

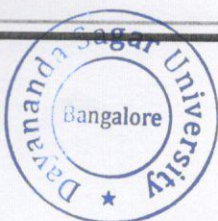


**DAYANANDA SAGAR
UNIVERSITY**

**PROGRAMME PROJECT REPORT (PPR)
FOR
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A)
Mode: ONLINE**

**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
DAYANANDA SAGAR UNIVERSITY
BENGALURU**

Registrar



Signature
28/8/25

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PROGRAMME PROJECT REPORT

Introduction

The online programme in Bachelor of Business Administration (BBA) offered from the Centre of Distance and Online Education (CDOE), Dayananda Sagar University imparts industry and society relevant management curriculum and is a platform to prepare young minds with a positive attitude for excellent performance and committed service. It provides the right nurturing ground to enable students to pursue their entrepreneurial ambitions.

The curriculum for the three-year programme (6 Semesters), has been designed to enable the students to get an overview of the various aspects related to launching and managing a business effectively as well as giving them an opportunity to choose electives. The programme focuses on developing the students and equipping them to meet the managerial challenges of the 21st century. The ability to work in teams is also focused upon as a key skill to be developed for success in the work-place. The programme aims to develop the student's independent thinking, analytical capability and management aptitude. Learning is enhanced through many pedagogical tools like case studies, presentations, projects etc.

1. Programme's Mission and Objectives

The online Bachelor of Business Administration (BBA) programme prepares students to excel as professional managers, equipping them with the academic foundation needed to succeed in business organizations. The programme aims to impart best training to the future effective managers with a modern blend of teaching, research and industry interaction. The programme provides a competent, innovation oriented, ethical and intellectual environment with a sharp focus on professional management in the ever changing technologically challenging global market-place. With a strong emphasis on professional attitudes, practical skills, and lifelong learning, students are empowered to perform as competent and productive employees in diverse industries. Additionally, students will develop their managerial communication abilities, enabling them to convey ideas effectively in a professional context. This comprehensive approach ensures the readiness of students for dynamic professional environments and gearing up for sustained career growth.

Objectives

- Students are academically prepared to be professional managers.
- Students will possess the professional attitudes and skills to perform as productive employees and continue learning.
- Students will be excellent managerial communicators.
- Students will be equipped with integrated knowledge and ability to perform as management leaders.
- Students will be productive managers with positive perspectives and skills.

The programme is designed to equip students with comprehensive knowledge and skills to become professional managers. The programme aims to inculcate professional attitudes and skills among students to enable them to become productive employees with excellent managerial communication. The programme also focuses on developing students with positive perspectives and skills to integrate their knowledge and perform as effective managers.

2. Relevance of Programme with Dayananda Sagar University Mission and Goals

The Vision of Dayananda Sagar University emphasizes on becoming a leading institution excelling in education, research, innovation, and entrepreneurship. It aims to nurture individuals with exceptional leadership skills, empowering them to address national and global challenges, driving positive change, and contributing to societal development. The focus is on excellence and holistic development to shape future leaders.

Vision

To be a centre of excellence in education, research & training, innovation & entrepreneurship and to produce citizens with exceptional leadership qualities to serve national and global needs.

Mission

To achieve our objectives in an environment that enhances creativity, innovation and scholarly pursuits while adhering to our vision.

The mission statement of Dayananda Sagar University highlights fostering a supportive environment that encourages creativity, innovation, and academic excellence. By aligning all efforts with the institution's

vision, it aims to achieve its goals while nurturing intellectual growth, inspiring new ideas, and maintaining a commitment to excellence in every pursuit.

DSU's online BBA programme supports the vision by providing a dynamic learning environment that encourages creativity and innovation. The programme fosters excellence and aligns with the broader institutional aspirations. The programme also reflects the mission of the University by promoting an ecosystem of intellectual growth and innovation. It enables students to achieve their goals through a curriculum that emphasizes creativity and problem-solving while cultivating leadership and expertise required to meet the evolving societal and industry needs.

3. Nature of Prospective Target Group of Learners

This Online BBA programme from CDOE has been designed for students who may be working professionals, entrepreneurs and other professionals seeking to update their knowledge and transition into managerial roles. The programme will offer flexibility, accessibility, and affordability for students to balance their studies along with professional and personal commitments.

The programme is designed such that prospective students who may not be able to pursue a full-time programme can avail the opportunity to access high value learning anytime, from anywhere and at their own pace. The programme fosters professional networking and eliminates the need for relocation or commuting, thus making it ideal for diverse student groups. Delivery of the programme through the online mode also contributes towards the aim of India's National Education Policy to achieve a Gross Enrolment Ratio (GER) of 50% by the year 2035.

4. Appropriateness of programme to be conducted in online mode to acquire specific skills and competence

To enable the students of the online BBA programme to learn, the courses in the programme are delivered through Self-Learning e-Modules, offering a structured and engaging approach to e-learning. These modules are designed to be self-explanatory, providing clear instructions and content to facilitate independent learning. They are self-contained, encompassing all necessary resources within a single unit, and self-directed, allowing students to progress at their own pace. The modules include self-evaluation components to enable students to assess their understanding and progress. This approach ensures students can effectively acquire the prescribed knowledge and skills while enjoying flexibility, accessibility, and a

personalized learning experience tailored to their needs. The course study material for the online programme include are made available through the four-quadrant approach which will be uploaded on the University's Learning Management System (LMS). The components of the four quadrants are:

- (i) e-Tutorial: in the form of recorded faculty lecture videos.
- (ii) e-Content: Text Materials – e-SLM and access to online library for additional reading materials.
- (iii) Discussion forum: For raising of doubts and clarifying the same by the Course Coordinators/Course Mentors assigned to students
- (iv) Assessments: Self-Assessments in the form of quizzes fill in the blanks, matching questions, short answer questions, and internal assessments in the form of assignments to reinforce learning.

The online BBA programme from CDOE is thus designed to align perfectly with the online learning format, ensuring effective delivery and engagement. Its structure and content cater to the needs of students learning in the online mode hence making it a suitable choice for those seeking a flexible and accessible higher education opportunity.

5. Instructional Design

5.1. Programme Curriculum

The curriculum of the online BBA Programme has been crafted by management experts that thoughtfully incorporate contemporary business and management topics alongside courses fostering contemporary business awareness. The balanced approach in the curriculum design has been done to ensure that students gain modern insights while developing a sense of responsibility toward sustainable business practices while equipping them with the knowledge and values essential for navigating the contemporary dynamic business landscape. The curriculum and syllabus are approved by the Board of Studies as per University norms. This ensures the programme meets high-quality standards and aligns with current academic and professional requirements.

| BBA | | | | |
|------------|------------|--------------------|--|----------------|
| SEM | SN. | Course Code | TITLE OF THE COURSE | CREDITS |
| 1 | 1 | BBAOL101 | ENGLISH | 2 |
| 1 | 2 | BBAOL102 | FINANCIAL EDUCATION & INVESTMENT AWARENESS | 2 |
| 1 | 3 | BBAOL103 | PRINCIPLES OF FINANCIAL ACCOUNTING | 4 |
| 1 | 4 | BBAOL104 | BUSINESS ORGANIZATION & MANAGEMENT | 4 |
| 1 | 5 | BBAOL105 | BUSINESS AND CORPORATE ENVIRONMENT | 4 |
| 1 | 6 | BBAOL106 | QUANTITATIVE TECHNIQUES | 4 |
| 1 | 7 | BBAOL107 | MICROSOFT OFFICE FOR BUSINESS | 2 |
| 1 | 8 | BBAOL108 | INDIAN CONSTITUTION | 1 |
| | | | | 23 |

| SEM | SN. | Course Code | TITLE OF THE COURSE | CREDITS |
|------------|------------|--------------------|------------------------------------|----------------|
| 2 | 9 | BBAOL201 | BUSINESS & CORPORATE COMMUNICATION | 2 |
| 2 | 10 | BBAOL202 | DIGITAL FLUENCY | 2 |
| 2 | 11 | BBAOL203 | CORPORATE FINANCE | 4 |
| 2 | 12 | BBAOL204 | BUSINESS LAW | 4 |
| 2 | 13 | BBAOL205 | MARKETING MANAGEMENT | 4 |
| 2 | 14 | BBAOL206 | ORGANIZATIONAL BEHAVIOUR | 4 |
| 2 | 15 | BBAOL207 | ENTREPRENEURIAL SKILLS | 2 |
| 2 | 16 | BBAOL208 | ENVIRONMENTAL STUDIES | 1 |
| | | | | 23 |

| SEM | SN. | Course Code | TITLE OF THE COURSE | CREDITS |
|------------|------------|--------------------|-----------------------------------|----------------|
| 3 | 17 | BBAOL301 | PRODUCTION & OPERATION MANAGEMENT | 4 |
| 3 | 18 | BBAOL302 | HUMAN RESOURCE MANAGEMENT | 4 |
| 3 | 19 | BBAOL3X31 | ELECTIVE - 1 | 4 |
| 3 | 20 | BBAOL3X41 | ELECTIVE - 2 | 4 |
| 3 | 21 | BBAOL305 | MANAGERIAL ECONOMICS | 4 |

| | | | | |
|---|----|----------|---------------------------------|-----------|
| 3 | 22 | BBAOL306 | INDIAN ETHOS & LEADERSHIP | 2 |
| 3 | 23 | BBAOL307 | UNIVERSAL HUMAN VALUE | 2 |
| 3 | 24 | BBAOL308 | CORPORATE SOCIAL RESPONSIBILITY | 2 |
| | | | | 26 |

| AREA | Course Code | ELECTIVE - 1 |
|-----------------------------|-------------|---|
| DIGITAL MARKETING (D) | BBAOL3D31 | FUNDAMENTALS OF DIGITAL MARKETING |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL3S31 | INTRODUCTION TO SUPPLY CHAIN MANAGEMENT |
| BUSINESS ANALYTICS (A) | BBAOL3A31 | FUNDAMENTALS OF BUSINESS ANALYTICS |

| AREA | Course Code | ELECTIVE - 2 |
|-----------------------------|-------------|--|
| DIGITAL MARKETING (D) | BBAOL3D41 | WEB DEVELOPMENT & OPTIMIZATION |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL3S41 | INVENTORY MANAGEMENT & MATERIAL REQUIREMENT PLANNING |
| BUSINESS ANALYTICS (A) | BBAOL3A41 | BUSINESS ANALYTICS FOR DECISION MAKING |

| SEM | SN. | Course Code | TITLE OF THE COURSE | CREDITS |
|-----|-----|-------------|------------------------------|---------|
| 4 | 25 | BBAOL401 | COST & MANAGEMENT ACCOUNTING | 4 |
| 4 | 26 | BBAOL402 | PROJECT MANAGEMENT | 4 |
| 4 | 27 | BBAOL4X32 | ELECTIVE - 3 | 4 |
| 4 | 28 | BBAOL4X42 | ELECTIVE - 4 | 4 |
| 4 | 29 | BBAOL405 | OPERATIONS RESEARCH | 4 |
| 4 | 30 | BBAOL406 | GENERAL PSYCHOLOGY | 4 |
| 4 | 31 | BBAOL407 | CERTIFICATION COURSE | 2 |

| | | | | |
|--|--|--|--|-----------|
| | | | | 26 |
|--|--|--|--|-----------|

| AREA | Course Code | ELECTIVE - 3 |
|-----------------------------|--------------------|-------------------------------|
| DIGITAL MARKETING (D) | BBAOL4D32 | E-COMMERCE |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL4S32 | SUPPLY CHAIN RISK MANAGEMENT |
| BUSINESS ANALYTICS (A) | BBAOL4A32 | PREDICTIVE ANALYTICS USING- R |

| AREA | Course Code | ELECTIVE - 4 |
|-----------------------------|--------------------|---|
| DIGITAL MARKETING (D) | BBAOL4D42 | SEARCH ENGINE MARKETING & PPC |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL4S42 | SUPPLY CHAIN MODELLING & MANAGEMENT |
| BUSINESS ANALYTICS (A) | BBAOL4A42 | FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE- PYTHON |

| SEM | SN. | Course Code | TITLE OF THE COURSE | CRE DITS |
|------------|------------|--------------------|-------------------------------------|-----------------|
| 5 | 32 | BBAOL501 | STRATEGIC MANAGEMENT | 4 |
| 5 | 33 | BBAOL502 | DIGITAL ACCOUNTING | 2 |
| 5 | 34 | BBAOL5X33 | ELECTIVE - 5 | 4 |
| 5 | 35 | BBAOL5X43 | ELECTIVE - 6 | 4 |
| 5 | 36 | BBAOL505 | RESEARCH METHODOLOGY | 4 |
| 5 | 37 | BBAOL506 | START-UP MANAGEMENT | 1 |
| 5 | 38 | BBAOL507 | MINI PROJECT - ORGANIZATIONAL STUDY | 2 |
| | | | | 21 |

| AREA | Course Code | ELECTIVE - 5 |
|--------------------------------|--------------------|---|
| DIGITAL MARKETING (D) | BBAOL5D33 | CONTENT MARKETING |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL5S33 | SUSTAINABILITY & GREEN SUPPLY CHAIN MANAGEMENT |
| BUSINESS ANALYTICS (A) | BBAOL5A33 | BASICS OF ECONOMETRICS |

| AREA | Course Code | ELECTIVE - 6 |
|--------------------------------|--------------------|--|
| DIGITAL MARKETING (D) | BBAOL5D43 | ANALYTICS & DATA DRIVEN MARKETING |
| SUPPLY CHAIN MANAGEMENT (S) | BBAOL5S43 | INTERNATIONAL SUPPLY CHAIN MANAGEMENT |
| BUSINESS ANALYTICS (A) | BBAOL5A43 | DATA VISUALIZATION TECHNIQUES |

| SEM | SN. | Course Code | TITLE OF THE COURSE | CREDITS |
|------------|------------|--------------------|--|----------------|
| 6 | 39 | BBAOL601 | STRATEGIES FOR WINNING BUSINESS NEGOTIATION | 4 |
| 6 | 40 | BBAOL602 | PERSONAL BRANDING & NETWORKING | 2 |
| 6 | 41 | BBAOL603 | IT & GST RETURNS | 2 |
| 6 | 42 | BBAOL604 | RESEARCH PROJECT | 6 |
| | | | | 14 |
| | | | Total Program Credits | 133 |

5.2. Programme Detailed syllabus

SEMESTER – I

Course Name: ENGLISH

Credits: 02

Course Description:

This course in English language enhancement emphasizes on the practices of different methods/ways of using language as a means of communication. It is important to be empowered in communication skills as it is the life blood in Business day-to-day activities. The course connects well to the contemporary challenges in the real world. This course provides opportunities and options to hone listening, speaking, reading and writing abilities.

Course Objectives:

- Analyse articles and texts from multiple perspectives to derive a comprehensive understanding.
- Develop effective communication skills for articulating ideas clearly in various contexts.
- Enhance systematic recording and organization of ideas with precision and structure.

