Addition Course</b>							
11		To be chosen from basket	2	0	0	2	2
<b>Total</b>						26	32

6 <sup>th</sup> semester							
Sl.No.	Subject Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA032C601	Business Research Methodology	3	1	0	4	4
2	BSA032C602	Fundamentals of International Business	3	1	0	4	4
<b>Ability Enhancement Compulsory Courses (AECC)</b>							
3	CEN982A601	Communicative English-IV	1	0	0	1	1
4	EVS982A601	Environmental Study and Sustainable Development-I	1	0	0	1	1
<b>Discipline Specific Elective</b>							
5	BSA032D60F1	International Finance	3	1	0	4	4
6	BSA032D60H1	Organizational Development and Change	3	1	0	4	4
7	BSA032D60M1	Retail Management	3	1	0	4	4
8	BSA032D60F2	Financial Services	3	1	0	4	4
9	BSA032D60H2	Industrial Psychology	3	1	0	4	4
10	BSA032D60M2	Sales and Distribution Management	3	1	0	4	4
11	BSA032D60F3/H 3/M3	Dissertation (Specialisation Specific)	0	0	8	4	8
<b>Value Addition Course</b>							
12		To be chosen from basket	2	0	0	2	2
<b>Skill Enhancement Course</b>							
13	BSA032S611	Personal And Professional Excellence	1	0	2	2	3
<b>Total</b>						26	31

# 1<sup>ST</sup> SEMESTER SYLLABUS

**Paper:** Management Process and Organizational Behaviour

**Subject Code:** BSA032C101

**L-T-P-C-3-1-0-4**

**Credit Units:** 4

Course Objective	Course Outcomes
To make the students understand the needs and features of human behavior in an organization, and the various aspects of the process of management in an organization.	At the end of the Course, the student should be able to: CO1: explain the different functions of management CO2: apply the concept of different leadership styles and theories CO3: apply the concept of power and politics

Management Process and Organizational Behaviour

Modules	Course Content	Periods
I	<b>Principles of Management – Introduction</b> 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	<b>Planning &amp; Organizing</b> 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	<b>Organizational Behaviour –Individuals</b> <b>Personality-</b> Determinants of personality, Theories of Personality. Personality and Organizational behavior; <b>Learning-</b> Theories of Learning, Reinforcement-Types, use in organizations. <b>Attitudes:</b> Components, Job related attitudes <b>Perception:</b> Factors that influence perception, Errors in perception <b>Interpersonal Behaviour:</b> Tools to improve interpersonal behavior-Johari Window and Transactional Analysis. (exercise based/ activity based)	12
IV	<b>Organizational Behaviour – Group</b> <b>Leadership:</b> Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories <b>Group Behaviour:</b> Types of groups, Stages of Group formation, Group properties, Group decision making.	12
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

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

<b>Paper: Marketing Management</b>	<b>Subject Code: BSA032C102</b>
<b>L-T-P-C-3-1-0-4</b>	<b>Credit Units: 4</b>

Course Objective	Course Outcome
To impart knowledge and enhance skills to analyze business environment for marketing decision making	At the end of the Course, the student should be able to CO1: Relate the basic concepts of marketing CO2: Outline and interpret the components of marketing strategies CO3: Develop the marketing plans for small business CO4: Distinguish and compare the critical factors in marketing decision making

Marketing Management:

Modules	Course Content	Periods
I.	<b>INTRODUCTION</b> 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 21 <sup>st</sup> Century, Marketing Mix (goods & services) - contemporary, New Marketing Realities, concept of customer value and Marketing Planning.	12
II.	<b>CONSUMER, MARKET AND COMPETITION</b> 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.	<b>PRODUCT &amp; PRICING DECISIONS</b> 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.	<b>PLACE &amp; PROMOTION DECISIONS</b> 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
<b>Total</b>		<b>48</b>

**Text Books:**

- Marketing Management, Philip Kotler and Keven Lane Keller, 15<sup>th</sup> Edition. Pearson Education, 2017.

**Reference Book:**

- Principles of Marketing, Philip T. Kotler, Gary Armstrong & Prafulla Agnihotri, 17<sup>th</sup> Edition, Pearson Education, 2018
- Marketing Management, V S Ramaswamy & S Namakumari, 4<sup>th</sup> edition, Macmillan Education,



<b>Paper: Business Mathematics</b>	<b>Subject Code: BSA032C103</b>
<b>L-T-P-C – 3-1-0-4</b>	<b>Credit Unit: 4</b>

<b>Course Objective</b>	<b>Course Outcome</b>
To help acquire basic mathematical skills needed to understand, analyze, and solve mathematical problems encountered in business and finance	At the end of the Course, the student should be able to CO1: Relate with the basic mathematical concepts used for solving business problems CO2: Explain the use of Matrices and Calculus for finding solutions to management problems CO3: Apply the concepts for solving business problems and aid managerial decision making using Linear Programming

Business Mathematics :

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	Basic Algebraic concepts, Ratio & Proportion, Percentages, Logarithms, Linear Simultaneous Equations, Quadratic Equations.	<b>12</b>
<b>II</b>	Determinants and Matrices- application of determinants in business problems, Cramer's rule, Business applications of Matrices, Matrix Inversion Method	<b>12</b>
<b>III</b>	Limits & Continuity- Concepts, Differential and Integral Calculus-Basic concepts, Application of derivatives in Economics and Business, Maxima and Minima. Application of Integral Calculus	<b>12</b>
<b>IV</b>	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	<b>12</b>
<b>Total</b>		<b>48</b>

Text Book:

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

Reference Book:

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

Course Objective	Course Outcomes
To make the students understand and learn the application of IT in the field of management.	At the end of the Course, the student should be able to CO1: Illustrate the concepts of data and information CO2: Compare the difference between various information systems CO3: Apply and analyze the concepts to solve the various management decision problems by using various tools and functions of Word, Excel and Powerpoint

## IT Tools in Management-I

Module	Course Content	Period
I	<b>Introduction to Information Systems</b> Data, Information, Concept of IS and Types of Information Systems (TPS, MIS, DSS, ESS)	12
II	<b>MS Word:</b> Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, PageDesign and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphics, Creating Tables and Charts, Document Templates and Wizards.	12
III	<b>Handling MS Office Packages</b> <b>MS PowerPoint:</b> 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	<b>MS Excel:</b> 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
<b>Total</b>		<b>48</b>

**Text Books:**

- Information Technology for Management, Henry Lucas. 7<sup>th</sup> Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009.

**Reference Books:**

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

## 2<sup>ND</sup> SEMESTER

<b>Paper: Human Resource Management</b>	<b>Subject Code: BSA032C201</b>
<b>L-T-P-C – 3-1-0-4</b>	<b>Credit Unit: 4</b>

<b>Course Objective</b>	<b>Learning Outcomes</b>
To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.	At the end of the Course, the student should be able to CO1: Demonstrate the importance and essence of Human Resources and their Effective implementation in organisations. CO2: Demonstrate a basic understanding of various tools required for the development, implementation and evaluation of Human Resource management practices in national and international contexts. CO3: Identify the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training

**Human Resource Management:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Human Resource Management:</b> 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.	<b>12</b>
<b>II</b>	<b>Human Resource Procurement:</b> 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	<b>12</b>
<b>III</b>	<b>Human Resource Development:</b> 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,	<b>12</b>
<b>IV</b>	<b>Human Resource evaluation and Compensation</b> 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.	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Human Resource Management, Gary Dessler and Biju Varrkey, 16<sup>th</sup> Edition, Pearson Education Services Pvt Ltd., Noida, 2020

**Reference Book:**

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

<b>Paper: Accounting for Managers</b>	<b>Subject Code: BSA032C202</b>
<b>L-T-P-C – 3-1-0-4</b>	<b>Credit Units: 4</b>

<b>Course Objectives</b>	<b>Learning Outcome</b>
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	At the end of the Course, the student should be able to CO1: Define and relate the concept of accounting CO2: Interpret and explain the financial statements of firms and companies. CO3: Classify the accounting information and data. CO4: Analyse the financial statement and make decision

**Accounting for Managers:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Financial Accounting:</b> 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	<b>12</b>
<b>II</b>	<b>Transaction Analysis:</b> Stages of Accounting, Accounting Mechanics- Journal, Ledger, Subsidiary Books & Trial Balance. Bank Reconciliation Statement.	<b>12</b>
<b>III</b>	<b>Final Accounts -I:</b> Capital & Revenue, Depreciation Accounting, Adjustment Entries, Preparation of Financial Statements of Trading & Manufacturing concern.	<b>12</b>
<b>IV</b>	<b>Final Accounts -II</b> 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	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

- Financial Accounting, A. Hanif, & M.Hanif, McGraw Hill Education, New Delhi
- Perspective, 8<sup>th</sup> Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi

<b>Paper: Business Economics</b> <b>BSA032C302</b>		<b>Subject Code:</b>
<b>L-T-P-C-3-1-0-4</b>		<b>Credit Units: 4</b>
<b>Course Objectives</b>	<b>Learning Outcomes</b>	
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	At the end of the Course, the student should be able to CO1: Define the basic concepts of economics. CO2: Compare the different competitive environment. CO3: Analyse the causes and consequences of micro economic variables.	