Course Outcomes

- Demonstrate the ability to critically analyse articles and texts from different perspectives, deriving a comprehensive understanding of the content.
- Develop and apply effective communication skills, articulating ideas clearly and confidently in various contexts.
- Systematically record and organize ideas with precision, ensuring logical structure and clarity in communication.

| Units | Syllabus |
|---------|--|
| Unit 01 | Grammar Essentials: Introduction to Grammar Essentials, Types of Tenses in English: Present, Past, Future (Simple, Continuous, Perfect, Perfect Continuous), Concord (subject-verb agreement): Definition & Types, Word Formation: Definition & Concept, Types of Word Formation (Derivation, Compounding, Blending, Acronym, Borrowing, Coinage, Back-formation, Re-duplication, Clipping), Kinds of Word formation (prefixes, suffixes, roots, compounds), Sentences: Structure, Types & Application |
| Unit 02 | Homonyms and Homophones: Introduction to Homonyms and Homophones Concept & Understanding, Homonyms: Definition, Functions & Examples, Homophones: Definition, Functions & Examples, Common Word Choice Confusions: Avoiding Errors in Context, Spelling, and Writing, Synonyms and Antonyms: Expanding vocabulary through meaning-based word study |
| Unit 03 | Listening Skills: Introduction to Listening Skills, Active Listening Techniques: Focused Listening, Paraphrasing, and Summarising, Identifying Sounds: Differentiating Between Vowel |

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|---------|---|
| | and Consonant Sounds, Note-Taking During Listening: Methods for Capturing Key Points Effectively, Listening for Specific Information: Focus on Key Details, Instructions, and Tone in Conversation |
| Unit 04 | Speaking Skills: Introduction to Speaking Skills, Common Pronunciation Errors: Individual Sounds, Intonation Patterns, Accent Reduction: Tips for Neutralising Regional Accents, Speaking Practice: Role-plays, Everyday Conversations, Peer Feedback, Public Speaking Techniques: Using Body Language, Voice Modulation, and Audience Engagement |
| Unit 05 | Process Description in Speaking: Introduction to Process Description in Speaking, Describing the Working of Machines: Vocabulary for Technical Descriptions. Explaining Manufacturing Processes: Step-by-step Explanations, Sequence Markers, Process Presentation Techniques: Clarity in Delivery, Use of Visual Aids, Describing Everyday Processes: Cooking Recipes, Task Instructions, and Simple Processes in Daily Life |
| Unit 06 | Group Discussion Techniques: Introduction to Group Discussion Techniques, Role of Moderators: Facilitating Discussion and Managing Group Dynamics. Structured Discussions: Introducing Topics and Summarising Viewpoints. Argument Formation: Supporting Opinions with Facts and Handling Counterarguments. Team Dynamics and Cooperation: Understanding Roles in Teamwork and Encouraging Collaboration. |
| Unit 07 | Data Interpretation in Writing: Introduction to Data Interpretation in Writing, Interpreting Flow Charts and Diagrams: Understanding Processes and Relationships. Bar Charts and Pie Charts: Analysing Data Distribution and Trends. Drawing Conclusions from Data: Summarising and Presenting Findings, Writing Analytical Reports: Presenting Data-supported Conclusions with Clarity |

Textbooks:

- Dhanavel, S.P. “English and Communication Skills for Students of Science and Engineering”. Orient Blackswan Pvt. Ltd., 2009. Print.
- Meenakshi Raman and Sangeetha Sharma. “Technical Communication- Principles and Practice”. 3rd Edition, Oxford University Press, 2009. Print.
- Murphy R. “English Grammar in Use”, Cambridge University Press, 2012. Print.

Reference book:

- Smt. Sudha Murthy, R.K.Narayan, Vikram Seth, Girish Karnad, Ruskin Bond, Swami Vivekananda, Kushwant Singh, Aravinda Adiga, Kiran Desai, Devdutt Pattanaik.

Course Name: FINANCIAL EDUCATION AND INVESTMENT AWARENESS**Credits: 02****Course Description:**

This course provides an in-depth understanding of essential financial concepts, tools, and services. It covers topics such as the importance and scope of financial literacy, financial institutions (banks, insurance companies, and post offices), financial planning, budgeting, and various banking services. The course also explores loans and advances, post office financial services, and investment options like equity, debt instruments, and insurance products. Through practical knowledge on financial products, services, and investment strategies, learner will gain the skills needed to manage personal, family, and business finances effectively.

Course Objectives:

- Develop a comprehensive understanding of essential financial concepts, including financial institutions, services, and products, and analyse their roles in personal and business finance.
- Interpret financial planning and budgeting techniques to real-life scenarios, evaluating various investment options and financial products such as loans, insurance, and equity.
- Create effective financial strategies for managing personal, family, and business finances, synthesizing knowledge from financial services, planning, and investment strategies.

Course Outcomes

- Analyse and understand financial concepts, institutions, and services, assessing their impact on personal and business finances.
- Applying financial planning and budgeting strategies to manage real-world financial situations, making informed decisions regarding investments and loans.
- Design and implement effective financial strategies for personal, family, and business finances, integrating knowledge of financial products, services, and investment options.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Financial Literacy: Introduction to Financial Literacy, Meaning, importance, and scope of financial literacy, Prerequisites of Financial Literacy — level of education, numerical and communication ability. |
| Unit 02 | Financial institutions: Introduction to Financial Institutions, Banks, Insurance companies, Post Offices; Mobile App based services. Need for availing financial services from banks, insurance companies, and postal services. |
| Unit 03 | Financial Planning and Budgeting: Introduction to Financial Planning and Budgeting, Meaning, importance, and need for financial planning. Personal Budget, Family Budget, Business Budget; Procedure for financial planning and preparing budget; avenues for savings from surplus. |
| Unit 04 | Banking Services: Introduction to Banking Services, Types of banks; Banking products and services —, Types of bank deposit accounts — Savings Bank Account, Term Deposit, Current |

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|---------|---|
| | Account, Recurring Deposit, PPF, NSC, etc. Formalities to open various types of bank accounts, PAN Card, Address proof, KYC norms. |
| Unit 05 | Loans and Advances: Introduction to Loans and Advances, Various types of loans: short-term, medium-term, long-term, microfinance, and related interest rates offered by nationalized banks and post offices. Cashless banking, e-banking, Check Counterfeit Currency; CIBIL, ATM, Debit and Credits Card, and APP-based Payment system; Banking complaints and Ombudsman. Unified Payment Interface (UPI). |
| Unit 06 | Post Office Financial Services: Introduction to Post Office Financial Services, Post office Savings Schemes: Savings Bank, Recurring Deposit, Term Deposit, Monthly Income Scheme, Kisan Vikas Patra, Senior Citizen Savings Scheme (SCSS), Sukanya Samriddhi Yojana Account (SSY/SSA). India Post Payments Bank (IPPB): Money Transfer: Money Order, E-Money order, Instant Money Order, collaboration with the Western Union Financial Services; MO Videsh, International Money Transfer Service, Electronic Clearance Services (ECS), MoneyGram International Money Transfer, Indian Postal Order (IPO). |
| Unit 07 | Investments: Introduction to Investments, Protection and Investment related Financial Services: -Insurance Services: Life Insurance Policies — Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Property Insurance; Policies offered by various general insurance companies. Post office Life Insurance Schemes: Postal Life Insurance and Rural Postal Life Insurance (PLI/RPLI). Housing Loans: Institutions providing housing loans, Loans under Pradhan Mantri Awas Yojana — Rural and Urban. Investment avenues in Equity and Debt Instruments: Portfolio Management: Meaning and importance; Share Market and Debt Market, Sensex and its significance; Investment in Shares — Mutual Fund — SIP. |

Textbook:

- “Financial Literacy: A Complete Guide to Managing Your Money” by Dawn J. Bennett,.
- “Personal Finance: A Practical Guide for Busy People” by Sidney J. Cowell
- “Financial Institutions and Markets” by L.M. Bhole

Reference Books:

- “Financial Planning and Analysis: A Step-by-Step Guide to Budgeting, Forecasting, and Valuation” by Jack Alexander
- “Principles of Banking” by Gordon and Natarajan
- “The Complete Guide to Personal Finance: For Teenagers and College Students” by Terry L. Sweeney
- “Investment Management: A Science to Teach or an Art to Learn?” by Bodie, Kane, and Marcus
- “Financial Services: Marketing and Management” by N.D. Vohra

Course Name: PRINCIPLES OF FINANCIAL ACCOUNTING**Credits: 04****Course Description:**

The course aims at introducing basic concepts of accounting and problem-solving. The course deals with introductory topics such as journal, ledger, cash books, profit and loss accounts, balance sheets, and concepts of accounting equation, depreciation, single entry.

Course Objectives:

- Describe the concepts, principles, and processes in the field of accounting.
- Explain the ways to create an impact in the business organization with proper accounting techniques.
- Develop decision-facilitating and decision-enhancing roles for business leaders.
- Calculate alternative solutions to business problems and arrive at the right decisions.
- Familiarize contemporary issues in accounting.

Course Outcomes:

- Explain the fundamentals of financial accounting, the principles, and concepts underlying them.
- Classify the functioning of business through financial accounting
- Prioritize decision-facilitating roles of accounting information
- Evaluate contemporary developments in the area of accounting
- Apply the fundamentals and arrive at alternative solutions for a given financial problem

| Units | Syllabus |
|---------|--|
| Unit 01 | Meaning & Scope of Accounting: Introduction, Meaning & Scope of Financial Accounting, Meaning and Nature of Business Transaction, Introduction to Basic Elements of Financial Accounting, Accounting Principles: Accounting Concepts, Principles and Conventions and Assumptions, Generally Accepted Accounting Principle (GAAP) |
| Unit 02 | Accounting Mechanics: Accounting Process: Principles of Double Entry, Accounting Equation |
| Unit 03 | Accounting Process: Formats and Preparation of Journal Entries, Formats and Preparation of Ledger Accounts, Formats and Preparation of Subsidiary Books, Formats and Preparation of Triple Column Cash Book and Trial Balance |
| Unit 04 | Depreciation: Methods for Calculating Depreciation (SLM & WDV) |
| Unit 05 | Financial Statements: Formats and preparation of Income Statement & Balance Sheet of a Sole Trader with Adjustments |
| Unit 06 | Adjustment Entries: Outstanding and Prepaid expenses, Bad Debts, Depreciation, Treatment of closing stock, Provision of Doubtful debts and taxation, Proposed Dividend and reserves |
| Unit 07 | Introduction to Bank Reconciliation Statement: Meaning, Scope and Objectives of Bank Reconciliation Statement |
| Unit 08 | Passbook and Cash book: Meaning and Format of Passbook and Cash Book |

| | |
|---------|---|
| Unit 09 | Bank Balances and Problem Questions: Concept & Formats of Bank Balances: Ordinary & Overdraft, Simple Problems on Cash Book and Passbook |
| Unit 10 | Consignment Accounts: Introduction to Consignment accounts: Concept & Journal entries in the books of consignor and consignee, Types of commission in consignment, |
| Unit 11 | Bills of Exchange and Promissory Notes, Introduction and Parties to Bills of Exchange, Journal Entries and Promissory Notes |
| Unit 12 | Sale of goods on approval or return basis: Introduction, Features, Books maintained by business entity, Problems on Sale of goods on approval or return basis |
| Unit 13 | Financial Reporting & Inflation Accounting: Meaning, Types, Importance and Purpose of Financial Reporting, Meaning, Advantages and Disadvantages of Inflation Accounting |
| Unit 14 | Forensic Accounting & Fraud Detection: Meaning and Types of Forensic Accounting, Meaning, Types and AI-based techniques, Application and Best Practices of Fraud Detection. |

Textbook:

- Fundamentals of accounting T S Grewal S C Publishers.

Reference books:

- Narayanaswamy R., Financial Accounting – A Managerial Perspective, PHI Learning
- Charles T. Horngren Cost Accounting- A Managerial Emphasis, Pearson
- Bhattacharya, A.B. Financial Accounting for Business Managers. New Delhi: Prentice Hall of India

Course Name: BUSINESS ORGANIZATION AND MANAGEMENT**Credits: 04****Course Description:**

This course introduces the concepts of Management. It gives learners the overall activities of business organization right from planning to Controlling. It also gives a brief understanding of different forms of business ownership which helps the learners to recognize the kinds of businesses and their operations.

Course Objectives:

- Classify the functions of management, organisational structure, and hierarchy.
- Identify the nature and importance of planning.
- Synthesize staffing and directing to lead to efficient management of a business firm.
- Evaluate the concepts, importance, and principles of motivation.
- Execute the concept of coordination and control.

Course Outcomes:

- Explain managerial functions like planning and have some basic knowledge on international aspects of management.
- Describe the planning process in the organisation.
- Highlight the concept of organisation.
- Demonstrate the ability to direct, lead, and communicate effectively.
- Evaluate and isolate issues to formulate the best control methods.

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction to Management: Introduction, Concept and Nature of Management, Scope of Management in Business Organisations, Differences between Management and Administration, Levels of Management: Top, Middle & Operational Levels, Overview of the Management Process/Functions: Planning, Organising, Staffing, Directing, and Controlling, Pre-scientific management period, Scientific management: F.W. Taylor's contributions, Classical theory: Henri Fayol's administrative principles, Behavioural approach: Human relations and social factors, Quantitative, systems, and contingency/situational approaches to management |
| Unit 02 | Evolution of Management Thought: Introduction to Evolution of Management Thought, Pre-scientific management period, Scientific management: F.W. Taylor's contributions, Classical theory: Henri Fayol's administrative principles, Behavioural approach: Human relations and social factors, Quantitative, systems, and contingency/situational approaches to management |
| Unit 03 | Modern Management Approaches: Introduction to Modern Management Approaches, Quantitative Approach (Operations Research), System Approach, Contingency / Situational Approach, Limitations of modern management theories |

| | |
|---------|---|
| Unit 04 | Planning and Decision-Making: Introduction to Planning and Decision-Making in management, Definition, nature, and importance of planning, Characteristics of planning, Components of planning, Types of Planning, Steps of planning, Barriers to effective planning and ways to overcome them |
| Unit 05 | Strategic Planning and Forecasting: Strategic Planning - Definition & Conceptual Understanding, Steps of Strategic Planning, Strategic Planning Techniques (Balanced Scorecard, SWOT, PESTLE, Porter's Five-Forces), Forecasting - Definition & Conceptual Understanding, Steps in the process of Forecasting, Techniques of Forecasting |
| Unit 06 | Organising & Span of Management: Introduction to Organising: Definition and Conceptual Understanding, Importance of Organising, Characteristics of Organising, Principles of Organising, Types of Organization and their Structures (Formal & Informal), Span of Management in Organisational Structure - Definition & Significance, Types of Spans of Management, Factors affecting Span of Management |
| Unit 07 | Staffing: Introduction to Staffing: Definition, Concept, Nature & Characteristics, Importance of Staffing, Functions of Staffing, Sources of Staffing (Internal & External) |
| Unit 08 | Directing: Introduction to Directing: Definition, Concept, Meaning & Significance, Importance of Directing in organization, Characteristics of Directing, Elements / Components of Directing - Communication, Leadership, Motivation, and Supervision, Principles of Achieving Effective Direction |
| Unit 09 | Leadership in Management: Leadership in Management: Concept, Need & Importance, Styles of Leadership: Authoritarian, Democratic, Laissez-faire & Coaching, Leadership Traits: Need & Importance in Management, Essential Qualities for Effective Leadership |
| Unit 10 | Motivation: Definition, Need & Importance of Motivation in organisations, Factors affecting motivation in workplace, McClelland's Three Needs Theory, Process of Motivation (Steps of Motivation Process), Maslow's Need Hierarchy Theory of Motivation, Elton Mayo's Hawthorne Studies, Herzberg's Motivation Hygiene Theory, McGregor's Participation Theory |
| Unit 11 | Controlling: Introduction to Controlling: Definition & Nature, Importance of Controlling, Process of Controlling, Elements & Steps of Control Process |
| Unit 12 | Coordination: Introduction to Coordination: Definition, Concept & Features, Importance of Coordination in achieving organisational goals, Principles of Coordination, Techniques of Coordination for Effective Management |
| Unit 13 | Trends in Management: Recent Trends in Management, Total Quality management (TQM): Definition, Importance & Features, Workforce Diversity Management: Definition, Goals, Importance, Types & Challenges, Enterprise Mobility Management (EMM): Definition, Concept & Types, Best Management Practices for Managing Virtual Teams Effectively, Strategies for Building an Ethical Culture at Work |
| Unit 14 | Emerging issues in Management: Introduction to Emerging issues in Management, Innovation management and organizational change, Role of technology in management: Digital |

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| | transformation, AI, and automation, Crisis management and managing risk in uncertain environments, Sustainable business practices and green management |
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Textbooks:

- L M Prasad (2019), “Principles and Practice of Management”, Sultan Chand & Sons, New Delhi.
- "Principles of Management" by Harold Koontz and Heinz Weihrich
- "Fundamentals of Management" by Stephen Robbins, David DeCenzo, and Mary Coulter

Reference books:

- Hitt, M. A., Black, J. S., & Porter, L. W. (2013). Management (3rd ed). Boston: Prentice Hall.
- Drucker, P. F. (1999). Management (Rev. ed.). New York: Harper Collins.
- Mintzberg, H. (2009). Managing. San Francisco: Berrett-Koehler Publishers, Inc.
- Stoner: Principles of management, Pearson Publications, New Delhi.
- Terry: Principles of management & Administration, PHI New Delhi
- Chandra Bose: Principles of management & Administration, PHI New Delhi
- Manamohan Prasad: Principles of management, PHI Mumbai • Robbins: Management, Pearson's publications, New Delhi.

Course Name: BUSINESS & CORPORATE ENVIRONMENT**Credits: 04****Course Description:**

A business Environment course will prepare learner to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. The course helps in assessing the components of the business environment by looking into both micro-environment as well as the macro-environment of a business. The learner also will understand the Global business environment, the concepts of globalization, foreign market strategies & foreign direct investments.

Course Objectives:

- Familiarize graduates with basic business concepts, environment, components, and analytical techniques.
- Analyse the political and economic environment, classify economic systems, and evaluate their impact on business.
- Recognize and understand social and cultural factors affecting business decisions.
- Examine technological advancements and legal issues relevant to businesses.
- Analyse the global business environment and develop strategies for global positioning.

Course Outcomes:

- Examine how different factors affect business, the trends in environmental components, and their impact on a business venture.
- Explain the political scenario, risks involved, and the broader economic environment affecting businesses.
- Identifying types of social organizations and cross-cultural issues.
- Examine technological and legal aspects related to the business environment.
- Analyse the global environment and evaluate the global position of India in the business context.

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction to Business & Types: Introduction to Business and Types, Business – Meaning, Definition, Nature & Scope, Type & Forms of Business Organizations with examples |
| Unit 02 | Business Environment: Introduction to Business Environment, Business Environment – Meaning, Characteristics, Scope, Significance & Challenges, Components of Business Environment, Micro & Macro Environment |
| Unit 03 | Environmental Scanning: Introduction to Environmental Scanning, Meaning and Concept of Environmental Scanning, Steps involved, Techniques involved SWOT, PESTLE, ETOP, Case Study Discussions |
| Unit 04 | Political Environment: Introduction to Political Environment, Meaning, Political system |

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| Unit 05 | Political institutions & Risks: Introduction to Political Institutions and Risks, Meaning, Types & Causes |
| Unit 06 | Economic Environment: Introduction to Economic Environment, Economic Systems- Types- Merits & Demerits- Government and Business Relationships in India |
| Unit 07 | Social Environment: Introduction to Social Environment, Social Environment – Meaning, Definition, and Factors Affecting Business in the Social Environment, Significance |
| Unit 08 | Cultural Environment: Introduction to Cultural Environment, Nature of Cultural Environment & Components of Cultural Environment, Cross-cultural Issues |
| Unit 09 | Technological Environment, Introduction to Technological Environment, Technological Environment – Emerging Trends in Business |
| Unit 10 | Natural Environment: Introduction to Natural Environment, Natural Environment – Meaning, Influence on Business & Protection of the Environment |
| Unit 11 | Legal Environment: Introduction to Legal Environment, Legal Environment – Legal Foundations, Procedures & Exemptions |
| Unit 12 | CSR Corporate Social Responsibility: Introduction to CSR Initiatives, CSR – Initiatives & Examples |
| Unit 13 | Global business environment: Introduction to Globalisation, Global business environment- LPG- Globalisation, Meaning, Nature, Features and Stages of Globalization |
| Unit 14 | Foreign Direct Investment & Indian Scenario: Introduction to Foreign Direct Investments, Foreign Market entry strategies & Benefits of Foreign Direct Investment, Introduction to Indian Scenario, Positioning Indian brand in global arena |

Textbooks:

- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
- Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.3
- Business Environment, Francis Cherunilam, Himalaya Publishing House Pvt. Ltd., 2018

Reference books:

- 1. Shaik Saleem, Business Environment,
- E, Pearson, 2010 2. Fernando, Business Environment, IE, Pearson, 2011
- Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.

Course Name: QUANTITATIVE TECHNIQUES**Credits: 04****Course Description:**

The course on Quantitative Techniques provides foundation in mathematical and statistical methods used in business and decision-making. It equips learner with the skills necessary to analyse and solve complex problems using quantitative data.

Course Objective:

- Define statistics, its scope, and apply data collection techniques.
- Explain measures of central tendency and Dispersion
- Describe and apply correlation and regression analysis in real-world data.
- Learn price and quantity index numbers in analysis
- Illustrate time series analysis and trend estimation methods.

Course outcomes:

- Describe statistics' scope and effectively collect and present data.
- Estimate measures of central tendency and Dispersion
- Analyze correlation and perform simple regression for data interpretation.
- Solve problems using price and quantity index numbers.
- Compute time series data and estimate trends and seasonal indices.

| Units | Syllabus |
|---------|--|
| Unit 01 | Meaning & Scope of Statistics and Data collection: Introduction to the Meaning and Scope of Statistics and Data Collection, Definition of Statistics, Functions, Scope, and Limitations. Importance and Applications of Statistics. Collection and Presentation of Data and Tabulation, Types of Frequency Distribution. |
| Unit 02 | Measures of Central Tendency: Mean, Median, Mode: Introduction to Measures of Central Tendency: Mean Median, Mode, Basic Concepts and Problems on Mean, Median, and Mode. Comparative Analysis and Relationship of Mean, Median, and Mode. |
| Unit 03 | Geometric Mean & Harmonic Mean: Introduction to Geometric Mean and Harmonic Mean, Geometric Mean: Basic Concepts and Problems, Harmonic Mean: Basic Concepts and Problems. |
| Unit 04 | Measures of Dispersion: Range and Quartile Deviation: Introduction to Measures of Dispersion: Range and Quartile Deviation, Meaning and Objectives of Range and Quartile Deviation (Problems). |
| Unit 05 | Mean Deviation & Standard Deviation: Introduction to Mean Deviation and Standard Deviation, Meaning and Objectives of Mean Deviation and Standard Deviation (Problems). |

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| Unit 06 | Variance & Coefficient of Variation: Introduction to Variance and Coefficient of Variation, Meaning and Objectives of Variance and Coefficient of Variation (Problems). |
| Unit 07 | Correlation: Types and Applications in Real-World Data: Introduction to Correlation: Types and Applications in Real-World Data |
| Unit 08 | Measurement Techniques: Introduction to Karl Pearson Correlation and Spearman's Rank Correlation, Basic concepts of Karl Pearson Correlation and Spearman's Rank Correlation (Problems). |
| Unit 09 | Regression Analysis: Simple Regression: Introduction to Regression Analysis: Simple Regression, Meaning and Definition of Regression Analysis and Problems on Simple Regression Analysis only. |
| Unit 10 | Price Index Numbers: Introduction to Price Index Numbers, Meaning and Definition of Price Index Numbers (Basic Problems). |
| Unit 11 | Quantity Index Numbers: Introduction to Quantity Index Numbers, Meaning and Definition of Quantity Index Numbers (Basic Problems). Application of Index Numbers |
| Unit 12 | Time series analysis: Introduction to Time Series Analysis, Meaning, Definition, and Objectives of Time Series Analysis; Variations in Time Series. |
| Unit 13 | Methods of estimating trend: Introduction to Methods of Estimating Trend, Methods of Estimating Trend: Freehand Method, Moving Average Method, Semi-Average Method, And Least Squares Method. |
| Unit 14 | Methods of estimating seasonal index: Introduction to Methods of Estimating Seasonal Index, Methods of Simple Averages, Ratio to Trend Method, Ratio to Moving Average Method. |

Textbook:

- Fundamentals of statistics (2012), S C Gupta- Himalaya publications

Reference book:

- Quantitative techniques in Management, ND Vohra, 5th Edition, McGraw Hill Publishers.

Course Name: MICROSOFT OFFICE FOR BUSINESS**Credits: 02****Course Description:**

Knowledge of Computer skills for learners enhances to understand the usefulness of information technology tools for business operations. Microsoft office is a powerful tool for business analysis. This course aims to develop learner's ability to formulate, analyse, and solve business problems using Microsoft Office tools.

Course Objectives:

- Describe the fundamentals of MS Word and its applications.
- Learn presentation skills and create professional business presentations.
- Use spread sheet models and charts to solve business problems and support decision-making.

Course Outcomes:

- Demonstrate proficiency in using MS Office tools for business applications.
- Formulate and interpret data analysis using Excel functions, formulas, and charts.
- Develop effective presentations and reports using data-driven insights.

| Units | Syllabus |
|---------|---|
| Unit 01 | INTRODUCTION TO MS OFFICE: Introduction to office and features – Elements – Uses of MS Office – Application of MS Office in various fields –, MS Word – Formatting and alignment – Inserting Table, Picture, Smart Art, Header, Footer, Page number – Print settings – Table of Contents and other tools – Setting a default font style in MS Office. |
| Unit 02 | BASICS OF MS WORD: MS Word – Formatting and alignment – Inserting Table, Picture, Smart Art, Header, Footer. Page number – Print settings – Table of Contents and other tools. |
| Unit 03 | PREPARING PRESENTATIONS: Basics of presentations: Slides, Fonts, Drawing, Editing – Inserting: Tables, Images, Texts, Symbols, Media – Design – Transition – Animations and Slideshow. |
| Unit 04 | BASICS OF MS-EXCEL: Create Worksheets and Workbooks – Import data from a delimited text file – Add a worksheet to an existing workbook, Copy and move a worksheet – Navigate to a named cell, range, or workbook element – Insert and remove hyperlinks. |
| Unit 05 | FORMULAS AND FUNCTIONS IN MS-EXCEL: Perform operations with Formulas and Functions – Insert references – Perform calculations by using the SUM function, perform calculations by using MIN and MAX functions – Perform calculations by using the COUNT function – Perform calculations by using the AVERAGE function. |
| Unit 06 | CHARTS & COMPONENTS OF CHARTS AND: Create a new chart and its types – Switch between rows and columns in source data – Analyse data by using Quick Analysis Format Charts, resize charts – Add and modify chart elements – Apply chart layouts and styles – Move |

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| | charts to a chart sheet. Insert and Format Objects – Insert text boxes and shapes – Insert images – Modify object properties |
| Unit 07 | ADVANCED MS-EXCEL FEATURES: Add alternative text to objects for accessibility – Printing a Worksheet – Cell Reference to another Worksheet – Types of Cell Referencing. |

Textbook:

- Microsoft Excel Latest Version Inside Out – Mark Doge and Craig Stinson – PHI Learning Private Limited, New Delhi – 110001.

Reference books:

- Excel 2013 Bible; John Walkenbach, Wiley
- Financial Analysis and Modeling using Excel and VAB: Chandan Sengupta, Wiley
- Excel Data Analysis – Modeling and Simulation: Hector Guerreor, Springer
- Microsoft Excel 2013: Data Analysis and Business Modeling: Winston, PHI
- Excel Functions and Formulas: Bernd Held, BPB Publications.

Course Name: INDIAN CONSTITUTION**Credit: 01****Course Description:**

The Constitution of India aims to imbue learners with the constitutional making process and its formulations. Further, it is done with the objective to acquaint them to have the basic understanding of the Constitution of India.

Course Objectives:

- Familiarize the key elements of the Indian Constitution, Fundamental Rights Directive Principles.
- Describe the judiciary system and the state-centre relationship in promoting equality and social justice.

Course Outcomes

- Explain the structure, philosophy, and significance of the Indian Constitution.
- Express the powers, functions, and role of constitutional offices and the judiciary in ensuring democracy and social justice.

| Units | Syllabus |
|---------|--|
| Unit 01 | Constitution – Structure and Principles: Introduction to Constitution – Structure and Principles, Meaning and importance of the constitution; making of the Indian constitution – sources; preamble and salient features of the Indian constitution. Fundamental rights; fundamental duties; directive principles. |
| Unit 02 | Government of the Union and States: Introduction to Government of the Union and States, Government of the Union: President of India – election and powers; Prime Minister and Council of Ministers; Lok Sabha – composition and powers; Rajya Sabha – composition and powers. Government of the States: Governor – powers; Chief Minister and Council of Ministers; Legislative Assembly – composition and powers; Legislative Council – composition and powers. |
| Unit 03 | The Judiciary: Introduction to The Judiciary, Features of the judicial system in India; Supreme Court – structure and jurisdiction; High Court – structure and jurisdiction. |
| Unit 04 | Administrative Organization and Constitution: Introduction to Administrative Organisation and Constitution, Federalism in India – features, Local Government - Panchayats – powers and functions; 73rd and 74th amendments, Election Commission – organisation and functions; Citizen-oriented measures – RTI and PIL – provisions and significance. |

Textbooks:

- Constitution of India (Full Text), India.gov.in. National Portal of India, https://www.india.gov.in/sites/upload_files/npi/files/coi_part_full.pdf
- Durga Das Basu, Introduction to the Constitution of India, Gurgaon; LexisNexis, 2018 (23rd edn.)

Reference Books:

- M.V.Pylee, India's Constitution, New Delhi; S. Chand Pub., 2017 (16th edn.)
- J.N. Pandey, The Constitutional Law of India, Allahabad; Central Law Agency, 2018 (55th edn.)
- Durga Das Basu, Bharatada Samvidhana Parichaya, Gurgaon; LexisNexis Butterworths Wadhwa, 2015
- K B Merunandan, Bharatada Samvidhana Ondu Parichaya, Bangalore, Meragu Publications, 2015

SEMESTER – II

Course Name: BUSINESS & CORPORATE COMMUNICATION

Credits: 02

Course Description:

The course encompasses various business communication activities that help shape the organization's image, reputation, and relationships with internal and external audiences. The course will help learners in better understanding of Business and corporate communication and application of the same in successfully managing the organization.

Course Objectives:

- Explain speaking and writing skills, focusing on effective expression and organization of ideas.
- Develop competencies in managing communication tools, strengthening interpersonal and intrapersonal communication abilities.
- Describe the relevance of corporate communication and the impact of emerging technologies on communication practices.