**Business Economics:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	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	<b>12</b>
<b>II</b>	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.	<b>12</b>
<b>III</b>	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	<b>12</b>
<b>IV</b>	Perfect competition: basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, 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, 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	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Microeconomics, Rubinfeld & Pindyck , 8<sup>th</sup> edition, Pearson Education

**Reference Book:**

- Principles of Microeconomics , Dominick Salvatore. 5th edition, Oxford University Press, 2009.
- Business Economics, H.L. Ahuja, 10<sup>th</sup> Edition, S. Chand Publications, New Delhi, 2013.

<b>Paper: IT Tools in Management-II</b>		<b>Subject Code: BSA032S211</b>
<b>L-T-P-C-0-0-4-2</b>		<b>Credit Units: 2</b>
<b>Course Objectives</b>	<b>Learning Outcomes</b>	
To enable the student to understand, and implement the various concepts in solving real life problems.	At the end of the Course, the student should be able to CO1 : Explain the basic functions of Excel. CO2 : Identify and explain the use of various functions available in Excel. CO3: Apply the different excel functions in solving various business problems.	

IT Tools in Management-II:

Modules	Course Content	Periods
I	<b>Excel Introduction</b> • An overview of the screen, navigation and basic spreadsheet concepts • Various selection techniques • Shortcut Keys • Formatting and Proofing	12
II	<b>Mathematical Functions</b> • SumIf, SumIfs CountIf, CountIfs AverageIf, AverageIfs, Nested IF, IFERROR Statement, AND, OR, NOT Protecting Excel • File Level Protection • Workbook, Worksheet Protection <b>What If Analysis</b> • Goal Seek • Scenario Analysis • Data Tables (PMT Function) • Solver Tool	12
III	<b>Logical Functions</b> • If Function • How to Fix Errors – if error • Nested If • Complex if and or functions <b>Data Validation</b> • 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 <b>Lookup Functions</b> • 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	<b>Pivot Tables</b> • 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. <b>Charts and slicers</b> • Various Charts i.e. Bar Charts / Pie Charts / Line Charts • Using SLICERS, Filter data with Slicers • Manage Primary and Secondary Axis	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Excel 2019 All-In-One: Master The New Features Of Excel 2019, Lokesh Lalwani, 1<sup>st</sup> edition. BPB Publications, 2019

**Reference Book:**

- 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, 1<sup>st</sup> Edition, BPB Publications, 2019

# 3<sup>RD</sup> SEMESTER



**Paper: Statistics for Management**

**Subject Code: BSA032C301**

**L-T-P-C – 3-1-0-4**

**Credit Units: 4**

<b>Course Objectives</b>	<b>Learning Outcome</b>
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	At the end of the Course, the student should be able to CO1: Recall basic statistical concepts used in analysing business problems. CO2: Explain the application of central tendency measures and dispersion in analysing data. CO3: Examine problems and predict relationship between variables in different business situations.

Statistics for Management:

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	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.	<b>12</b>
<b>II</b>	Sampling Techniques, Measure of Central Tendency-Mean, Median, Mode ; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness & Kurtosis	<b>12</b>
<b>III</b>	Fundamentals of probability, Addition & Multiplication Theorem, Marginal & Conditional Probability Expected value and variance of a Random Variable Probability Distributions- Binomial, Poisson, Normal Distributions	<b>12</b>
<b>IV</b>	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	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

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

Course Objectives	Learning Outcomes
To provide understanding of financial concepts and to develop the student's ability to analyse use the results in making sound financial decisions.	On Completion of the course, the students will be able to CO1 : Explain the basic functions of Financial manager. CO2 : Apply concepts of capital structure, capital budgeting, Dividend decision and working capital management CO3 : Analyse problems in financial decision making by applying concepts learnt

**Financial Management:**

Modules	Course Content	Periods
I	<b>An Introduction:</b> 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. <b>Financial Statement &amp; Cash Flow Analysis:</b> 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), <b>Time Value of Money:</b> Basis of Time Value, Present and Future Value of Lump Sum, Annuity, Annuity Due, Growing annuity and Perpetuity.	12
II	<b>Investment Decision:</b> <b>Capital Budgeting:</b> Meaning, Nature & Importance, Capital Budgeting Process, Investment Evaluation Criteria, Estimation of Relevant Cash flows and Terminal Values, Capital Budgeting under Risk & Uncertainty. <b>Cost of capital:</b> 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. <b>Capitalization:</b> Theories of Capitalization- Cost Theory and Earnings Theory, Over-capitalization and Under Capitalization- Causes, Effects and Remedies.	12
III	<b>Financing and Dividend Decisions:</b> 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. <b>Dividend Policy:</b> 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	<b>Working Capital Management:</b> 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. <b>Management of Debtors:</b> Credit Policy – Nature & Goals, Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables. <b>Cash Management:</b> Facets of Cash Management, Motives for Holding Cash, Principles of Cash Management, Cash Management Models, Cash Budget and Cash Forecasting, Optimum Cash Balance, Investment of Surplus Fund, Management of Marketable Securities.	12
	<b>Total</b>	<b>48</b>

**Text Books:**

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

**Reference Book:**

- Gupta, S. & Sharma, R.K. *Financial Management*, Latest Edition, New Delhi: Kalyani Publishers
- Banerjee B. *Fundamentals of Financial Management*, Latest Edition, Edition, Delhi, PHI Learning Pvt. Ltd.
- Financial Management, I M Pandey, 12<sup>th</sup> Edition, Pearson Education, New Delhi, 2021

Course Objectives	Learning Outcomes
To understand and analyse the process of planning for various assesses to solve real life tax problems.	At the end of the Course, the student should be able to CO1: Explain the various concepts related to tax. CO2: Apply concepts for various tax related decision making in corporates CO3: Develop tax planning for various transactions for different types of assesses.

## Tax Planning and Management:

Modules	Course Content	Periods
I	<b>Introduction:</b> Overview of Income –tax law in India, , Broad scheme of income tax law, Essential features of income tax , Basic concepts, Charge of Income –tax, Rates of tax, Residential status & Tax Pliability, Exempted Incomes.	12
II	<b>Heads of income &amp; Deductions under Chapter VIA:</b> <b>1. Income from Salary:</b> Chargeability, Salary, Pension, Perquisites, Allowances, Gratuity, Deduction from Salary. <b>2. Income from House Property:</b> Chargeability, Annual Value & its Determination, Deductions from Annual Value, Computation of “Income from House Property” for different categories of property, Inadmissible deductions. <b>3. Profits &amp; Gains from Business &amp; Profession:</b> Chargeability, Relevance of Method of Accounting, Speculative and Non-Speculative Business, Admissible Deductions, Inadmissible Deductions, Expenses or payments not deductible in certain circumstances, Certain incomes taxable on presumptive basis.	12
III	<b>Heads of income &amp; Deductions under Chapter VIA:</b> <b>Capital Gains:</b> Chargeability, Capital Asset and its types, Scope and year of chargeability, Transfer, Transactions not regarded as Transfer, Mode of computation of capital gains, Exemptions from capital gains. <b>Income from Other Sources:</b> Incomes Chargeable under this head, Taxability of Dividend Income, Taxability of Gifts, Permissible Deductions Under Section 57. <b>Certain Deductions from Gross Total Income:</b> Basic rules for deductions, Deduction on account of certain payments & Investments covered us 80C to 80GGC, Deductions in respect of certain incomes which are already included in Gross Total Income covered u/s 80IA to 80U	12

<b>IV</b>	<p><b>Set Off &amp; Carry Forward of Losses-</b> Inter source adjustment, Inter head adjustment, Carry forward and set-off of losses under the head -PGBP, &amp;Capital gains, Carry forward and set –off of depreciation loss.</p> <p><b>Computation of Total Income and Tax Liability of Companies and Partnership Firms:</b> Salient features of firm for income tax purpose, Computation of Firm’s Total Income &amp; Tax Liability. Kinds of Companies , Computation of Total Income &amp; Tax Liability of a Company</p> <p><b>Filing of Tax Returns:</b> Who is required to file a return, Due Dates for filing of ITR, Types of Return, and Self-Assessment.</p> <p><b>Payment of Taxes:</b> Tax Deduction at Source, Advance Tax and Self-Assessment Tax.</p>	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

- Shinghania, V. K. &Singhania, M. *Students’ Guide to Income Tax*, Latest Edition. New Delhi: Taxmann Publications (P)Ltd.

**Reference Book:**

- Balachandran, V. &Thothadri, S. *Taxation Law and Practic*. Latest Edition, New Delhi: PHI Learning Private Limited.
- Ahuja, G. & Gupta, R. *Systematic Approach to Income Tax*.Latest Edition, New Delhi: Bharat LawHouse.

Course Objectives	Learning Outcomes
<ul style="list-style-type: none"> <li>To familiarize the students with the understanding of industrial and labour related laws implemented in the country.</li> </ul>	<p>On completion of the course, the student will be able:</p> <p>CO1: Define application of IR in organization to maintain employee relations</p> <p>CO2 : Demonstrate 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</p> <p>CO3: Interpret the administration of labour laws in India and thus, enhance their understanding of the functioning of labour related departments.</p>

Labour laws:

Modules	Course Content	Periods
I	<p><b>Introduction to Industrial Relations:</b> 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,</p>	12
II	<p><b>Introduction to Employee relations and Trade unionism.</b> 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 <i>Trade Unions Act 1926</i> -aim,scope ,registration of trade unions, powers of registered trade unions. Managing Employee Grievance; Nature and Cause of Grievance; Grievance Procedure Workers' Education scheme.</p>	12
III	<p><b>Legislations for maintenance of Industrial Relations:</b> <i>Factories Act, 1948</i>:Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons, Annual leave with wages; Penalties and procedure. <i>Industrial Disputes Act 1947</i>- dispute settlement machineries</p>	12
IV	<p><b>Labour welfare and Social Legislations</b> <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.)</p>	12
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

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

Course Objectives	Learning Outcome
<ul style="list-style-type: none"> <li>To enable the students to understand the evolution, functions and principles of advertisement</li> <li>To study Advertisement and Brand Management's application in a modern day competitive business environment</li> </ul>	<p>At the end of the Course, the student should be able to</p> <p>CO1: Recall and recognize the various tools of IMC and Branding concepts</p> <p>CO2: Summarize and interpret the process of executing an advertising campaign and brand building</p> <p>CO3: Analyze research process for promotion decision</p> <p>CO4: Examine media plan.</p>

## Integrated Marketing Communication and Branding:

Modules	Topic/Course Content	Periods
I	<p><b>An Introduction to Integrated Marketing Communication (IMC)</b>            Meaning and role of IMC in Marketing process, Advantages of IMC, Participants in Integrated Marketing Communications, The role of advertising agencies – type, structure, functions.            Communication model - Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, DAGMAR, - Developing Effective Marketing Communications</p>	12
II	<p><b>Marketing Communication Mix &amp; Effectiveness</b>            Introduction to IMC tools – Features, Types, Advantages and Disadvantages of Advertising, sales promotion, publicity, public relations, event sponsorship, Personal Selling, New Trends in IMC, International Media.            Effectiveness of the Promotional Program,            Advertising Research – What, When, Where and How, Testing Process, Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences.</p>	12
III	<p><b>Planning and Execution in Advertising</b>            Planning Advertising Campaigns, Advertising appropriation-Budgetary control, Strategic Considerations, Creating an advertisement campaign -Idea Generation, Creative brief, Creating an appeal, Layout and Production, Colour Psychology, Media Plan, Advertising effectiveness; pro and post launch Research</p>	12
IV	<p><b>IMC and Brand Building</b>            Defining a Brand, Evolution of Brand Management, Life Cycle of a Brand, Brand Positioning and the role of Advertising, Brand –Consumer Relationship, Need To measure brand value, Power Brands, Super brands, Brand Image, Brand Identity, Brand Equity, Corporate Brand, Public relations.</p>	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Batra, R., Myers, J.G. & Aaker, A. (2009). Advertising Management. 5th edition. Pearson Education
- Reference Book:
- Larry Percy, Richard H. Elliott, Richard Rosenbaum-Elliott (2016), Strategic Advertising Management. 5<sup>th</sup> Edition. Oxford University Press
  - Jaishri Jethwaney, Shruti Jain (2018). Advertising Management. 2<sup>nd</sup> Edition. Oxford University Press
  - Advertising and Integrated Marketing Communication, Kruti Shah, 1<sup>st</sup> Edition, McGrawHill, 2014

# 4<sup>th</sup> SEMESTER



<b>Course Objectives</b>	<b>Learning Outcomes</b>
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.	On completion of this course, the students will be able to CO1: Demonstrate an understanding of production and operations management function in any organization. CO2: Examine the different management problems by using the tools and techniques of operations management CO3: Analyse the use of networking and scheduling techniques in the area of operations management CO4: Examine the quality issues in the production process with the help of control charts.

**Production and Operations Management:**

<b>Module</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Production and Operations Management</b> 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	<b>12</b>
<b>II</b>	<b>Designing of Production and Operations Management</b> <i>Designing of Goods and Services</i> – Product Design, Issues in product design, Service design, application of decision trees in product design <i>Facility Location analysis</i> – steps, techniques, factors affecting location analysis <i>Facility Layout Analysis</i> – types of layout, factors affecting layout, assembly line balancing	<b>12</b>
<b>III</b>	<b>Managing Production and Operations Management</b> <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 <b>Networking Techniques</b> Introduction to Networking, PERT, CPM, Network Crashing, Maintenance Management, Scheduling Techniques	<b>12</b>
<b>IV</b>	<b>Quality Management</b> Nature and Evolution of Quality Management, Total Quality Management concepts, Six Sigma, QFD, Statistical Process Control, Control Charts, Types of Control Charts, Acceptance Sampling, Quality Control Tools	<b>12</b>
	<b>Total</b>	<b>48</b>

**Text Books:**

- Heizer, J. (2017), *Operations Management*, 12<sup>th</sup> Ed. Pearson Publication

**Reference Book**

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

Course Objectives	Learning Outcomes
To impart ethical principles to the student in their personal life and in conducting business, and also give conceptual knowledge on sustainable development	At the end of the Course, the student should be able to CO1: Demonstrate a basic understanding on the concepts, needs and significance of ethics. CO2: Demonstrate critical insight to appreciate the importance of ethics in business operations CO3: Identify the issues concerning global sustainability and CSR CO4: Examine the moral standard in sustainable business

## Business Ethics and Sustainable Development

Modules	Course Content	Periods
I	<b>Introduction to Ethics:</b> Introduction- Meaning, Classification; Business Ethics- Objectives, Sources, Importance of Business Ethics; Theories of Business ethics; Ethics in Management– Impact on Business Policy and Business Strategy, Profit Maximization Vs. Social responsibility, Eastern and Western Ethical Thought and Business Practices.	12
II	<b>Ethical Standards in Business Disciplines:</b> Ethical Dilemmas, Chiasm of manager's decision making, Types of Ethical Issues – Internal: Hiring, Employees – Promotion, Job Description, Exploitation of employees; External: Consumers, Marketing, Ethics in Advertising, Industrial Espionage; Overlap between moral standards, company and legal requirements.	12
III	<b>Concept of Sustainable Development:</b> Introduction to Environmental studies, Multidisciplinary nature, Scope and importance; the need for environmental education Concept of sustainability and sustainable development. Realm of Ecology, Environmental Management System (EMS), Biodiversity, Environmental Ethics. Corporate Governance and Social Responsibility of Business	12
IV	<b>Environmental Policies and Legislations:</b> Environmental Regulations Different Acts, Environmental Movements- Chipko movement; Narmada Bachao movement; Tehri Dam conflict. Environmental Impact Assessment (EIA), EIA – Methods and Tools, Appraisal and Clearance for Industry, Evaluation System. Challenges of Unsolved Problems- Food, Shelter and Clothing rights, Human Rights, Animal Rights.	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Albuquerque, D. (2013). *Business Ethics–Principles and Practices*. 7<sup>th</sup> Edition, Oxford University Press.