Course Outcomes:

- Apply formal business language effectively, incorporating verbal and non-verbal communication in business contexts.
- Articulate professional communication documents.
- Design corporate communication and utilize technology for improved communication practices.

| Units | Syllabus |
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| Unit 01 | BUSINESS COMMUNICATION: Introduction to Communication: Meaning, definition, and process of communication, Channels of Communication: Various types of communication channels. Nature and Importance: Understanding the nature, need, and significance of communication in business. 7Cs of Communication: Key principles for effective communication. |
| Unit 02 | VERBAL AND NON-VERBAL COMMUNICATION IN BUSINESS: Types of Communication: Interpersonal and intrapersonal communication; definitions of verbal and non-verbal communication. Role in Personality Development: Importance of verbal and non-verbal communication in personality building. Cultural Awareness: Understanding cultural similarities and differences in the workplace. Effective Communication Letters: Writing impactful business communication letters. |
| Unit 03 | BUSINESS LETTER WRITING: Scope and Types: Business letters, professional writings, and their scope. Formats and Styles: Difference between formal and informal letters. Routine Communication: |

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| | Job applications (cover letter, resume, CV), inter-office/intra-office memos, orders, notices, circulars, reports, proposals, and emails. Technical Writing: Basics of technical and business writing |
| Unit 04 | DEPARTMENTAL COMMUNICATION: Meetings: Agenda, barriers to effective meetings. Introduction to Managerial Skills, Types of Managerial Skills, Communication Skills for Managers. Problem-Solving and Decision-Making Skills |
| Unit 05 | CORPORATE COMMUNICATION: SCOPE AND RELEVANCE: Overview: Introduction, meaning, and scope of corporate communication. Corporate Communication in India: Need and relevance in the contemporary scenario. Corporate Identity: Meaning and features. Corporate Image: Definition and factors influencing it. Corporate Reputation: Meaning and benefits of a good corporate reputation. |
| Unit 06 | EMERGING TECHNOLOGY IN CORPORATE COMMUNICATION: Communication Technology: Introduction to modern communication technologies. Role and functions of technology in corporate communication. Types of Communication Technology: Digital tools for business communication. Emerging trends in communication: AI, social media, automation. The role of technology in crisis communication |
| Unit 07 | Management, Administration, and Corporate Attributes: Managerial and Administrative Roles: Key attributes of a manager. Differences between administration and management. Role of managers in effective communication. Corporate Communication Strategies: Importance of internal and external corporate communication. Communication channels for effective management. Relationship between leadership and corporate communication |

Textbook:

- Pragyan Rath, K Shalini & Debankita Ray, Corporate Communication, 2018, Cengage India Private Limited

Reference books:

- Richard R. Dolphin, The Fundamentals of Corporate Communication, Latest edition
- Joep Cornelissen, Corporate Communications: Theory and Practice, Sage Publishing, 5 th edition.
- Corporate Communication and Public Relations, Dr. Rinkesh Chheda, Himalaya Publishing House, Edition 2023.

Course Name: DIGITAL FLUENCY**Credits: 02****Course Description:**

This course on Digital Fluency equips with essential skills to thrive in the digital age, focusing on both technological proficiency and soft skills for effective communication and collaboration. It covers computer basics, operating systems, internet browsing, email, and social media management, while also introducing emerging technologies like AI, IoT, cloud computing, and cyber security. The course emphasizes the practical application of these technologies in business operations and decision-making. Additionally, learners will develop critical thinking, problem-solving, and communication skills to excel in digital workspaces and foster innovation in their careers.

Course Objectives:

- Develop an understanding of digital fluency, computer basics, and safe online practices.
- Explore emerging technologies like AI, IoT, cloud computing, and cyber security and their real-world applications.
- Construct skills in digital communication, collaboration, and innovative problem-solving for modern business challenges.

Course Outcomes

- Demonstrate proficiency in using computer systems, the internet, and digital tools securely for personal and professional purposes.
- Apply technologies like AI, IoT, and cloud computing to enhance business operations and decision-making.
- Express digital communication tools, creativity, and design thinking to address challenges and collaborate effectively

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction to Digital Fluency: Understanding Digital Fluency, Importance of Digital Fluency in Business and Career, Skills Required for Digital Fluency: Digital literacy vs. digital fluency |
| Unit 02 | Computer Basics and Digital Devices: Introduction to Computer Basics and Digital Devices, Introduction to Computer Hardware and Software: Key computer components (CPU, memory, storage, peripherals); understanding various software types (system, application, utility). Basics of Operating System and File Management: Overview of popular operating systems (Windows, macOS, Linux); file organisation, naming conventions, and backup techniques. Internet and Web Browsing: Overview of browsers and their functionalities; safe browsing practices. |
| Unit 03 | Internet, Email, and social media Essentials: Introduction to Internet, Email, and social media Essentials, Using the Web Effectively: Search engines and search strategies; |

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| | evaluating the reliability of online information. Email Management and Etiquette: Creating, organising, and managing email accounts; composing, sending, and archiving emails; email etiquette and best practices. Social Media Basics: Privacy and security settings on social media platforms; responsible posting and sharing of content, Introduction to social media marketing and trends. |
| Unit 04 | Overview of Emerging Technologies-I: Introduction to Emerging Technologies, Artificial intelligence, machine learning, deep learning, Database management for data science and big data analytics |
| Unit 05 | Overview of Emerging Technologies-II: Internet of Things (IoT) and Industrial Internet of Things (IIOT), Cloud computing and service models (SaaS, PaaS, IaaS), Cyber security: types of cyber-attacks (phishing, ransomware, hacking). |
| Unit 06 | Applications of Emerging Technologies: Real-world applications of artificial intelligence (AI) in business operations, Real-world applications of big data analytics for decision-making, Real-world applications of Internet of Things (IoT) in supply chain and manufacturing, Real-world applications of cloud computing in cost-saving and scalability, Real-world applications of cyber security solutions for business protection |
| Unit 07 | Building Essential Skills Beyond Technology: Introduction to Building Essential Skills Beyond Technology, Effective Communication in Digital Environments: Professional email communication, Virtual presentations, Digital collaboration tools (Slack, Microsoft Teams), Creative Problem Solving & Critical Thinking: Approaching business challenges with innovation. Data-driven decision-making, Collaboration and Teamwork in Digital Workspaces: Tools and platforms for virtual teamwork, Innovation & Design Thinking: Fostering innovation in the digital age Introduction to design thinking methodologies |

Textbook:

- "Digital Literacy For Dummies", Author: **Faithe Wempen**, Publisher: **Wiley**
- "The Digital Transformation Playbook: Rethink Your Business for the Digital Age", Author: **David L. Rogers**, Publisher: **Columbia Business School Publishing**

Reference Books:

- P. N. Thomas and A. Raghuramaraju, “Digital India: Understanding Information, Communication and Social Change,” New Delhi, India: Sage Publications India Pvt Ltd, 2017.
- R. Thareja, “Computer Fundamentals and Programming in C,” New Delhi, India: Oxford University Press, 2021.
- R. P. Jain and S. K. Jain, “Introduction to Information Technology,” New Delhi, India: Firewall Media, 2015.
- K. D. Tripathi, “Social Media: Concepts, Practices and Trends,” New Delhi, India: PHI Learning Pvt. Ltd., 2020.
- N. K. Venkateswaran, “Cyber Security and Digital Forensics: A Practical Approach,” Boca Raton, FL: CRC Press, 2018.
- S. Gandhi and R. Sharma, “Digital Privacy and Security,” New Delhi, India: Springer Nature Singapore Pte Ltd, 2021.

Course Name: CORPORATE FINANCE**Credits: 04****Course Description:**

This course aims at equipping the participants with the basic tools, techniques, and theories necessary for corporate financial analysis especially while investing, raising funds, and rewarding the shareholders of a business organization.

Course Objectives:

- Define the basic concepts of financial management, time value of money and its computation.
- Explain investment management decision making techniques.
- Learn various capital structure theories
- Examine the Cost of capital.
- Describe dividend policy decision for real life situations.

Course Outcomes:

- Demonstrate the concept of financial management function and time value of money.
- Discuss investment appraisal techniques and evaluation of project
- Analyse the techniques and theories of capital structure.
- Demonstrate the concept of cost of capital.
- Apply theories of dividend policy for real life scenarios.

| Units | Syllabus |
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| Unit 01 | Introduction to Finance and Business Finance: Definition and Significance of Finance in Business. Understanding the Role and Importance of Finance in Business Operations. Overview of the finance function and its responsibilities. Objectives and Goals Associated with Managing Business Finances Effectively. |
| Unit 02 | Organization Structure and Financial Management: Organization Structure of Finance Department: Exploring the Structure and Roles within a Finance Department. Financial Management: Introduction to Financial Management, Goals of Financial Management: Key objectives, including profit maximization and wealth maximization. |
| Unit 03 | Time Value of Money and Techniques: Time Value of Money: Understanding the concept and significance of the time value of money in finance. Techniques of Time Value of Money: Compounding and Discounting Techniques.3.4 - |
| Unit 04 | Introduction to Investment Appraisal Techniques: Overview of Investment Appraisal Techniques, Importance and Role in Decision Making |
| Unit 05 | Non-Discounted Cash Flow Techniques: Payback Period Method, Accounting Rate of Return (ARR) Method |

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| Unit 06 | Discounted Cash Flow Techniques: Net Present Value (NPV) Method, Internal Rate of Return (IRR) Method, Profitability Index (PI) Method, Discounted Payback Period Method |
| Unit 07 | Fundamentals of Capital Structure: Optimum Capital Structure, Factors Determining Capital Structure and Theories in Determination of Capital Structure |
| Unit 08 | Leverages and EBIT-EPS Analysis: EBIT-EPS Analysis and Types of Leverages with Basic Problems |
| Unit 09 | Problems and Practical Applications: Problems Related to Capital Structure |
| Unit 10 | Cost of Individual Sources of Finance: Introduction to Sources of Finance and Overview of different types of finance (Equity, Debt, Preferred Capital, Retained Earnings) |
| Unit 11 | Weighted Average Cost of Capital (WACC): Introduction to WACC, Application of WACC and Calculating WACC-Problems |
| Unit 12 | Dividends and Dividend Policy: Types of Dividends and Dividend Policy, Determinants of Dividend Policy |
| Unit 13 | Dividend Theories: Gordon Growth Model, Walter's Model and MM Dividend Irrelevancy Theory |
| Unit 14 | Problems and Practical Applications: Problems Related to Dividend Policy |

Textbooks:

- Khan & Jain, Financial Management, Tata McGraw Hill Education, Seventh Edition, 2017.
- I.M. Pandey, Financial Management, Vikas publishing House, Eleventh Edition, 2015.

Reference books:

- Schall & Haley, Introduction to Financial Management, McGraw-Hill College, Subsequent Edition.
- Brealey & Myres, Principles of Corporate Finance, McGraw-Hill Education / Europe, Eleventh Edition, 2013.
- Prasanna Chandra, Financial Management, theory and practice, Tata McGraw Hill, Tenth Edition, 2019.

Course Name: BUSINESS LAW**Credits: 04****Course Description:**

This course offers an in-depth understanding of the legal framework governing business organizations in India. It explores the processes of company formation, the constitution and regulation of companies, share capital, allotment, and loan financing. The course further addresses the legal responsibilities of company directors and auditors, the structure and enforcement of commercial contracts, and the principles underlying key legislations such as the Sale of Goods Act, Negotiable Instruments Act, Consumer Protection Act, and the Limited Liability Partnership Act. By integrating theoretical concepts with practical insights, students will be equipped to recognize, interpret, and apply relevant legal principles in diverse corporate and commercial contexts.

Course Objectives:

- Understand the legal procedures for the formation and registration of companies.
- Analyse company constitution, share capital structure, and financing mechanisms.
- Examine the roles, responsibilities, and legal liabilities of company directors and auditors.
- Interpret laws governing commercial transactions and contractual relationships.
- Evaluate the implications of consumer protection and partnership laws on business practices.

Course Outcomes:

- Describe the legal process and documentation involved in company formation and constitution.
- Assess the legal aspects of capital structure, allotment of shares, and loan financing in companies.
- Interpret the duties, powers, and liabilities of directors and auditors under corporate law.
- Apply legal knowledge to assess and resolve issues related to contracts, sales, negotiable instruments, and partnerships.
- Demonstrate understanding of consumer protection rights and business compliance with applicable statutory provisions.

| Units | Syllabus |
|---------|---|
| Unit 01 | The formation and Constitution of a company: Introduction to the Formation of a Company, the rules relating to pre-incorporation contracts, the procedure for registering companies (both public and private), including the system of streamlined company registration. |
| Unit 02 | Constitution of a company: Introduction to the Constitution of a Company, Explain the meaning and effect of limited liability. Analyse different types of companies, especially private and public companies. Illustrate the effect of separate personality and the veil of incorporation. Discuss the role and duties of company promoters, as well as breaches of those duties and the remedies available to the company. |

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| Unit 03 | Constitutional Documents: Introduction to Constitutional Documents, Analyse the effect of a company's constitutional documents, including the contents of model articles of association. Explain how articles of association can be changed and the controls over the names that companies may or may not use. |
| Unit 04 | Introduction to Share Capital: Introduction to Capital and Revenue and different types of capital, Illustrate the difference between various classes of shares, including treasury shares, and the procedure for altering class rights. |
| Unit 05 | Allotment of Shares: Explain the Allotment of Shares, distinguish between right issue and bonus issues, Examine the effect of issuing shares at either a discount, or at a premium. |
| Unit 06 | Loan Capital: Define companies borrowing powers and explain the meaning of loan capital and debentures. Distinguish loan capital from share capital, and explain the different rights held by shareholders and debenture holders, |
| Unit 07 | Company directors: Meaning of Company Directors, Explain the role of directors in the operation of a company, Different Types of Director-executive, Non-executive or de jure and de facto directors and Shadow directors , Discuss the ways in which directors are appointed, can lose their office and the disqualification of directors, Distinguish between the powers of the board of directors, the managing director/chief executive and individual directors to bind their company, Explain the duties that directors owe to their companies controls imposed by statute over dealings between directors and their companies, including loans. |
| Unit 08 | Company Auditors: Discuss the appointment procedure relating to, and the duties and rights of a company auditor, Procedure of removal or resignation of a company auditor |
| Unit 09 | Law of Contract: Introduction to the Law of Contract, Definitions, essential elements, different types, and remedies for breach of contract. |
| Unit 10 | Sale of Goods Act: Introduction to the Sale of Goods Act, Definitions, essential features, conditions and warranties, transfer of property in goods, unpaid seller, performance of the contract of sale, and remedies for breach. |
| Unit 11 | Negotiable Instruments Act: Introduction to the Negotiable Instruments Act, Meaning, types and features, holder and holder in due course, parties to a negotiable instrument, and various important provisions under the Negotiable Instruments Act. |
| Unit 12 | Consumer Protection Act: Introduction to the Consumer Protection Act, Definitions and understanding of consumer, goods, services, consumer disputes, complaints, unfair trade practices, restrictive trade practices, rights of consumers, consumer redressal agencies, and consumer councils. |

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| Unit 13 | Limited liability Partnership Act: Introduction to the Limited Liability Partnership Act, Salient features, differences with firms and companies, LLP agreement and registration, and the procedure for amendment. |
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Textbook:

- M C Kuchhal & Vivek Kuchhal (2003) Business Law, S Chand Publishing

Reference books

- N D Kapoor (1998) Mercantile Law, Sultan Chand & Sons publishers
- P C Tulsian (1987) Business Law, Tata McGraw Hill publisher.
- A James Barnes, Terry M Dworkin & Eric Richards, (2001) Law for Business, McGraw Hill publications.

Course Name: MARKETING MANAGEMENT**Credits: 04****Course Description:**

The course aims to introduce basic concepts of marketing and promotion models. The course deals with introductory topics such as segmenting, targeting, positioning, and pricing strategies. Application of basic concepts in management situations is done with the help of topics like AIDA Model, personal selling, direct marketing and network marketing.

Course Objectives:

- Explain key marketing concepts and skills.
- Describe the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy
- Discuss the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting, and positioning.
- Examine the product mix, pricing strategy, branding, and packaging tools in marketing.
- Evaluate marketing channels, supply chain, and multi-level marketing.

Course Outcome:

- Summarise the importance of STP in marketing.
- Categorise the various product and pricing strategies.
- Apply the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting, and positioning.
- Prepare marketing plans using product mix, pricing strategy, branding, and packaging tools.
- Analyse and manage marketing channels and supply chain decisions effectively.

| Units | Syllabus |
|---------|---|
| Unit 01 | Foundations of Marketing: Introduction to Marketing : Definition & Core Concept, Nature, Importance and Scope of Marketing, The Evolution of Marketing Orientation, Customer Orientation : Definition, Concept & Four Basic Stages of Customer Orientation (Develop, Manufacture, Market, Deliver), Core Concepts of Marketing (Needs, Wants, Demand, Product, Value, Cost, Satisfaction, Exchange, Transaction, Market), Philosophies of Marketing Management (Production, Product, Selling, Marketing, and Societal Marketing), The Marketing Mix (4Ps and 7Ps) |
| Unit 02 | Segmentation and Targeting: Introduction to Segmentation, Targeting and Positioning, Bases for Market Segmentation of Consumer Goods, Effective Segmentation Criteria, Evaluating & Selecting Target Markets, Concept of Target Market - Definition & Importance, Types of Target Market |
| Unit 03 | Positioning & International Marketing: Concept of Positioning: Positioning Statement & Differentiation, Approaches, Strategies and Methods of Positioning, Positioning Error and |

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| | Repositioning, International Marketing - Entry Strategies (Choice of Target Market, Entry Mode, Marketing Plan and Control System) |
| Unit 04 | Product Concepts & Development: Introduction to Product Concept: Core Product, Actual product, Augmented Product, Product Hierarchy: Definition & Levels of Hierarchy, New Product Development: Understanding, Importance & Benefits, Stages of New Product Development, Diffusion of New Products, Product Life Cycle (PLC) : Concept & Stages of PLC, Product Mix : Concept & Strategies |
| Unit 05 | Strategic Marketing Tools: Ansoff's Matrix, BCG Matrix |
| Unit 06 | Services Marketing: Meaning of Services and Unique Characteristics of Services, 7Ps of Service Marketing, Service Delivery Process |
| Unit 07 | Pricing Strategy: Pricing Strategy: Introduction & Concepts for Establishing Value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, new product pricing – Price Skimming & Penetration pricing. |
| Unit 08 | Branding: Introduction to Branding: Definition, Concept & Importance, Brands: Meaning, Types, Examples, Brand equity: Definition & Concept |
| Unit 09 | Branding Strategies: Branding Strategies: Concept & Types, Factors Affecting Branding Strategies |
| Unit 10 | Packaging and Labelling: Introduction to Packing and Labelling, Packaging as a Marketing Tool and Its Challenges, Requirement of Good Packaging, Role of Labelling in Packaging |
| Unit 11 | Marketing Communications: Introduction to Marketing Communications, Difference between Marketing Mix and Marketing Communications Mix, Components of Communications Mix, Communication Objectives, Steps in Developing Effective Communication, Stages in Designing Message |
| Unit 12 | Advertising: Introduction to Advertising: Concept & Understanding, Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions |
| Unit 13 | Promotion Decisions: Introduction to Promotion Decisions: Concept, Need, Types & Importance, Tools and Techniques of Sales Promotion, Push-Pull Strategies of Promotion, Personal Selling - Concept, Features & Functions, Steps of Personal Selling Process, Types of Selling, Publicity / Public Relation - Meaning, Objectives, Types, Functions of Public Relations, Direct Marketing - Meaning, Features, Functions, social media and Social Networks Marketing: Concept & Understanding |
| Unit 14 | Marketing Channels: Introduction to Marketing Channels: Concept, Types & Importance, Alternative Channels, Factors Affecting Channel Choice, Channel Design and Channel Management Decision, Channel Conflict, Distribution Channels in Marketing, Supply Chain Management: Concept & Understanding, Multi-Level Marketing (Pyramid Selling/Network Marketing/Referral Marketing): Concept & Understanding |

Textbooks:

- Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 15/e, Pearson Education, 2017.
- Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2018.

Reference books:

- Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014.
- Marketing Management- Karunakaran, HPH.
- Marketing in India: Neelamegham, 4/e, Vikas publications.

Course Name: ORGANIZATIONAL BEHAVIOUR**Credits: 04****Course Description:**

This course provides a comprehensive analysis of individual and group behaviour in organisations. Its purpose is to provide an understanding of how organisations can be managed more effectively and at the same time, enhance the quality of employees' work life. The topic includes organizational behaviour models, individual behaviour, group behaviour, leadership theories, organizational culture, climate, managing change and resistance to change among employees and gender sensitive workplaces.

Course Objectives:

- Illustrate basic elements that shape human behaviour and provide an in-depth look at key factors essential for the successful execution of managerial roles and responsibilities.
- Explain the implications of OB in today's organisational work life.
- Recognise the importance of human behaviour.
- Describe how people behave under different conditions and understand why they exhibit such behaviour.
- Analyse specific strategic human resources demands for future action.

Course Outcomes

- Deduce how individual and group behaviour play a predominant role in organisational work-life.
- Apply the skills to manage individual and group behaviour, steering towards organisational effectiveness, addressing challenges, and adopting coping strategies while introducing changes in the organisation.
- Demonstrate the applicability of the concept of organisational behaviour to understand the behaviour of people in the organisation.
- Analyse the complexities associated with the management of group behaviour in the organisation.
- Assess strategic human resource demands to plan future actions.

| Units | Syllabus |
|---------|---|
| Unit 01 | Organisational Behaviour: Introduction: Meaning, Nature, Features & Significance, Contributing Disciplines of OB, Foundations of OB, Application of OB in Management, Theoretical Framework of OB (Behavioural Framework, Cognitive Framework, Social Cognitive Framework), Organisational Behaviour Models (Autocratic, Custodial, Supportive, Collegial & System), Emerging issues in Organisational Behaviour. |
| Unit 02 | Individual Behaviour: Introduction to Individual Behaviour: Concept & Definition, Factors Affecting Individual Behaviour (Personal, Environmental, Organizational) |
| Unit 03 | Personality: Personality: Definition & Nature, Measuring Personality (Self-Report Survey & Observer-Rating Surveys), Factors Influencing Personality, Personality Traits: Definition & |

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| | Understanding, Types of Personality Traits, Personality Traits Theories (Big Five Personality & Myers-Briggs Type Indicator) |
| Unit 04 | Learning: Introduction: Definition & Concept, Theories of Learning (Stimulus-Response, Cognitive, Social Learning), Principles of Learning, Schedules of Reinforcement |
| Unit 05 | Emotions: Emotions: Definition & Concept, Role of Emotions in Organisational Behaviour, Types of Emotions, Theories of Emotion in Workplace (Affective Events Theory, Emotional Contagion Theory, Emotion Regulation Theory) |
| Unit 06 | Emotional Labour & Emotional Intelligence: Emotional Labour: Definition & Concept, Emotional Labour: Three Major Levels (Surface Acting, Deep Acting & Genuine Acting), Concept of Cognitive Dissonance, Emotional Intelligence: Definition & Concept, Four Building Blocks of Emotional Intelligence (Self-Awareness, Self-Management, Social Awareness & Relationship Management) |
| Unit 07 | Perception: Perception: Definition & Introduction, Process of Perception (Receiving, Selecting, Organizing, Interpreting), Importance of Perception in OB, Attribution Theory, Impression Management - Definition & Concept, Types of Impression Management (Defensive & Assertive; Self-Presentation Techniques), Influence of Impression Management on Organisational Culture |
| Unit 08 | Attitude: Attitude: Definition & Nature, Components of Attitude, Function of Attitude, ABC model (Antecedent-Behaviour-Consequence), Function of Attitude, Measurement of Attitude, Work-related Attitude: Employee's Evaluation About the Working Environment |
| Unit 09 | Group Behaviour: Group Behaviour: Definition & Concept, Types of Groups in Organisational Behaviour, Factors Affecting Group Behaviour, Five Stages of Group Development by Bruce Tuckman, Properties of Groups |
| Unit 10 | Group Decision Making: Group Decision Making: Concept & Understanding, Techniques of Group Decision Making, Groupthink: Meaning, Features, Causes, & Ways to Avoid, Group shift: Concept & Causes, Difference between Groupthink & Group shift |
| Unit 11 | Leadership: Leadership: Meaning & Importance, Leaders Vs Managers, Leadership Styles, Core Leadership Theories (Trait Theory, Behavioural Theory, Contingency Theory, Power & Influence Theory) |
| Unit 12 | Power and Politics: Power: Definition & Characteristics, Sources of Power in Organisations (Interpersonal Sources & Structural Sources), Power Centres and Organizational Dynamics, Political Perspectives of Organisations, Politics as Means of Resolving Conflicting Interest in Organisations |
| Unit 13 | Organisational Culture: Organisational Culture: Concept & Characteristics, Organisational Climate: Concept & Characteristics, Differences Between Organisational Climate & Culture with Examples, Factors Influencing Organisational Climate, Factors Influencing Organisational Climate |
| Unit 14 | Organisational Change: Organisational Change : Definition, Importance & Types, Process of Organisational Change, Kurt Lewin's Model of Planned Change (Unfreezing, Moving, |

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| | Refreezing), Forces for Change in Organisation, Stability Vs Change, Proactive Change Management : Definition, Concept & Example, Reactive Change Management : Definition, Concept & Example, Proactive Vs Reactive Change Management – Differences, Resistance to Change : Causes & Ways to Overcome Them, Strategies to Effectively Manage Organisational Change |
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Textbook:

- Prasad, L. M. (2019). *Organizational Behaviour* (6th rev. ed.). Sultan Chand.

Reference Books:

- Stephen P Robbins, et al: *Organizational Behaviour*, Pearson Publication, Recent
- John W Newstrom& Keith Davis: *Organizational Behaviour*, McGraw Hill.
- P G Aquinas: *Organizational Behaviour*, Excel Books.

Course Name: ENTREPRENEURIAL SKILLS**Credits: 02****Course Description:**

Entrepreneurship is not just about start-ups: it is a topic that is rapidly growing in importance in government policy and in the behaviour of established firms. The course provides with an understanding of the role and personality of the entrepreneur, and a range of skills aimed at successful planning of entrepreneurial ventures. Material covered includes fostering creativity and open-mindedness, knowledge acquisition and management, innovation systems, screening and evaluating new venture concepts, market evaluation and developing a marketing plan, legal Issues Including intellectual property, preparation of venture budgets, and raising finance. The major piece of assessment is the writing of a comprehensive business plan for a new venture.

Course Objectives:

- Describe the fundamental concepts of entrepreneurship and emerging trends for effective decision-making.
- Explain the entrepreneurial process and various thinking styles.
- Discuss creativity and innovation through problem-solving techniques and the development of business models.

Course Outcomes

- Demonstrate an understanding of entrepreneurship and its role in decision-making.
- Apply the entrepreneurial process and various thinking styles
- Analyse and create innovative solutions using problem-solving techniques and business models.

| Units | Syllabus |
|---------|---|
| Unit 01 | INTRODUCTION TO ENTREPRENEURSHIP: Evolution, Characteristics, Nature, Types, Functions of Entrepreneur, Distinction between an Entrepreneur and a Manager, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Emerging trends of contemporary entrepreneurship. |
| Unit 02 | THE ENTREPRENEURIAL PROCESS: Steps in the Entrepreneurial Process: Generating Ideas, Opportunity Identification, Implementing and managing the Venture, Design Thinking, Systems Thinking, Agile thinking and Lean thinking. |
| Unit 03 | CREATIVITY: Creativity, Principles of creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectic's, Value Analysis |
| Unit 04 | INNOVATION: Innovation and Entrepreneurship: Concept and Models of Innovation Principles of Innovation, Methods of protecting Innovation and creativity. |
| Unit 05 | ENTREPRENEURSHIP PRACTICE: Essentials of Business Ownership, Types of ventures, Risk and Benefits, Market Research (venture opportunity screening), Feasibility Analysis |

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| Unit 06 | BUSINESS PLAN: Introduction to the Business Plan, Developing the Business Model for starting a new venture, The nature of international entrepreneurship and their importance. |
| Unit 07 | SOURCES OF RAISING CAPITAL: Different sources of financing for start-ups, stages of financing involve in start-ups, advantages and disadvantages of the different sources of financing, Specific financial assistance from government and financial institutions to promote entrepreneurship. |

Textbooks:

- Allen, K. R. (2011), “Launching New Ventures: An Entrepreneurial Approach”, 6th Edition. Mason, Ohio: South-Western Cengage Learning.
- Kuratko, Donald F. Entrepreneurship: (2010) Theory, Process, Practice 9th Edition. Mason, Ohio: South-Western Cengage Learning.

Reference Books:

- Scarborough, N. M. (2011), “Essentials of Entrepreneurship and Small Business Management”, 6th Edition. New Jersey: Prentice Hall.
- Verstraete, T. and Jouioson-Laffitte, E. (2012), “A Business Model for Entrepreneurship”, Cheltenham: Edward Elgar Publishing Ltd.
- Poornima Charantimath, (2007) “Entrepreneurship Development-Small Business Enterprise”, Pearson Education.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, (2007), Entrepreneurship, (6 ed.), The McGraw-Hill companies.
- Rajiv Roy, (2011), Entrepreneurship, (2 ed.) Oxford University Press

Course Name: ENVIRONMENTAL STUDIES**Credit: 01****Course Description:**

This course aims to provide a comprehensive understanding of ecosystems, including the flow of energy within various ecosystems. It delves into the study of natural resources, both renewable and non-renewable, highlighting their importance and sustainability. The course also focuses on a detailed analysis of biodiversity and its conservation, examining the different types of conservation efforts and identifying key biodiversity hotspots in India. Additionally, it covers environmental pollution by exploring its types, causes, effects, and mechanisms for controlling pollution. The course further examines environmental legislation and case studies to understand the legal and practical approaches to addressing environmental issues.

Course Objectives:

- Explain the importance of ecosystems, biodiversity, and human interventions in nature for sustainable existence.
- Describe national policies, Environmental Acts, effective waste management and ecosystem conservation.

Course Outcomes:

- Discuss the significance of environmental studies, natural resources, biodiversity conservation, and sustainability practices.
- Assess pollution control measures, environmental laws, to address mitigate environmental challenges effectively.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to environmental studies & ecosystems: Multidisciplinary Nature of the Environment, what is an Ecosystem? Structure and Function of Ecosystems; Energy Flow in an Ecosystem: Food Chains, Food Webs, and Ecological Succession. |
| Unit 02 | Natural resources: Introduction to Natural Resources, Renewable and Non-Renewable Resources, Land Resources and Land Use Change, Land Degradation, Soil Erosion, and Desertification. Deforestation: Causes and Impacts Due to Mining and Dam Building on the Environment and Forests. |
| Unit 03 | Biodiversity and conservation: Introduction to Biodiversity and Conservation, Levels of Biological Diversity: Genetic, Species, and Ecosystem Diversity, Biogeographic Zones of India - Biodiversity Patterns and Global Biodiversity Hotspots. India as a Mega-Biodiversity Nation; Endangered and Endemic Species of India, Threats to Biodiversity: Habitat Loss, Poaching of Wildlife, and Man-Wildlife Conflicts |
| Unit 04 | Environmental pollution: Introduction to Environmental Pollution, Types, Causes, Effects, and Controls: Air, Water, Soil, and Noise Pollution. Nuclear Hazards and Human Health Risks, |

Textbooks

- Main Readings: 1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
- Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.

Reference books

- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland: Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013.