**Reference Book:**

- Fernando, A.C., *Business Ethics*, Pearson Education
- G.N. Pandey: Environmental Management, Vikas Publishing House Pvt. Ltd

Paper: Financial Markets

Subject Code: BSA032D40F1

L-T-P-C – 3-1-0-4

Credit Units-4

Course Objectives	Learning Outcomes
To introduce the Concept and working of Financial markets, Financial Instruments, Financial Institutions and Financial Services.	On completion of the course, the student will: CO1: Define the basic concepts of Indian financial system and its components CO2: Explain the interrelated linkages between financial system and economic growth CO3: Demonstrate an understanding the process of money movement between various players in financial system. CO4: Interpret the need and functions of the financial regulators; RBI and SEBI

Financial Markets

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

<b>IV</b>	<p><b>Financial Services:</b></p> <p><b>Mutual Funds:</b> 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 &amp; Supervision of MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs.</p> <p><b>Non-Banking Financial Companies:</b> Growth of NBFCs, Classification of NBFCs, Types of NBFC's, Services offered, Regulatory Framework for NBFCs, NBFCs vis-à-vis Scheduled Commercial Banks, NBFCs and Monetary Policy.</p>	<b>12</b>
		<b>48</b>

**Text Books:**

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

**Reference Book:**

- Bhole, L.M. and Mahakud, Jitendra. (2017), Financial Institutions and Markets: Structure, Growth and Innovations, 6<sup>th</sup> Edition, Chennai, McGraw Hill Education(India) Pvt. Ltd.
- SiddaiahThummuluri, Financial Services, Second Edition. New Delhi: Pearson Education

<b>Paper: Talent Acquisition and Management</b>	<b>Subject Code: BSA032D40H1</b>
<b>L-T-P-C – 3-1-0-4</b>	<b>Credit Units-4</b>

Course Objectives	Learning Outcomes
<ul style="list-style-type: none"> <li>Understanding best HR practices for talent management and managing talent for teams and organizations in the both national and international contexts.</li> </ul>	<p>On completion of the course, the student will be able to:</p> <p>CO1: Explain the importance of Talent acquisition and Management in organizations.</p> <p>CO2: Illustrate how talent management contributes towards the measurement of the overall performance of an organization.</p> <p>CO3: Demonstrate the latest developments in the field of talent management.</p>

### Talent Acquisition and Management

Modules	Course Content	Periods
<b>I</b>	<b>Acquisition of Talent: Introduction.</b> Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas,; aligning strategy and talent management for competitive advantage. Best HRM Practices for managing talent/star employees	<b>12</b>
<b>II</b>	<b>Insights into practices of talent acquisition.</b> Talent management in different organizational contexts, employer branding and talent management-process, importance ; Role of social media in talent management, Managing diversity and talent.	<b>12</b>
<b>III</b>	<b>Process of managing talent in organization-Performance management</b> Performance management system, Competency based performance management system, Goal theory and its' application in performance management, Competency mapping,. Linking performance management with compensation management.	<b>12</b>
<b>IV</b>	<b>Ethics and Performance Management:</b> 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.	<b>12</b>
<b>Total</b>		<b>48</b>

#### Text Books:

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

#### Reference Books:

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

**Paper: Consumer Behaviour**

**Subject Code: BSA032D40M1**

**L-T-P-C - 3-1-0-4**

**Credit Units: 4**

<b>Course Objectives</b>	<b>Learning Outcomes</b>
The course also aims to analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making and enable the students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.	After the completion of the course, the students will be able to: CO1: Recall and recognize the major influences on consumer behaviour and their inter-relationships. CO2: Interpret the internal dynamics such as personality, perception, learning, motivation and attitude to the choices consumers make CO3: Analyze the relevance of consumer behaviour theories and concepts in solving real world marketing issues.

**Consumer Behaviour:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I.</b>	Introduction and key foundations of Consumer Behaviour, Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, types of consumer, diversity of consumers and their behavior, consumer involvement, Introduction to 'Industrial Buying Behaviour' Market Segmentation and Strategic Targeting Criteria for Effective Targeting, Bases for Segmentation VALS 2 segmentation profile.	<b>12</b>
<b>II.</b>	<b>Individual determinants of Consumer Behaviour:</b> Consumer needs and motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation, self-concept & its importance. Personality and consumer behaviour- Personality concept, Nature of personality, personality theories, Personality traits and its marketing significance, Consumer perception- Concept of absolute threshold limit, differential threshold limit & subliminal perception, perceptual Process. Consumer learning- Meaning of Learning; Behavioral Learning Theories Consumer attitude formation and change: Tri-component model, multi-attribute model, attitude towards advertisement	<b>12</b>
<b>III</b>	<b>Group &amp; Family Influences on Consumer Behaviour</b> Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, Opinion leadership Family Influences on Buyer Behaviour, Roles of Different Members, Factors Affecting the Need of the Family, Family Life Cycle Stage, Cultural Influences on Consumer Behaviour, Cultural and Sub-cultural influences on the Consumer, Norms, Values, Customs and Traditions	<b>12</b>
<b>IV</b>	Consumer Decision Making Process & Models of Consumer Behaviour Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision, post purchase evaluation; Situational Influences. Model of Consumer Decision Making - Howard and Sheth Model, Engel, Kollat & Blackwell Model, Nicosia Model New Trends in Consumer Buying Behaviour- E-Buying Behaviour Consumer Complaints and Remedial measures for consumers	<b>12</b>
	<b>TOTAL</b>	<b>48</b>

**Text Books:**

Schiffman, L., Kanuk, L.L. & Kumar, R. (2010). *Consumer Behavior*, 10<sup>th</sup> Edition. New Delhi: Pearson Education

**Reference Book:**

- Hawkins, I., Del, M., David, L., & Mookerjee, A. (2010) *Consumer Behaviour- Building Marketing Strategy*, 11<sup>th</sup> Edition. 2010, New Delhi: Tata McGraw-Hill Education Private Limited,
- Batra, S. & Kazmi, S. (2008). *Consumer Behaviour-Text and Cases*. 2<sup>nd</sup> Edition. New Delhi: Excel Books.

**Paper: Basics of Tally**

**Subject Code: BSA032S411**

**L-T-P-C - 0-0-4-2**

**Credit Units: 2**

<b>Course Objectives</b>	<b>Learning Outcomes</b>
To impart knowledge and skills for software application of financial accounting and acquaint students for practical problem solving.	After the completion of the course, the students will be able to CO1: Recall the specific tools for documenting financial transactions. CO2: Construct financial statements using Tally.