SEMESTER – III

Course Name: PRODUCTION AND OPERATION MANAGEMENT

Credits: 04

Course Description:

The course 'Production and Operations management' aims at production planning procedure and production controls to achieve best production practices in manufacturing environment. This course introduces inventory management and deals with various inventory techniques like ABC analysis, VED analysis, JIT, EOQ, and FSN Analysis. The Course covers concepts of standard time, charts and diagrams and automation. The course also covers total quality management, quality circles, ISO, and waste management.

Course Objectives:

- Identify the productions and operations management with different planning procedures.
- Describe the Factors determining the production and inventory control techniques like EOQ, ABC analysis, VED analysis, JIT.
- Illustrate Models for Operations Management and International Operations Management
- Assess supply chain management concepts, logistics, and operations.
- Explain operations management, quality control and waste management concepts.

Course Outcomes:

- Distinguish the different types of production procedures and identify the advantages &disadvantages.
- Explain the Factors determining the production and inventory control techniques like EOQ, ABC analysis, VED analysis, JIT.
- Practice Models for Operations Management and International Operations Management
- Apply SCM strategies, logistics operations, and documentation processes.
- Analyse operations management, quality control and waste management concepts use in Business organisations.

| Units | Syllabus |
|--------------|---|
| Unit 01 | Introduction to production and operation management: Introduction to production and operation management, Meaning and definition, objectives production and operation management. Scope & Classification of POM |
| Unit 02 | Production planning and control: Introduction to Production Planning, Meaning & definition, objectives of production planning, Factors determining the production planning procedure |
| Unit 03 | Production Control: Introduction to Product Control, Production control-meaning, Factors determining the production control. |
| Unit 04 | Introduction to inventory Management: Introduction to inventory Management, Meaning and definition, purchasing, selection of suppliers of inventory management, Market equilibrium. |

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| Unit 05 | Material Handling: Introduction to Material Handling, Material handling principles and practices, Economic consideration, criteria for selection of materials handling equipment, Standardization, codifications, simplification, |
| Unit 06 | Inventory Control: Introduction to Inventory Control, inventory control, Techniques of inventory control – ABC analysis, VED analysis, JIT, EOQ(Questions), FSN analysis. |
| Unit 07 | Introduction to SCM: Introduction to SCM, Definition of supply chain management, Information Technology and SCM, Logistics - An Integral Component of Supply Chain Management |
| Unit 08 | Logistics and SCM: Introduction to Logistics and SCM, Logistics Operations in Supply Chain Network International Logistics - Finished Goods Supply Chain – Reverse Logistics - 3PL Contract Logistics Operations, Warehouse Management System - Documentation in Supply Chain Management - |
| Unit 09 | Aggregate Product Planning: Introduction to Aggregate Product Planning, Aggregate Product Planning - Factors Affecting Aggregate Planning - Aggregate Planning as an Operational Tool - Importance of Aggregate Planning - Aggregate Planning Strategies |
| Unit 10 | Introduction to Operation Management: Introduction to Operation Management, Meaning & Definition, Elements of Operational Management, Different schools of management thought |
| Unit 11 | Framework and Strategic Role of operation Management: Introduction to Framework of Management, Framework of Managing Operations, Strategic role of Operations, Trends in Operational Management. Forced choice model of strategic planning for Operations. |
| Unit 12 | Production and operation strategy: Introduction to production and operation Strategy, Building Production and Operations Strategy on competitive priorities, International Operations Management- Challenge in operations management. |
| Unit 13 | Introduction to Quality Control: Introduction to Quality Control, Statistical quality control, quality management, control charts & operating characteristics curves, acceptance sampling procedures. |
| Unit 14 | Quality Areas and Waste Management: Introduction to Quality Area and Waste Management, Quality circles, Meaning of ISO & TQM, Maintenance & waste management: Modern scientific maintenance Methods |

Textbooks

- Ashwathappa. K and Sridhar Bhatt, (2012), Production & Operations Management, Himalaya publications
- Everett E. Adam, Jr. Ronald J. Ebert, Production and Operations Management, PHI Learning Pvt Ltd

Reference books

- Sarin Buffa (2011), Modern Production & Operations Management, Wiley India Pvt. Ltd
- Victory E Sower, Michael J Sovie (2012), Production & Operations Management, MCB Ltd.

- JK Sharma (2010), Operations Research - Problems & Solutions, Macmillan India Limited.

Course Name: HUMAN RESOURCE MANAGEMENT**Credits: 04****Course Description:**

This course introduces to Human Resource Management (HRM), focusing on its strategic role in organizations. Learners will learn key HRM functions and explore current HRM issues and trends.

Course Objectives:

- Describe the basic concepts, principles, and functions of Human Resource Management (HRM).
- Explain with the process of HR planning and recruitment.
- Develop an understanding of training needs and training methods.
- Explore the objectives and process of performance management.
- Discuss the concept of compensation and benefits.

Course Outcomes:

- Define HRM, explain its importance, and identify its major functions in organizations.
- Analyse job analysis, describe recruitment processes, and evaluate recruitment sources.
- Design and evaluate training programs, including employee orientation processes.
- Explain the performance appraisal process, analyse common problems, and apply different performance rating systems.
- Apply total compensation, analyse forms of pay, and understand legal and ethical issues in compensation

| Units | Syllabus |
|---------|---|
| Unit 01 | Meaning, Definition, Nature, Scope, Importance, Evolution: Introduction to Meaning, Definition, Nature, Scope, Importance, Evolution, Meaning, Nature, Scope of HRM, Importance and Evolution of the concept of HRM |
| Unit 02 | Functions and Principles, Models of HRM: Introduction to Functions and Principles, Models of HRM, Functions of HRM, Principles of HRM, Models of HRM |
| Unit 03 | HRM & Personnel Management: Introduction to HRM & Personnel Management, HRM & Personal Management, Factors Influencing HRM |
| Unit 04 | HR Planning: Introduction to HR Planning, Importance, Factors, Benefits, Process, Barriers; Job Analysis, Job Description, Job Evaluation |
| Unit 05 | Recruitment: Introduction to Recruitment, Importance of Recruitment, Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment, Trends of Recruitment |
| Unit 06 | Selection: Introduction to Selection, Selection Process, Selection Tests, Factors Affecting Selection |
| Unit 07 | Training: Introduction to Training, Introduction, Definitions, Training Needs Analysis, Training Methods, and Techniques |

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| Unit 08 | Development: Introduction to Development, Development Programs and Career Planning, Evaluating Training Effectiveness, Employee Orientation and On boarding |
| Unit 09 | Introduction to Performance Management: Introduction to Performance Management, Objectives of Performance Management, Performance Management |
| Unit 10 | Performance Appraisal: Introduction to Performance Appraisal and Objectives of Performance Management, Meaning, Features, Benefit and Common Problems with Performance Appraisals |
| Unit 11 | PM Process & Performance Rating System: Introduction to PM Process & Performance Rating System, Performance Management Process, Meaning of performance Rating system & Types of Performance Rating Systems |
| Unit 12 | Introduction to Compensation: Introduction to Compensation, Induction Definitions, and need of induction programme |
| Unit 13 | Rewards System, Forms of Pay, pay rates: Introduction of Rewards System, Forms of Pay, pay rates, Total Compensation, Total Rewards System, Forms of Pay and Establishing Pay Rates, Employee Benefits |
| Unit 14 | Legal and Ethical issues: Introduction to Legal and Ethical issues, Employee Benefits, Legal and Ethical Issues in Compensation, Managing Compensation Costs. |

Textbooks:

- Human Resource Management by Gary Dessler - 16th Edition, 2019.
- Human Resource Management: Theory and Practices by R. C. Sharma, Nipun Sharma - 2019 Edition.

Reference books:

- Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold - 6th Edition, 2012.
- Strategic Human Resource Management by Jeff Mello - 5th Edition, 2014.

Course Name: MANAGERIAL ECONOMICS**Credits: 04****Course Description:**

The ability to make informed decisions is essential for managers, individuals, and households. Success relies on understanding factors like resource limitations, opportunity costs, and trade-offs. A strong grasp of economic principles ensures efficient resource allocation, rational choices, and effective solutions across businesses, organizations, governments, and daily life.

Course Objectives:

- Explain fundamental concepts of Economics in decision-making processes.
- Describe the concepts of demand and supply to market dynamics and consumer behaviour.
- Analyse the production function for business optimization.
- Relate market structures and the application of game theory for competitive strategies.
- Review the National Income and their implications on the economy.

Course Outcomes:

- Apply the concepts and principles of Managerial Economics
- Discuss and relate to the market concepts of Demand and Supply
- Correlate the Production Function and Cost Analysis
- Demonstrate the Market structures and Game theory.
- Describe National Income concept and types of Business Cycles.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Managerial Economics: Introduction, Meaning, Nature and Scope, Fundamental Economic Concepts: Opportunity Cost, Discounting Principle, Time Perspective, Incremental Reasoning, Equi-Marginal Concept, Marginal Concept in Economics. |
| Unit 02 | Economic Information: Introduction to Economic Information, Economies of Information: Risk, Uncertainty, And Theory of the Firm. |
| Unit 03 | Introduction to Demand and supply analysis: Introduction, Market demand and supply functions and curves. Law of Demand, Determinants of demand, Elasticity of Demand & Elasticity of Supply, Market Equilibrium. |
| Unit 04 | Consumer Behaviour: Introduction to Consumer Behaviour, Consumer Behaviour and Rational Choice: Cardinal and Ordinal Approaches to Consumer Utility. Maximisation of Consumer Utility by the Technique of Indifference Curves and Budget Lines. |
| Unit 05 | Demand Forecasting: Introduction to Demand Forecasting, Benefits of Demand Forecasting, Demand Forecasting, its Methods and Uses |

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| Unit 06 | Law of Diminishing Returns: Introduction to Diminishing Marginal Utility, Introduction to the Law of Diminishing Returns, Introduction: Laws of Diminishing Returns to a Factor. |
| Unit 07 | Return to scale: Introduction to Returns to Scale, Returns to Scale, Economies and Diseconomies of Scale. |
| Unit 08 | Production function and cost Analysis: Introduction to Production Function and Cost Analysis, Production Function: Estimation of Production Function; Cobb-Douglas Production Functions. Concepts of Cost: Cost Analysis |
| Unit 09 | Perfect Market: Introduction to Perfect Market and its features, Price Determination under Perfect Competition. |
| Unit 10 | Imperfect Market: Introduction to Imperfect Market, Monopoly, Oligopoly, Duopoly, and Monopolistic Competition and their features |
| Unit 11 | Game Theory and pricing Practice: Introduction to Game Theory and Pricing Practice, Game Theory and Competitive Strategy: Dominant Strategy, Nash Equilibrium. Types of Pricing Practice: Competitive Pricing and Non-Pricing Strategies. |
| Unit 12 | Introduction to National Income: Definition, Measurement of National Income in India, Importance of National Income in India |
| Unit 13 | National Income Analysis: Introduction to National Income Analysis, Importance of National Income Analysis; Balance of Payments (BOP). Types / Components of BOP |
| Unit 14 | Business Cycles: Business Cycles, Business Cycles: Meaning, Types of Business Cycles. Characteristics of Business Cycles. Causes and Phases of Business Cycles. |

Textbook:

- Yogesh Maheswari, Managerial Economics, PHL Learning, New Delhi, 2005

Reference books:

- Mark Hirschey, “Managerial Economics – An Integrative Approach”, 2008, 1st Ed. Cengage Learning.
- Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Managerial Economics, 2008, 4th Ed., Pearson Education
- D. N. Dwivedi, “Managerial Economics”, 2009, 7th Ed. Vikas Publishing House Pvt. Ltd
- Dominik Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.

Course Name: INDIAN ETHOS AND LEADERSHIP**Credits: 02****Course Description:**

This course introduces Indian Ethos and leadership as the modern managerial approach to ethical questions in business environment. It gives not only understanding of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics through leadership in organizations. This course is an important contribution to increasing standards of business as the learners are future executives of organizations.

Course Objectives:

- Describe concepts of ethics, types, importance of various approaches including Indian ethos.
- Define the nature of strategic leadership in organisation.
- Discuss about leadership in different culture, inclusion, diversity and trends in leadership.

Course Outcomes:

- Explain the basic concepts in ethics, types, the need & importance of various approaches with reference to best practices.
- Describe the nature of strategic leadership in organisation
- Demonstrate leadership in different culture, inclusion, diversity and its trends.

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction: Ethics vs Ethos, Theories of Ethics, Absolutism versus Relativism, Teleological approach; the Deontological approach, Kohlberg's six stages of moral development, Ethical Principles in Business |
| Unit 02 | Indian Ethos: Introduction to Indian Ethos, Values and Ethics, "A Holistic Management System: Management in Indian Perspective.", Trusteeship model of management (Gandhi's influence), Servant Leadership in the Indian Context |
| Unit 03 | Strategic Leadership in Organisation: Introduction to Strategic Leadership in Organisations, Definition; the nature of leadership, Manager vs Leaders, Traits of Good Leaders and Followers, Effective Leadership Behaviours, Leadership Training Programs, Ethical Leadership |
| Unit 04 | Leadership, Inclusive & Diversity: Introduction to Leadership, Inclusion & Diversity, Gender and Leadership, Leadership in Different Cultures, Managing Diversity: Women in Leadership. |
| Unit 05 | Trends in leadership: Introduction to Trends in Leadership, Blue Ocean Leadership, Well-being Focused Leadership, AI-Powered Leadership, Emotionally Intelligent Leadership |
| Unit 06 | Integrating Indian Wisdom with Modern Leadership Theories: Introduction to Integrating Indian Wisdom with Modern Leadership Theories, Comparing Indian Leadership Concepts |

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| | with Western Theories, Emotional Intelligence and Indian Psychology, Mindfulness and Leadership Effectiveness |
| Unit 07 | Indian Values in Modern Context: Introduction to Indian Values in a Modern Context, Ahimsa (Non-violence) and Conflict Resolution, Satya (Truthfulness) and Organisational Transparency, Aparigraha (Non-possessiveness) and Corporate Social Responsibility |

Textbooks :

- Indian Ethos and Values: For Leadership Excellence, Nagarajan, K., New Age International Publisher, 1st Edition.

Reference books:

- Indian Ethos and Leadership, Bhavani M.R., Dr. Sindhu A. N, Nikitha Alur, 2nd edition.
- Indian Ethos in Management, Tushar Agarwal & Nidhi Chandorkar, Himalaya Publications Ltd, 2nd edition.

Course Name: UNIVERSAL HUMAN VALUE**Credits: 02****Course Description:**

This course on Value Education and Harmony provides a comprehensive exploration of human values, their role in personal growth, and their application in society. It covers the importance of values in education, the process of achieving continuous happiness and prosperity, and the understanding of harmony within oneself, the family, society, and nature. The course emphasizes the holistic perception of existence and the implications of these values on professional ethics. It also provides strategies for transitioning towards a more harmonious and ethical human order at both individual and societal values.

Course Objectives:

- Describe the importance of value education for happiness and harmony.
- Explain ethical behaviour and holistic values in professional conduct.
- Discuss self-exploration strategies to achieve a universal human order.