**Basics of Tally**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I.</b>	ERP basic features – benefits – selection – implementation.	<b>12</b>
<b>II.</b>	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.	<b>12</b>
<b>III.</b>	Preparation of Ledger accounts on Tally – Preparation of Invoices – Vouchers Entry , Generating Reports.	<b>12</b>
<b>IV.</b>	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.	<b>12</b>
	Total	<b>48</b>

**Text Books:**

- Tally ERP 9 + GST, Akshay Rajgaria, 1<sup>st</sup> Edition, BPB Publication, 2022

**Reference Book:**

- Tally ERP 9 training guide, Asok K Nadhani, 4<sup>th</sup> Edition, BPB Publication, 2018
- Reading materials to be provided



# 5<sup>TH</sup> SEMESTER

Course Objectives	Learning Outcome
To provide an exposure and understanding of important business laws in India to manage the businesses smoothly & efficiently.	On completion of the course, the students will be able to: CO 1: explain the rights and duties under various legal acts related to business CO 2: understand the consequences of applicability of various law on business situations. CO 3: develop critical thinking through the use of law cases

## Legal Aspect of Business:

Modules	Course Content	Periods
I	<b>Introduction:</b> Legal environment of business in India, Meaning of Mercantile law, Nature & Objectives of Mercantile law, Sources of Indian Mercantile Law <b>Law of contract:</b> 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	<b>The Sale- of Goods Act :</b> <b>Contract of sale:</b> 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. <b>Conditions &amp; Warranties:</b> Conditions defined & kinds of conditions, Warranties defined & kinds of Warranties, Doctrine of Caveat Emptor, Transfer of ownership in goods, Passing of Risk. <b>Unpaid Seller:</b> Unpaid Seller defined, Rights of unpaid seller	10
III	<b>Law relating to Partnership:</b> <b>The Law of Partnership:</b> 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	<b>The Consumer Protection Act, 2019: Genesis of Consumer Protection Law in India,</b> Objects, Applicability, Basic definitions and Concepts, Rights of Consumers, Consumer Protection Councils, Central Consumer Protection Authority, Concept of Product Liability Redressal Mechanism under CP Law, Nature & Scope of Remedies available to Consumers.	8
<b>Total</b>		<b>40</b>

## Text Books:

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

## Reference Book:

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

Course Objectives	Learning Outcome
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	On completion of the course, the students will be able to: students will have theoretical knowledge and practical CO 1: outline the role of entrepreneurship in economic development. CO 2: identify the various aspects related to family business CO 3: develop and evaluate innovative business idea CO 4: understand various schemes supporting entrepreneurship.

## Entrepreneurship &amp; Small Business Development:

Modules	Course Content	Periods
I	<b>Entrepreneurs and Entrepreneurship:</b> Definition, Characteristics, Functions, Types, Evolution, Barriers to entrepreneurship; Problem of Unemployment and importance of wealth creation; Enterprise Vs. Entrepreneurship. <b>Stories of Entrepreneurs from Small Towns in India</b>	12
II	<b>Small Business:</b> 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	<b>Start-ups:</b> Definition, Role, Function. Difference between a Start-up and small-business, Business Strategy and Formulation of Business Plan, Marketing strategy	10
IV	<b>Institutional Arrangement:</b> 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
<b>Total</b>		<b>48</b>

## Text Books:

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

## Reference Book:

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

Course Objectives	Learning Outcome
<p>1. To enable students to explain the basic concepts, definitions and terms related to Goods and Service tax (GST).</p> <p>2. To enable students to 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.</p> <p>3. To enable the students to analyse the persons liable for registration and the persons not required to obtain registration under the GST law.</p>	<p>On completion of the course, the students will be able to:</p> <p>CO 1: understand and explain the taxation structure in India</p> <p>CO 2: explain the principle and provision of GST</p> <p>CO 3: interpret valuation under GST</p>

## Indirect Tax

Modules	Course Content	Periods
I	<p><b>Introduction:</b> Fundamentals of GST, Reasons for GST introduction, Benefits of GST, Challenges of GST, Structure of GST in India, Taxes and Duties outside the purview of the GST, Treatment of Specific Goods which are outside purview of GST, Tax Rates in GST, Functions of GSTN, Functions of GST Council. Definitions under CGST Laws</p>	12
II	<p><b>Levy and collection of Tax:</b> Taxable Event &amp; Supply under GST, Scope of Supply, Composite &amp; Mixed Supply Place of Supply, Time of Supply, Composition Levy under GST, Exemptions from GST</p>	14
III	<p><b>Valuation under GST &amp; Input Tax Credit:</b> Forward Charge on Outward Supplies and Reverse Charge Mechanism on Inward Supplies Eligibility for taking ITC, Blocked Credit, Distribution of credit by ISD, Matching, Reversal and Reclaim of ITC, Matching, Reversal and Reclaim of Reduction in output tax liability</p>	10
IV	<p><b>Registration &amp; Return:</b> Persons not liable for registration, Compulsory Registration, Procedure for Registration, Deemed Registration, Casual Taxable Person, Cancellation of Registration. Tax Invoice, Debit &amp; Credit Notes, Computation of tax liability and Payment of Taxes, TDS &amp; TCS under GST, Furnishing of Returns under GST, First Returns and Revision of Returns E-Way Bills, Accounts &amp; Records, Assessment under GST</p>	12
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

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

Course Objectives	Learning Outcome
To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.	On completion of the course, the students will be able to: CO1: Demonstrate the importance and essence of Human Resources and their Effective implementation in organisations. CO2: Demonstrate a basic understanding of various tools required for the development, implementation and evaluation of Human Resource management practices in national and international contexts. CO3: Identify the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training

## Performance Management

Modules	Course Content	Periods
I	<b>Performance Management: Scope and Significance</b> Concept, Scope and significance of performance management, constituents of Performance management, Responsibility for performance management, advantages of performance management.	12
II	<b>Defining Performance and Performance Measurement metrics:</b> 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	<b>Process of managing talent in organization-</b> 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	<b>Ethics and Performance Management:</b> Role of HR professionals while executing performance management, Excellence for HR professional, Strategic roles for HR professionals, Objectives and significance of ethics in Performance management, Ethical Dilemmas in Performance Management	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Bagchi, S.N. (2013). Performance Management, 2<sup>nd</sup> Edition. New Delhi: Cengage Learning India

**Reference Book:**

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

<b>Paper: Rural Marketing</b>	<b>Subject Code: BSA032D50M1</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

<b>Course Objectives</b>	<b>Learning Outcome</b>
To familiarize the student with the conceptual understanding of rural marketing concept	On completion of the course, the students will be able to: CO1: Identify the factors contributing to growth of rural markets. CO2: Estimate the demand for the rural markets and also able to distinguish the difference between rural and urban markets.
To analyse the rural markets and to understand the pricing, branding and promotional strategies used in rural marketing	CO3: Apply adaptations to the rural marketing mix, channel distribution strategies to meet the needs of rural consumers.

### **Rural Marketing**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Rural marketing:</b> 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.	<b>12</b>
<b>II</b>	<b>Rural Market Analysis:</b> 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	<b>14</b>
<b>III</b>	<b>Branding and Channel Distribution Strategies:</b> 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	<b>10</b>
<b>IV</b>	<b>Price and Promotion Strategies:</b> 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	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

Velayudhan, S. K. & Sridhar, G. (2010). Marketing to Rural Consumers. 1st Edition. New Delhi: Excel Books.

Balram, D. & Ghuman, K. (2012). Rural Marketing: Concepts and Practices. 1st Edition. New Delhi: Tata McGraw Hill Company Ltd.

<b>Paper: Portfolio Management</b>	<b>Subject Code: BSA032D50F2</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

Course Objectives	Learning Outcome
To understand the basics of investment and process of selection of various securities for a portfolio.	On completion of the course, the student will: CO1: <b>Describe</b> the concept of investment, risk and return. CO2: <b>Execute</b> economy industry and company analysis in selecting securities in a portfolio CO3: <b>Analyze</b> various theories related to securities selection and diversification of portfolio. CO4: <b>Examine</b> the various ways for Portfolio evaluation and revision

Portfolio Management

Modules	Course Content	Periods
I	Introduction of investments- Meaning of investment, Investment and speculation, investment and gambling, various investment alternatives, Investment process and elements of investment, objectives of investment. Basics of risk and return: concept of risk and returns, Elements of risk & return & return, measurement of risk, application of standard deviation, Bonds: present value of a bond, yield to maturity, yield to call, yield to put, Systematic Risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields	12
II	Security analysis- Meaning of securities analysis, Fundamental analysis: EIC framework; Economic analysis, Economic forecasting & forecasting techniques, financial analysis of an industry; Company Analysis. Technical analysis: meaning, assumptions, basic principles of technical analysis, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters, Momentum- Charts: line chart, bar chart, candle chart, point & figure chart.	12
III	Efficient market hypothesis; Three forms of EMH and implications for investment decisions, EMH v/s Fundamental and Technical Analysis, Portfolio analysis, Expected return of a portfolio, Reduction of portfolio risk through diversification, portfolios with more than two securities, Risk return Calculations of portfolios with More than Two Securities. Portfolio Selection; Feasible Set of portfolios, Selection of optimal Portfolio, Concept of diversification, Markowitz's theory of diversification, Capital asset pricing model, its assumptions, benefits and limitations, capital market line, security market line, efficiency frontier and efficient market theory.	12
IV	Portfolio Revision; Meaning and Constraints, portfolio Revision strategies. Portfolio evaluation; Meaning, Portfolio Evaluation using Sharpe's, Treynor's and Jensen's measures. Introduction to derivatives- Meaning of derivatives, players in derivatives, components of derivatives (options and futures)	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Chandra: P. (2012). Investment Analysis & Portfolio Management. Latest Edition, New Delhi: Tata McGraw Hill.
- Ranganatham M, Madhumathi R. (2006), Investment Analysis & Portfolio Management. Latest Edition. New Delhi: Pearson publications.