Course Outcomes

- Demonstrate the importance of value education for happiness and harmony.
- Analyse ethical behaviour and holistic values in professional conduct.
- Apply self-exploration strategies to achieve a universal human order.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Value Education: Introduction to Value, Need for Value Education, Basic Guidelines and Content of Value Education, Process of Value Education, Natural Acceptance and Experiential Validation, Continuous Happiness, and Prosperity: Human's Basic Aspirations fulfilment of Aspirations, Correct Priority of Basic Requirements, Role of Education and Summary |
| Unit 02 | Harmony in the Human Being: Introduction to Harmony in the Human Being, Understanding Happiness, and Prosperity correctly: Meaning of Happiness and Method to Continue Happiness, Meaning of Prosperity and Current Notion of Happiness _Part I, Meaning of Prosperity and Current Notion of Happiness Part 2, Method for Happiness, Understanding Harmony: What Makes a Human Being? Understanding Human Being as Co-Existence of the Body and, the Self Understanding Needs of the Self and the Body Understanding the Body as an Instrument of 'I' |
| Unit 03 | Harmony in the Family and Society: Introduction to Harmony in the Family and Society, Understanding Harmony in the Family and Society: Family-The Fundamental Unit of Human Interaction, Justice-Meaning, Nine Important Values in Relationships, Other Values in Relationship, Understanding the Harmony in the Society, Comprehensive Human Goals, Visualising Undivided Society, Universal Order and Summary |

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| Unit 04 | Harmony in the Nature and Existence: Introduction to Harmony in the Nature and Existence, Understanding Harmony in the Nature, and Existence: Understanding Harmony in Nature, Four Orders in Nature, Recyclability and Self-Regulation in Nature, Space: Meaning, Holistic perception of Harmony: Characteristics and Importance of Holistic Perception of Harmony at All Levels of Existence Part 2, Human Beings Causing Imbalance in Nature Part 1, Role of Human Beings in Pollution Part 2 and Summary |
| Unit 05 | Implications of the above Holistic Understanding of Harmony on Professional Ethics: Introduction to Harmony on Professional Ethics, Implications of the above Holistic Understanding: Values in Human Living's Different Dimensions, Definitiveness of Ethical Human Conduct, preparing for the Humanistic Tradition – Part 1, Preparing for Humanistic Tradition – Part II and Summary |
| Unit 06 | Professional ethics: Introduction to Professional Ethics, Competence in Professional ethics: The Holistic Criteria Used for Evaluation, An Important Appraisal of the Current Systems, Learning from Traditional Practices and Systems in Nature, Case Studies of Typical Holistic Technologies, Management Models and Production Systems and Summary |
| Unit 07 | Strategy for transition: Introduction to Strategy for transition, Strategy for transition from the present state to Universal Human Order: Valuing the Need for Self-Exploration, Enabling the Understanding of Harmony at Different Levels, Steps for Transition at the Individual Level, Steps for Transition at the Society Level and Summary |

Textbook:

- The Textbook A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978- 93-87034-47-1
- The Teacher's Manual for A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G

Reference Books:

- Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amar kantik, 1999.
- Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
- The Story of Stuff (Book).
- The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi
- Small is Beautiful - E. F Schumacher.
- Slow is Beautiful - Cecile Andrews

Course Name: CORPORATE SOCIAL RESPONSIBILITY**Credits: 02****Course Description:**

This course on Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) principles explores the evolving role of businesses in fostering social and environmental responsibility. It delves into the historical development, frameworks, and legislation governing CSR, with a focus on India's regulatory landscape. The course examines key drivers of CSR, stakeholder roles, and global sustainability initiatives like the Sustainable Development Goals (SDGs). Additionally, it highlights ESG concepts, environmental policies, energy management strategies, and sustainability reporting frameworks, preparing participants to align business practices with ethical, sustainable, and socially responsible objectives.

Course Objectives:

- Explain concepts and models of Corporate Social Responsibility (CSR) and the role of business in sustainable development
- Describe various provisions of Companies Act 2013 related to CSR in India and highlight the significance of CSR
- Examine the development of corporate social responsibility and understanding international framework of CSR

Course Outcomes:

- Demonstrate an understanding of CSR concepts, models, and the significance of sustainable development in business practices.
- Analyse CSR provisions in the Companies Act 2013 and evaluate their application in the Indian business context.
- Enumerate international CSR frameworks and design strategies for effective CSR implementation in global and local scenarios.

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction to CSR: Introduction to CSR, Meaning and Definition- History of CSR- Concepts of Charity Corporate philanthropy- Corporate Citizenship, Sustainability and Stakeholder Management CSR through triple bottom line and Sustainable Business- relation between CSR and Corporate governance, Environmental aspect of CSR Chronological evolution and Models of CSR in India Carroll's model Major codes on CSR Initiatives in India. |
| Unit 02 | International Framework for Corporate Social Responsibility: Introduction to International Framework for Corporate Social Responsibility, Millennium Development Goals, Sustainable Development Goals- Relationship between CSR and MDGs. , United Nations (UN) Global Compact 2011 - UN guiding principles |

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| | on business and human rights - OECD CSR policy tool , ILO tri-partite declaration of principles on multinational enterprises and social policy. |
| Unit 03 | CSR-Legislation in India: Introduction to CSR-Legislation in India, Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, Computation of Net Profit's Implementing Process in India |
| Unit 04 | The Drivers of CSR in India: Introduction to The Drivers of CSR in India, Market based pressure and incentives, civil society pressure, the regulatory environment in India Counter trends, Review of current trends and opportunities in CSR, Review of successful corporate initiatives and challenges of CS |
| Unit 05 | Identifying key Stakeholders of CSR: Introduction to Stakeholders of CSR, Role of Public Sector in Corporate, Government programs- Non-profit and Local Self Governance in implementing CSR, Global Compact Self-Assessment Tool-National Voluntary Guidelines by Govt. of India, Roles and responsibilities of corporate foundations. |
| Unit 06 | ESG: Introduction to ESG, the concept of environment and its significance, Policy related aspects of environment, Environmental policies, Environmental impacts, the scenario of energy consumption in India, the approaches embraced by various companies for fostering energy conservation, Creating awareness for effective energy management, Bureau of Energy Efficiency, Environmental improvement scenario in India. |
| Unit 07 | Environment & Sustainability Reporting: Introduction to Environment and Sustainability Reporting, Sustainability Audit; ESG Rating; Emerging Mandates from Government and Regulators, Integrated Reporting Framework; Global Reporting Initiative Framework, Business Responsibility & Sustainability Reporting. |

Textbooks

- Corporate Social Responsibility: Concepts and Cases – The Indian Experience, Author: C.V. Baxi & Ajit Prasad, Publisher: Excel Books,
- Kumar, R., & Rao, S. (2020). CSR practices in India: The evolving landscape. New Delhi: PHI Learning.

Reference Books:

- Institutional Investors - By E. Philip Davis and Benn Steil
- Corporate Governance: Principles, Policies and Practices, Third Edition by A.C.

- Fernando, K.P. Muraleedharan and E.K. Satheesh, Publisher: Pearson
- Governance: Issues and Challenges by Abhay Prasad Singh and Krishna Murari, Publisher: Pearson India
- ESG Matters: How to Save the Planet, Empower People, and Outperform the
- Competition by Debra Brown and David Brown
- Rethinking Good Governance: Holding to Account India's Public Institutions by Vinod Rai

ELECTIVE -1

Course Name: FUNDAMENTALS OF DIGITAL MARKETING

Credits: 04

Course Description:

This course offers a comprehensive introduction to digital marketing, covering strategies and tools across various channels like websites, social media, email, and advertising. Through practical exercises and case studies, learners gain hands-on experience in campaign development, content creation, and analytics. By course end, learners will have the skills to design and implement effective digital marketing strategies that drive engagement and achieve business goals.

Course Objectives:

- Discuss the fundamental concepts and strategies of digital marketing.
- Explain website development, social media marketing, content creation, email campaigns, and digital advertising
- Demonstrate effective digital marketing campaigns that engage target audiences, generate leads, and achieve business objectives.
- Explore the importance of data analytics in measuring campaign performance, identifying trends, and optimizing digital marketing strategies.
- Describe the rapidly evolving digital landscape to adapt digital marketing strategies for meeting changing consumer behaviours and market dynamics.

Course Outcomes:

- Articulate key digital marketing principles and strategies.
- Describe the components and tools used in digital marketing.
- Apply digital marketing techniques to engage audiences and achieve goals.
- Analyse campaign performance and optimize strategies using data insights.
- Adapt marketing strategies to meet changing consumer behaviour and market trends.

| Units | Syllabus |
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| Unit 01 | Overview of Digital Marketing: Definition and scope of digital marketing, Evolution of digital marketing, Importance of digital marketing in the modern business landscape |
| Unit 02 | Digital Marketing Ecosystem: Understanding the digital marketing landscape, Key digital marketing channels and platforms (websites, search engines, social media, email marketing, mobile apps), Interplay between different channels |
| Unit 03 | Digital Marketing Trends and Technologies: Emerging trends in digital marketing, Impact of new technologies (AI, VR, AR, etc.) on digital marketing, Future of digital marketing |

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| Unit 04 | Website Design and Usability: Principles of website design and user experience (UX), Creating a user-friendly website, Responsive web design and mobile optimization |
| Unit 05 | Search Engine Optimization (SEO): Understanding SEO concepts (on-page, off-page, technical SEO), Keyword research and optimization, Link building strategies, Local SEO |
| Unit 06 | Website Analytics: Google Analytics and other analytics tools, tracking website performance metrics, Analysing user behaviour and conversion funnels |
| Unit 07 | Social Media Platforms and Strategy: Major social media platforms and their target audience, developing a social media marketing strategy, Creating a social media content calendar |
| Unit 08 | Social Media Advertising: Paid social media advertising (Facebook Ads, Instagram Ads, Twitter Ads), Targeting options and campaign optimization, Measuring social media advertising performance |
| Unit 09 | Social Media Listening and Engagement: Monitoring brand mentions and social media conversations, engaging with the target audience, Managing social media crises |
| Unit 10 | Content Marketing Strategy: Understanding the role of content marketing in digital marketing, Content marketing planning and content calendar, Creating high-quality content (blog posts, articles, infographics, videos) |
| Unit 11 | Email Marketing Fundamentals: Building an email list, Email marketing best practices, Email marketing automation |
| Unit 12 | Digital Advertising Platforms: Google Ads, Facebook Ads, Display advertising, Other digital advertising platforms |
| Unit 13 | Digital Advertising Campaigns: Planning and executing digital advertising campaigns, Budgeting, targeting, and bidding strategies, Ad copy and creative assets |
| Unit 14 | Digital Marketing Analytics: Key digital marketing metrics (impressions, clicks, conversions, ROI), Data analysis and reporting, using analytics to optimize campaigns |

Textbooks:

- Digital Marketing, Seema Gupta, McGraw Hill Publications, 2018.
- Digital Marketing" by Ragjavedra K and Shruthi Prabhakar, Publisher: Himalayan Publishing House, Edition: First Edition, Year: 2016

Reference books:

- Digital Marketing, Ragjavendra K and Shruthi Prabhakar, Himalayan Publishing House, first edition, 2016
- Digital Marketing Seema Gupta McGraw Hill Education 2017.
- Marketing 4.0: Moving from Traditional to Digital Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Wiley 2017.
- Fundamentals of Digital Marketing Puneet Bhatia Pearson 2/e, 2014.
- Social Media Marketing Tracy L Tuten, Michael R Solomon Sage Publications 3/e, 2020 Readings & Case Ana

Course Name: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**Credit: 04****Course Description:**

This course provides an overview of the principles, concepts, and practices of supply chain management (SCM). It covers the fundamental components of SCM including sourcing, procurement, production, distribution, and logistics. Learners will gain an understanding of how effective supply chain management contributes to organizational success, sustainability & competitiveness in today's global business environment.

Course Objectives:

- State the concept and importance of supply chain management.
- Identify the key components and processes involved in supply chain management.
- Summarize the role of supply chain management in achieving organizational goals and objectives.
- Explore various strategies and techniques for optimizing supply chain performance.
- Develop critical thinking and problem-solving skills in supply chain management contexts.

Course Outcomes:

- Describe the Concept and Importance of Supply Chain Management
- Apply Key Components and Processes of Supply Chain Management
- Analyse the Role of Supply Chain Management in Organizational Success
- Illustrate Strategies and Techniques for Supply Chain Optimization
- Focus the future trends in supply chain management

| Units | Syllabus |
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| Unit 01 | Introduction to Supply Chain Management: Definition and scope of supply chain management. Evolution and historical perspective. Importance in modern business. Key stakeholders in supply chains. |
| Unit 02 | Supply Chain Components: Introduction to Supply Chain Components, Overview of suppliers and sourcing strategies. Procurement and purchasing processes. Manufacturing and production operations. Role of intermediaries. |
| Unit 03 | Inventory Management: Introduction to Inventory Management, Inventory types and functions. Techniques for managing inventory (e.g., EOQ, JIT). Importance of demand forecasting in inventory management. |
| Unit 04 | Distribution Channels: Introduction to Distribution Channels, Transportation and logistics management. Warehouse management principles. Role of third-party logistics (3PL). |
| Unit 05 | Supply Chain Integration: Introduction to Supply Chain Integration, Role of information technology in supply chain management. Collaboration and coordination among supply chain partners. Strategies for enhancing supply chain visibility. |

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| Unit 06 | Supply Chain Planning and Scheduling: Introduction to Supply Chain Planning and Scheduling, Aggregate planning. Master production scheduling (MPS). Material Requirements Planning (MRP) systems |
| Unit 07 | Supply Chain Performance Measurement: Introduction to Supply Chain Performance Measurement, Key performance indicators (KPIs) for supply chain management. Metrics for assessing supply chain efficiency. Continuous improvement in supply chain operations. |
| Unit 08 | Supply Chain Risk Management: Introduction to Supply Chain Risk Management, Identifying and assessing supply chain risks. Risk mitigation strategies. Building resilience and flexibility into supply chains. |
| Unit 09 | Global Supply Chain Management: Introduction to Global Supply Chain Management, Challenges of managing global supply chains. Global sourcing and offshoring. Cross-border logistics and international trade regulations. |
| Unit 10 | Sustainability in Supply Chains: Introduction to Sustainability in Supply Chains, Environmental responsibility in supply chains. Green procurement practices. Social responsibility and ethical considerations in global supply chains. |
| Unit 11 | Supply Chain Financials: Introduction to Supply Chain Financials, Cost structures in supply chains. Working capital management. Financial performance measurement. |
| Unit 12 | Supply Chain Technologies: Introduction to Supply Chain Technologies, Role of emerging technologies (e.g., blockchain, IoT). Artificial intelligence and predictive analytics in supply chains. Automation and its impact on supply chain processes. |
| Unit 13 | Supply Chain Strategy and Design: Introduction to Supply Chain Strategy and Design, Strategic importance of supply chains. Designing supply chains for competitive advantage. Lean supply chains and agility. |
| Unit 14 | Future Trends in Supply Chain Management: Introduction to Future Trends in Supply Chain Management, Impact of globalisation on supply chains. Future of digital supply chains. Technological advancements and their implications for supply chain practices. |

Textbook:

- Introduction to Operations and Supply Chain Management ; Authors, Cecil B. Bozarth, Robert B. Handfield ; Edition, 4 ; Publisher, Pearson Education, 2015.

Reference books:

- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl
- Harvard Business Review articles on supply chain management
- Industry reports and case studies on supply chain best practices.

Course Name: FUNDAMENTALS OF BUSINESS ANALYTICS**Credits: 04****Course Description:**

This course provides the fundamental concepts and methods needed to understand the emerging role of business analytics in organizations. The subject helps to learn how to apply basic business analytics methods using Microsoft Excel and interpret analytic models and results for making better business decisions

Course Objectives:

- State the requisite knowledge and skills essential for making data-informed business decisions and showcase proficiency in utilizing MS Excel.
- Show the necessary steps to efficiently arrange data within MS Excel.
- Explain fundamental calculations and aggregations using MS Excel proficiently.
- Prepare financial computations and aggregations through MS Excel.
- Locate basic data analytics and visualization techniques by utilizing Pivot Tables and Pivot Charts within MS Excel.