**Reference Book:**

- K Sasidharan , Alex K. Mathews , Security Analysis & Portfolio Management. Latest Edition. Tata Mc-Graw Hill Education Private Limited, New Delhi

<b>Paper: Compensation Management</b>	<b>Subject Code: BSA032D50H2</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

<b>Course Objectives</b>	<b>Learning Outcome</b>
1. Recognize how pay decisions help the organization achieve a competitive advantage. 2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.	On completion of the course, the students will be able to: CO 1: recognize how pay decisions help the organization achieve a competitive advantage CO 2: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations CO 3: demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.

### Compensation Management

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Fundamentals of Compensation Management:</b> Conceptual framework-Theories of wage determination, Types of wages, Components of wages and salary, Competitive Advantage offered by compensation package, Wage and salary survey, Wage curve, Pay grades.	<b>12</b>
<b>II</b>	<b>Implication of Compensation Management:</b> Implication of Compensation management on Job design, Job analysis, Job description, Job Evaluation, Job Assessment, Performance related compensation, Pay-for-performance approach.	<b>12</b>
<b>III</b>	<b>Compensation Plans:</b> Team based compensation, Executive compensation, elements of executive compensation, Executive compensation in international context, Employee motivation and compensation, Sales compensation plan.	<b>12</b>
<b>IV</b>	<b>Application of Compensation management:</b> Legal issues in employee compensation. International compensation, Managing employee benefits, Nature and types of benefits, security benefits, retirement benefits, health care benefits, employee benefits required mandated by law.	<b>12</b>
<b>Total</b>		<b>48</b>

#### Text Books:

- Bhattacharyya, D.K. (2014). *Compensation Management*. 2<sup>nd</sup> Edition. , New Delhi: Oxford University Press

#### Reference Book:

- Tapomoy, D. (2009). *Compensation Management, Text and Cases*. 1<sup>st</sup> Edition. New Delhi: Excel Books.
- Goel, D. (2012). *Performance Appraisal and Compensation Management (A Modern approach*. 2<sup>nd</sup> Edition. New Delhi: PHI Learning Private Limited.



Course Objectives	Learning Outcome
<ul style="list-style-type: none"> <li>To impart the knowledge about the concepts of Digital marketing</li> <li>To enable the students to learn the various aspects of New Age Digital marketing</li> <li>To help the students learn about social media marketing and online Public Relations.</li> </ul>	<p>On completion of the course, the students will be able to:</p> <p>CO 1: Identify the importance of digital marketing for marketing success.</p> <p>CO 2: Interpret the importance of customer relationships across all digital channels and build better customer relationships,</p> <p>CO 3: Create a digital marketing plan, starting from the SWOT analysis and defining a target group, then identifying digital channels, their advantages and limitations, and finally taking into consideration the available budget.</p>

### Digital Marketing

Modules	Course Content	Periods
I	Introduction: The Basics of E-Marketing, Digital Marketing vs Traditional Marketing, Advantages and Limitations, Trends of Digital Marketing, Skills in digital marketing, Strategic E-marketing and models, E- marketing plan, E-marketing process	12
II	Digital marketing research ,Online consumer behaviour, and its aspects, Segmentation, Targeting, Differentiation and Positioning strategies, Search engine advertising, Social Media Marketing, Mobile, Facebook, LinkedIn Marketing, Google Ad words overview	14
III	Search Engine Optimization, Social Media and Online Commerce Engagement, Social Paradigm & Psychology , Social Media –Types, elements, online commerce engagement, Practical Classes	10
IV	E-marketing tools, Online PR and Reputation Management, Defining online PR Importance of Reputation management in a business, Handling negative comments and Damage control, Web analytics, Ethical and Legal Issues	12
<b>Total</b>		<b>48</b>

#### Text Books:

- Gupta, S. (2018). Digital Marketing. 1st Edition. Chennai: McGraw Hill Education (India) Pvt. Ltd

#### Reference Book:

- Strauss, J. & Frost, R. (2012). E-Marketing. 6th Edition. New Delhi: PHI Learning Private Ltd.
- Ryan, D. & Jones, C. (2009). Understanding Digital Marketing: Marketing strategies for engaging the Digital Generation. 1st Edition. London: Kogan Page Ltd.

# 6<sup>th</sup> Semester

<b>Paper: Business Research Methodology</b>	<b>Subject Code: BSA032C601</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

<b>Course Objectives</b>	<b>Learning Outcome</b>
<p>To develop understanding of the basic framework of research process.</p> <p>To develop an understanding of various research designs and techniques.</p> <p>To understand basic concepts of research and its methodologies.</p> <p>To organize and conduct research in a systematic manner.</p>	<p>After learning this course students will be able to</p> <p>CO1. identify the overall process of designing a research study from its inception to its report.</p> <p>CO2. explain the different research approaches, techniques and strategies in the appropriate manner.</p> <p>CO3. demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.</p>

### Business Research Methodology

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Research</b> Meaning of Research, Types of Research, Process of Research, Research Dilemma, Defining Research Problem, Formulating the Research hypotheses, Developing Research problem, Research design	<b>12</b>
<b>II</b>	<b>Sampling, Measurement &amp; Scaling and Data Collection</b> 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.	<b>14</b>
<b>III</b>	<b>Data Analysis and Interpretation:</b> 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)	<b>10</b>
<b>IV</b>	<b>Introduction to Advanced Data Analysis &amp; Research Report</b> 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	<b>12</b>
<b>Total</b>		<b>48</b>

#### Text Books:

- Kothari, C.R. (2019) Research Methodology: Methods and Techniques. 4<sup>th</sup> Edition, New Age International Publishers, New Delhi.
- Business Research Methods: Donald cooper & Schindler, Tata McGraw Hill 12th Edition

#### Reference Book:

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

<b>Paper: Fundamentals of International Business</b>	<b>Subject Code: BSA032C602</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

Course Objectives	Learning Outcome
<p>1.To make the student aware of the International business and various trade theories.</p> <p>2.To make the student understand the International Institution framework for Trade.</p> <p>3.To impart the knowledge of various elements of international trade like marketing, finance, documentation etc</p>	<p>On completion of thecourse, the students will able to:</p> <p>CO1: Identify the environments in which international business has existed in the past and how it operates in the present</p> <p>CO2: Explain the theory and history of international trade and the place of business in global trade are summarised</p> <p>CO3: Describe current international trade agreements and national trade laws and regulations</p>

#### Fundamentals of International Business

Modules	Course Content	Periods
I	<b>Introduction to International Business:</b> 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	<b>Institution framework and Trade Agreements:</b> 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 <b>International Economic Integrations:</b> Different Levels of Integration, Major Regional Trade Agreements, India's participation and role.	14
III	<b>International Environment and International Marketing:</b> 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	<b>International Finance and Documentation:</b> 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
<b>Total</b>		<b>48</b>

#### Text Books:

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

#### Reference Book:

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

<b>Paper: International Finance</b>	<b>Subject Code: BSA032D60F1</b>
<b>L-T-P-C - 3-1-0-4</b>	<b>Credit Units: 4</b>

Course Objectives	Learning Outcome
To help understand the conceptual issues in the wider field of international finance and their implications from the operational point of view.	On completion of the course, the students will be able to: CO1: recognize the difference in the operations in the international and domestic financial markets. CO2. Describe the international monetary system and the foreign exchange markets. CO3. Demonstrate their understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates. CO4. Analyse translation, transaction, and economic exposure to exchange rate changes.

#### International Finance

Modules	Course Content	Periods
<b>I</b>	<b>International Financial Environment</b> Finance functions in the global business scenario, International Monetary System, International Financial Markets and Instruments, Balance of Payments, and Recent Developments. The emergence of the MNC – objectives of the Firm and Risk Management – Domestic financial Management and international Financial Management Multilateral Development Banks : World Bank, Asian Development Banks , International Financial Finance Corporations	<b>12</b>
<b>II</b>	<b>Foreign Exchange Markets</b> Spot and Forward Foreign Exchange Markets, Speculation and Arbitrage in Foreign Exchange Markets and Implications of Market Efficiency, Currency Swaps, Currency Futures and Options. The spot market, The Forward market, Currency Futures, Currency options : Types of currency Options, Currency swaps	<b>14</b>
<b>III</b>	<b>Foreign Exchange Rate Determination</b> Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Forecasting Exchange Rates - Technical Forecasting, Time Series Modelling, Fundamental Forecasting. – The Fisher effect – Interest rate parity – International Fisher effect	<b>10</b>
<b>IV</b>	<b>Foreign Exchange Rate Exposure and Risk Management (FERM)</b> Transaction, Translation and Operating Exposure, Exposure from Equity and Borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure and Interest Rate Exposure, Degree of Hedge.  Managing transaction and translation exposure : Internal Financial techniques including Leading and lagging , Netting, Matching and currency invoicing External hedging technique : Money market hedge , Forward market hedge , future market hedge , Hedge via options , Hedge via swaps . International Financial markets : Long term and short term sources of funds including GDRs, ADRs, Euro Bonds, NIFs, and Development Banks Issues in Foreign Investments Analysis	<b>12</b>
<b>Total</b>		<b>48</b>

#### Text Books:

- Text Book of International Financial Management (2011), M.K. Rastogi, Laxmi publication
- Levi, M. D. (2012), International Finance, McGraw Hill International.

#### Reference Book:

- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.

Course Objectives	Learning Outcome
To expose the students to important theories and conceptual models for analyzing, understanding, managing and facilitating change and development within organizations	On completion of the course, the students will be able to: CO 1: define various terms relating to organizational development & change. CO 2: identify organizational situations that would benefit from OD interventions. CO 3: understand the future of OD as a technique.

## Organizational Development &amp; Change

Modules	Course Content	Periods
I	<b>Organizational Development-An Introduction:</b> Introduction, Defining Organizational Development (OD), Characteristics of OD, Evolution of OD, Model of OD-Action Research, Action Research as a process, Ethics in OD, Organizational Learning.	12
II	<b>Diagnostic Strategies and Skills:</b> Introduction, Diagnosis, Diagnostic Skills, Diagnostic models, The Change Agent, Methods of obtaining Diagnostic information, Client Consultation Relations in OD	14
III	<b>OD Interventions –An Introduction:</b> Introduction, Definition of OD intervention, Selecting an OD intervention, Classification of OD interventions, OD Personal and Interpersonal interventions, Team Development Interventions, Intergroup Development interventions, Confrontation meetings, Survey Feedback	10
IV	<b>Organizational Change –An Overview:</b> Introduction, Importance of Change, The Imperative of Change, Forces of Change, Organizational Change-Some determining factors, Types of Change, Models of Change, Change and its impact-effect on people, Reactions and resistance to change, Overcoming resistance to change, Organizational culture and dealing with change.	12
<b>Total</b>		<b>48</b>

**Text Books:**

- Singh, K. (2012). Organization Change and Development. 2nd Edition. New Delhi: Excel Books.
- Sharma, R. (2012). Change Management and Organizational Transformation, 2nd Edition, New Delhi: Tata McGraw Hill Education Private Limited.

**Reference Book:**

- Kondalkar, V.G. (2019). Organization Effectiveness and Change Management. New Delhi: PHI Learning Private Limited.

Course Objectives	Learning Outcome
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.	On completion of the course, the students will be able to: CO 1: Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage. CO 2: Explain how retailers use marketing communications to build a brand image and customer loyalty. CO 3: Understand the integration of merchandise management and supply chain strategies leading to excellent customer service

### Retail Management

Modules	Course Content	Periods
I	<b>Introduction to retail marketing management</b> 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	<b>Consumer Behavior in Retailing</b> 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	<b>Retail Marketing Strategy &amp; Customer Service</b> 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	<b>Store and Merchandise Management</b> Store layout & space planning, Atmospheric, 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
<b>Total</b>		<b>48</b>

#### Text Books:

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

#### References:

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

Course Objectives	Learning Outcome
To introduce the Concept of Financial Services and build a knowledge of various types of financial services in Indian financial system.	On completion of the course, the student will: CO1: Explain the concepts of Indian financial system and financial services. CO2: Discuss the concepts of hire Purchase and lease and its types. growth CO3: Describe the concept of venture capital financing, insurance services and credit rating. CO4: Discuss the concept of issue management and its components.

## Financial Services

Modules	Course Content	Periods
I	<b>INTRODUCTION :</b> 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	<b>LEASING AND HIRE PURCHASE:</b> 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	<b>Venture Capital Financing , Insurance Services And Credit Rating:</b> 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, International credit rating practices.	10
IV	<b>Issue Management &amp; Right Issue:</b> 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
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:** Management Of Financial Services by C. Rama Gopal, Vikas Publishing House



Course Objectives	Learning Outcome
To apply psychological principles and methods to improve the overall work environment including employee performance, motivation, communication, professional satisfaction and career growth	On completion of the course, the student will: CO1: identify the importance of applying the concepts of employee attitude, behavior and motivation in organization CO2: demonstrate the understanding of knowledge required for applying the concepts of industrial psychology CO3: analyse the impact of human performance in the work place, optimizing human resources and understanding organizational climate and process

## Industrial Psychology

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

**Text Books:**

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

**Reference Book:**

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

<b>Course Objectives</b>	<b>Learning Outcome</b>
To provide an understanding of Sales and Distribution Management, with particular emphasis on Fundamentals of sales force management and distribution management	On completion of the course, the students will be able to: CO 1: Define the sales concept and also able to identify the role and responsibilities of the sales manager. Students are also able to recognize the different channels and their significance in overall sales performance. CO 2: Elaborate the elements of an effective sales force as a key component of the organization's total marketing effort. CO3: Estimate the budget and able to analyze the plan for organizing staffing & training the sales force.

**Sales & Distribution Management**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Sales Management</b> Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	<b>12</b>
<b>II</b>	<b>Sales Management Strategies and Process</b> Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling	<b>14</b>
<b>III</b>	<b>Sales Force Management</b> Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and Controlling the Sales force	<b>10</b>
<b>IV</b>	<b>Distribution Management</b> Distribution Channel Management, Channel Systems, Logistics and Marketing Channels, Channel Information System, Managing of Channel Members, Managing of Wholesalers and Retailers, Conflict Management, International Sales and Channel Management	<b>12</b>
<b>Total</b>		<b>48</b>

**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

Course Objectives	Learning Outcome
To provide opportunity for realising one's potential through practical experience and develop professional skills for empowerment of self and others	On completion of the course, the student will: CO1: Understand role of communication in professional set up CO2: Use the necessary components required to prepare for a career in an identified occupation

**Personal & Professional Excellence**

Modules	Course Content	Periods
<b>I</b>	<b>Interpersonal Communication</b> 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	<b>10</b>
<b>II</b>	<b>Professional Skills- Career Skills</b> Resume Skills : Preparation and Presentation, common errors, Interview Skills : Preparation and Presentation, Simulation, Common errors; Group Discussion Skills	<b>14</b>
<b>III</b>	<b>Professional Skills- Team Skills</b> Presentation Skills , Trust and Collaboration , Listening as a Team , Brainstorming , Social and Cultural Etiquettes , Internal Communication	<b>12</b>
<b>IV</b>	<b>Leadership and Management Skills</b> 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	<b>12</b>
<b>Total</b>		<b>48</b>

**Text Books:**

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

**Reference Book:**

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

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

<b>Paper: Research Fundamentals I (Minor track)</b>	<b>Subject Code:</b>
<b>I-T-P-C – 3-0-</b>	<b>Credit Units:</b>

Course Objectives	Learning Outcome
To make the students learn the process of research and also enable the students to interpret and analyse the findings of the research to prepare reports	At the end of the Course, the student should be able to CO1: Define and explain the various types of research and recognize the role of research in business decision making CO2: Explain the factors involved in developing an approach towards the research process CO3: Apply the research designs and distinguish the use of exploratory research in qualitative studies

**Research Fundamentals I:**

Modules	Course Content	Periods
I	<b>Introduction to Business Research</b> 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	9
II	<b>Defining the business research problem and developing an approach</b> 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.	9
II I	<b>Research Design</b> Definition; classification- exploratory, descriptive, causal; relationships among exploratory and causal research; potential sources of error- random sampling error, non-sampling error	9
I V	<b>Exploratory research design</b> Exploratory research using secondary data; exploratory research using primary data- focus group interview, depth interviews, projective techniques	9
<b>Total</b>		<b>36</b>

**Text Books:**

- Marketing Research, Naresh Malhotra, 7<sup>th</sup> Edition, Pearson Publication, New Delhi, 2018

**Reference Book:**

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

<b>Paper: Salesmanship GE LIST 2</b>	<b>Subject Code: BSA032G102</b>
<b>L-T-P-C – 3-0-0-3</b>	<b>Credit Units: 3</b>

<b>Course Objectives</b>	<b>Learning Outcome</b>
To introduced 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.	At the end of the Course, the student should be able to CO1: Define and outline the various basic concept of sales management CO2: Explain and identify the functions of salesperson CO3: Apply the attributes of sales in online environment

**Salesmanship:**

<b>Modules</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction Selling:</b> 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	<b>9</b>
<b>II</b>	<b>Sales Territory &amp; Sales Quota:</b> 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.	<b>9</b>
<b>III</b>	<b>Functions of salesperson:</b> 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.	<b>9</b>
<b>IV</b>	<b>Selling on the internet:</b> 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	<b>9</b>
<b>Total</b>		<b>36</b>

**Text Books:**

- Sales Management: Decision, Strategy And Cases, R.R. Still , 5<sup>th</sup> Edition, Pearson Education

**Reference Book:**

- Selling And Sales Management, David Jobber, Geoffrey Lancaster, 7<sup>th</sup> Edition, Pearson Publication
- Sales & Distributipon Mangement – Text & Cases , Krishna K Havaladar & Vasant M Cavale, 3<sup>rd</sup> Edition, McGraw Hill Education, 2017

Course Objectives	Learning Outcome
To make the students understand and apply the concepts of research design, sampling measurement and scaling, questionnaire design for effectively executing the research process.	At the end of the Course, the student should be able to CO1: Define the different research designs available for use in research process CO2: Identify the concepts of sampling design and techniques for executing the sampling process CO3: Apply the knowledge of measurement and scaling techniques and apply the same in designing questionnaire for surveys.

## Research Fundamentals – II:

Modules	Course Content	Periods
I	Descriptive Research Design - Survey using personal methods, electronic methods, observation, ethnographic research Causal Research Design - Concept, conditions and applications	9
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	9
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	9
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	9
<b>Total</b>		<b>36</b>

**Text Books:**

- Marketing Research, Naresh Malhotra, 7<sup>th</sup> Edition, Pearson Publication, New Delhi, 2018

**Reference Book:**

- Business Research Methods, Donald Cooper & Schindler, Tata McGraw Hill
- Business Research Methods, Naval Bajpai, 2<sup>nd</sup> Edition, Pearson, New Delhi, 2020

Course Objectives	Learning Outcomes
To familiarize students with the financial markets, investments avenues and inducing financial sense to perform financial planning on their own	At the end of the Course, the student should be able to CO1 : Define the various investment avenues CO2: Compare the investment options on Risk, Return and other parameters CO3 : Explain the need and importance of financial planning CO4 : Explain the functions of capital markets , Mutual Funds etc

## Personal Finance:

Module	Contents	Periods
I	<b>Introduction to Investment Planning:</b> 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.	9
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	9
III	<b>Securities Investing:</b> 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.	9
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.	9
<b>Total</b>		<b>36</b>

**Textbooks:**

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

**Reference Book:**

- Introduction to Financial Planning, Indian Institute of Banking and Finance, 4<sup>th</sup> Edition, 20
- I can Do Financial Planning, Swapna Mirashi. Reserve Bank of India., 2010



Course Objectives	Learning Outcome
To equip the students with various data collection tools and techniques for conducting basic testing of hypothesis	On completion of the course, the students will be able to CO 1: Define the different tools and techniques for data collection CO 2: Interpret the collected data for subsequent data analysis procedures CO 3: Demonstrate basic analysis of data using cross tabulation

## Research Fundamentals III:

Modules	Course Content	Periods
I	Data Collection – Data collection process, selection and training of field workers, supervision of field workers, evaluation of field workers	9
II	Data Preparation – Data preparation process, questionnaire checking, editing, coding, transcribing, data cleaning, statistically adjusting the data	9
III	Frequency distribution and Cross Tabulation – frequency distribution, statistics associated with frequency distribution – measure of variability, location and shape	9
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)	9
<b>Total</b>		<b>36</b>

**Text Books:**

- Marketing Research (2018): Naresh Malhotra, 7<sup>th</sup> Edition, Pearson Publication, New Delhi

**Reference Book:**

- Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill
- Business Research Methods, Naval Bajpai, 2<sup>nd</sup> Edition, Pearson, 2020

<p><b><u>Course Objective:</u></b> The objective of this course is to introduce and explore innovation management concepts, learn to manage innovation and to understand the intellectual property and patents to protect innovations.</p>	<p><b><u>Course Outcomes:</u></b> At the end of the Course, the student should be able to CO1: Recall the innovation process and the various components involving Innovation Management. CO2: Explain the factors to achieve success and manage the uncertainties. CO3: Examine the different forms of protection from intellectual property and learn how to handle patents through its various components.</p>
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**Innovation Management:**

<b>Modules</b>	<b>Course content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Innovation Management:</b> Concepts, Innovation and Invention, Types of Innovation, Models of Innovation, Innovation as a Management Process.	<b>9</b>
<b>II</b>	<b>Market adoption and Technology diffusion:</b> Innovation and the market, Innovation diffusion theories, Adopting new products and embracing change.	<b>9</b>
<b>III</b>	<b>Managing Innovation within Firms:</b> Managing uncertainty, Organizational characteristics facilitating innovation process, Organizational structures and innovation, Management tools for innovation.	<b>9</b>
<b>IV</b>	<b>Managing Intellectual Property:</b> An introduction to patents, Expiry of a patent and patent extensions, Trademarks, Using brands to protect intellectual property, Remedy against infringement.	<b>9</b>
<b>Total</b>		<b>36</b>

**Text Book:**

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

**Reference Books:**

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

Course Objectives	Learning Outcome
To enable the students to use different statistical tests for data analysis and interpretation and writing research reports	On completion of the course, the students will be able to: CO 1: Define the fundamentals of hypothesis testing CO 2: Explain the differences between parametric and non-parametric tests CO 3: Examine and predict the relationship among studied variables

## Research Fundamentals IV:

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,	9
II	Analysis of Variance and Co-Variance – ANOVA, conducting one way ANOVA, Practical Application of ANOVA using SPSS	9
III	Correlation and Regression – conducting bivariate regression analysis, multiple regression analysis, practical application of regression using SPSS	9
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	9
<b>Total</b>		<b>36</b>

**Text Books:**

- Marketing Research (2018): Naresh Malhotra, 7<sup>th</sup> Edition, Pearson Publication, New Delhi

**Reference Book:**

- Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill
- Business Research Methods: Naval Bajpai, 2<sup>nd</sup> Edition, Pearson, 2020