Course Outcomes:

- **Explain** knowledge and demonstrate proficiency in using MS Excel for data-informed business decisions.
- Execute efficient data organization and management techniques within MS Excel.
- Conduct fundamental calculations and aggregations proficiently using MS Excel.
- Illustrate financial computations and aggregations using MS Excel.
- Apply data Analytics and visualization techniques through Pivot Tables and Pivot Charts in MS Excel.

| Units | Syllabus |
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| Unit 01 | Solving the business problem using Analytics - Overview of Analytical cycle and Hierarchy of information user: Introduction to Business Analyst, Apply analytical methods. Identify business challenges. Develop data-driven solutions. Understand analytical phases. Explore data collection processes. |
| Unit 02 | Understand Business Analyst roles and Responsibilities -Identify the Popular Business Analytics Tools: Introduction to Business Analyst roles and Responsibilities, define business analyst tasks. Explore skill requirements. Understand stakeholder collaboration. Identify key tools. Explore software applications. |
| Unit 03 | Using select options and status bar and getting familiar with the backstage view of Excel - Selecting cells and entering data, Naming conventions in Excel.: Introduction, familiarize with Excel interface. Use status bar features. Explore options menu. Learn cell selection techniques. Enter data efficiently. Navigate worksheet effectively. |

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| Unit 04 | Formatting cells-Using the Ribbon to Format Numbers-Using the Format Cells, Dialog Box-Add a Border, background Colour: Introduction to Formatting cells, apply cell formatting. Enhance data presentation. Utilize formatting options. Navigate the Ribbon. Format numerical data. |
| Unit 05 | Understanding Dates and Times - Format Percentages, Fractions, In Scientific Notations - Formatting worksheet- Align Data, Rotate Data: Introduction of Understanding Dates and Times, Format date entries. Manage time values. Use date functions effectively. Apply percentage formatting. Format fractions appropriately. Use scientific notation. |
| Unit 06 | Hide Columns or Rows, hide a Worksheet - Move or Copy a Worksheet – Freeze Worksheet Titles: Introduction to Freeze Worksheet Titles, conceal unnecessary data. Use hide functions. Manage worksheet visibility. Conceal entire worksheets. |
| Unit 07 | Understanding formulas - Calculate with an Operator: Introduction of Understanding Formulas, Define Excel formulas. Recognize formula structure. Analyse formula components. Utilize arithmetic operators. Perform basic calculations. |
| Unit 08 | Introduction to functions in Excel - Function Wizard - Round a Number - Conditional Formula - Conditional Sum - Conditional Count: Introduction to functions in Excel - Function Wizard, Define Excel functions. Understand function syntax. Explore built-in functions. Use ROUND, ROUNDUP, and ROUNDDOWN. Use SUMIF function. Use COUNTIF function. |
| Unit 09 | Using VLOOKUP and index- Retrieve Column or Row Numbers: Introduction to VLOOKUP, Define VLOOKUP function. Retrieve data efficiently. Understand table structure. Use COLUMN function. Apply ROW function. |
| Unit 10 | Using VLOOKUP - Determine the Location of a Value Using INDEX: Introduction to VLOOKUP, Define INDEX function. Retrieve data by position. Combine with MATCH function. |
| Unit 11 | Calculate the Median or the Mode- Calculate Rank – Macros and Automation: Introduction to Median or Mode Calculate Rank, Use MEDIAN function. Apply MODE function. Analyse data distributions. Use RANK function. Define macros in Excel. |
| Unit 12 | Formatting data in table- Create and format table: Introduction to Create and Format table, Apply table formatting. Use design options. Enhance readability effectively. |
| Unit 13 | Working with Pivot Tables - Create a Pivot Table calculated Field - Group the Rows or Columns in a Pivot Table: Introduction to Pivot Tables, Define Pivot Tables. Analyse data efficiently. Summarize large datasets. |
| Unit 14 | Working with types of Charts, Trend line, Histograms, Bar and Pie Charts - Creating Pivot chart. Introduction to Charts, Density chart types. Understand appropriate uses. Analyse data visually. Link Pivot Tables to charts. Visualize summarized data. |

Textbook:

- Microsoft Office: Excel 2007, John Walkenbach., Reprint 2010, Wiley Publications

Reference book:

- Succeeding in Business with Microsoft® Excel® 2013: Problem-solving
- Approach – Cengage Publisher
- VBA for Modelers: Developing Decision Support Systems with Microsoft® OfficeExcel®, Fifth Edition

ELECTIVE 2

Course Name: WEB DEVELOPMENT AND OPTIMIZATION

Credits: 04

Course Description:

Web development and optimization are essential components of creating effective and user-friendly websites. This course aims to equip learners with the knowledge and skills necessary to develop, design, and optimize websites for performance, accessibility, and user experience.

Course Objectives:

- Identify the fundamentals of web development, including HTML, CSS, and JavaScript.
- State best practices for designing and structuring websites for optimal user experience and accessibility.
- Illustrate web development tools and technologies to create responsive and interactive web applications.
- Recognize techniques for optimizing website performance, including speed, responsiveness, and search engine visibility.
- Learn advanced web development concepts such as server-side scripting, database integration, and content management systems.

Course Outcomes:

- Explain proficiency in HTML, CSS, and JavaScript for web development.
- Design websites for optimal user experience and accessibility.
- Develop responsive and interactive web applications using modern web development tools and technologies.
- Apply website performance and search engine visibility through techniques such as performance optimization and SEO
- Analyse advanced web development concepts and technologies, including server-side scripting and content management systems.

| Units | Syllabus |
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| Unit 01 | Web Development, Fundamentals of HTML: Introduction to Web Development, Fundamentals of HTML, understands web architecture. Use HTML elements. Learn web protocols. |
| Unit 02 | Cascading Style Sheets, Introduction to JavaScript: Introduction to Cascading Style Sheets, Introduction to JavaScript, Style web pages. Implement responsive designs. Use CSS selectors. Manipulate the DOM. Real-time examples |
| Unit 03 | Web Development Tools and IDEs + Version Control with Git: Introduction to Web Development Tools IDEs + Version Control with Git, explore development environments. Use of various debugging tools. Enhance productivity features. Simple case study |

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| Unit 04 | Principles of good web design, User interface (UI) and user experience (UX) design: Introduction to Principles of good web design, User interface (UI) and user experience (UX) design, Study simplicity in design. Understand visual hierarchy and its significance Focus on consistency and navigation. Real-time examples |
| Unit 05 | Responsive web design, Accessibility standards and guidelines: Introduction to Responsive web design, Accessibility standards and guidelines, Explore media queries. Study flexible grid systems. Usage on real- time systems. |
| Unit 06 | Graphic design for the web, Wire framing and prototyping tools: Introduction to Graphic design for the web, Wire framing and prototyping tools with examples, Study typography for web. Learn colour theory. Explore image optimisation. Real-time examples. |
| Unit 07 | Advanced HTML and CSS techniques, Introduction to front-end frameworks, JavaScript frameworks: Introduction to Advanced HTML and CSS techniques, Introduction to front-end frameworks, JavaScript frameworks, Master complex styling, Study responsive design, Use CSS frameworks. Implement grid systems. |
| Unit 08 | DOM manipulation and event handling, AJAX and asynchronous programming: Introduction to DOM manipulation and event handling, AJAX and asynchronous programming, manipulate page elements, Learn JavaScript events. Handle user interactions. Real-time examples. |
| Unit 09 | Website performance metrics and benchmarks, Techniques for improving website speed and responsiveness: Introduction to Website performance metrics and benchmarks, Techniques for improving website speed and responsiveness, Analyse speed metrics. Understand load times. Evaluate user experience. Case study |
| Unit 10 | Caching and content delivery networks (CDNs), Optimizing images, scripts, and style sheets: Introduction to Caching and content delivery networks (CDNs), Optimising images, scripts, and style sheets, utilise browser caching. Types of Content Delivery Networks. Explore CDN benefits. Improve content delivery. |
| Unit 11 | Mobile optimization strategies, Search engine optimization (SEO) basics: Introduction to Mobile optimisation strategies, Search engine optimisation (SEO) basics and notable rules to consider, implement responsive designs. Optimise touch interfaces. Enhance mobile performance. |
| Unit 12 | Server-side scripting languages, Database integration and management: Introduction to Server-side scripting languages, Database integration and management, Learn PHP fundamentals. Explore Node.js capabilities. Understand server-side logic. |
| Unit 13 | Content management systems, Web security best practices: Introduction to Content Management System, Use Word Press features. Explore Drupal functionalities. Customize CMS interfaces. Simple example/ case study |

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| Unit 14 | Introduction to web analytics and tracking tools: Introduction to web analytics and tracking tools. Types of web analytics and tracking tools, Understand tracking tools. Analyse user behaviour. Measure website performance. Real-time case study |
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Textbook:

- Web Development with HTML, CSS, JavaScript and PHP by P. Srinivasan (McGraw Hill Education), 2018
- The Complete Reference – HTML & CSS by Thomas Powell (Tata McGraw Hill Education), 2019
- SEO: The Complete Guide to Search Engine Optimization by Eric Enge, Stephan Spencer, and Jessie Stricchiola (PEARSON India), 2019

Reference books:

- Headfirst HTML and CSS by Elisabeth Robson (O'Reilly Media), 2017
- Eloquent JavaScript, Third Edition by Marijn Haverbeke (No Starch Press), 2018
- Web Design for Dummies by Lisa Lopiano (John Wiley & Sons), 2021

Course Name: INVENTORY MANAGEMENT & MATERIAL REQUIREMENT PLANNING**Credits: 04****Course Description:**

This course provides an in-depth understanding of inventory management and material requirement planning (MRP) concepts, techniques, and applications. It aims to equip learners with the skills necessary to manage inventory efficiently and to design and implement effective MRP systems in manufacturing and service organizations.

Course Objectives:

- Define the fundamental principles of inventory management.
- Indicate various inventory control techniques.
- Discuss inventory levels of optimization and methods of material requirement planning.
- Examine JIT, lean manufacturing, and techniques for integrating inventory management with supply chain.
- Explain Contemporary Issues in Inventory Management and MRP

Course Outcomes

- Explain fundamental principles of inventory management.
- Apply various inventory control techniques.
- Design inventory levels of optimization and methods of material requirement planning
- Analyze the principles of JIT, lean manufacturing, and inventory management techniques for supply chain integration.
- Explain Contemporary Issues in Inventory Management and MRP
- Assess the impact of contemporary issues on inventory management and MRP in modern supply chains.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Inventory Management: Definition, scope, and importance in business. Objectives and Functions of Inventory Management: Ensuring smooth operations, meeting demand, minimising costs. Types of Inventories: Raw materials, work-in-progress, finished goods, MRO (Maintenance, Repair, and Operations). |
| Unit 02 | Inventory Costs and Performance Metrics: Introduction to Inventory Costs and Performance Metrics. Types of Inventory Costs: Holding costs, ordering costs, and stock-out costs. Performance Measures: Inventory turnover ratio, service level metrics, and days of inventory on hand. Significance of Effective Inventory Management: Cost optimisation, and impact on cash flow and profitability. |
| Unit 03 | Inventory Control Systems: Introduction to Inventory Control Systems. Continuous Review (Q) System: Fixed order quantity systems. Periodic Review (P) System: Inventory review |

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| | intervals and fixed time systems. ABC Analysis: Importance of categorising inventory by value. |
| Unit 04 | Economic Order Quantity (EOQ) Model: Introduction to Advanced Inventory Models. Concept of EOQ: Optimal order quantity to minimise costs. Application of EOQ in Different Scenarios: Impact of demand variability and lead times. EOQ Extensions: Quantity discounts and backordering costs. |
| Unit 05 | Advanced Inventory Models: Introduction to Reorder Point (ROP) Models: Determining the reorder point based on demand and lead time. Safety Stock Calculations: Buffer stocks to avoid stock-outs. Single and Multi-Period Inventory Models: Inventory decisions for short- and long-term horizons. |
| Unit 06 | Demand Forecasting Techniques: Introduction to Demand Forecasting Techniques. Qualitative Techniques: Expert judgement, Delphi method, and market research. Quantitative Techniques: Time series analysis, moving averages, and exponential smoothing. Inventory Management in Different Industries Manufacturing Industry, Retail Industry, Service Industry, Case Studies |
| Unit 07 | Material Requirement Planning (MRP) Concepts: Introduction to MRP. MRP Concepts, Objectives and Benefits, MRP vs. ERP, Components of MRP System. |
| Unit 08 | MRP Inputs and Outputs: Introduction to MRP Inputs and Outputs. Master Production Schedule (MPS), Bill of Materials (BOM), Inventory Status Records, MRP Output Reports. |
| Unit 09 | Just-In-Time (JIT) and Lean Manufacturing: Introduction to Just-In-Time (JIT) and Lean Manufacturing. JIT Concepts and Principles, JIT vs. MRP, Lean Manufacturing Principles. Kanban Systems: Visual signals to trigger production and movement. |
| Unit 10 | Inventory Management in Different Industries: Introduction to Inventory Management in Different Industries. Manufacturing Industry: Role of inventory in production planning. Retail Industry: Inventory turnover and managing stock levels in retail. Service Industry: Challenges of inventory management in services. |
| Unit 11 | Supply Chain Integration with Inventory Management: Introduction to Supply Chain Integration with Inventory Management. Supply Chain Coordination: Role of inventory in supply chain optimisation. Vendor Managed Inventory (VMI): Supplier-driven inventory management. Collaborative Planning, Forecasting, and Replenishment (CPFR): Enhancing demand visibility across the supply chain. Case Study |
| Unit 12 | Contemporary Issues in Inventory Management: Introduction to Contemporary Issues in Inventory Management. Global Supply Chain Challenges: Managing inventory in a global context and disruptions. Technological Advancements: AI, IoT, and block chain in inventory management. Sustainable Inventory Management, Future Trends. |
| Unit 13 | Case Studies in Inventory Management: Introduction to Case Studies in Inventory Management. Case Study 1: Manufacturing Sector: Success stories and challenges. Case |

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| | Study 2: Retail Sector: Inventory control challenges in retail giants. Case Study 3: Service Industry: Managing inventories in non-tangible sectors. |
| Unit 14 | Future Trends in Inventory and Supply Chain Management: Introduction to Future Trends in Inventory and Supply Chain Management. Impact of Technology on Inventory Management: Predictive analytics and automation. Emerging Trends: Circular economy, 3D printing, and real-time tracking. Future of Global Supply Chains: Sustainable practices and decentralised networks. |

Textbooks:

- **"Inventory Management and Production Planning and Scheduling"** by Edward A. Silver, David F. Pyke, and Rein Peterson.
- **"Manufacturing Planning and Control for Supply Chain Management"** by F. Robert Jacobs, William L. Berry, D. Clay Whybark, and Thomas E. Vollmann.

Reference books:

- **"Principles of Inventory and Materials Management"** by Richard J. Tersine.
- **APICS Certified in Production and Inventory Management (CPIM) Learning System.**

Course Name: BUSINESS ANALYTICS FOR DECISION MAKING**Credits: 04****Course Description:**

This course on **Business Analytics** covers key concepts and tools for data-driven decision-making. Topics include business analytics processes, types of analytics (descriptive, diagnostic, predictive, and prescriptive), data quality, and types of digital data. It also explores data warehousing, mining, SQL, database structures, and analytics software. The course emphasizes business performance management, KPI development, and dashboard analytics, with applications in sales, marketing, HR, and finance.

Course Objectives:

- Identify business analytics concepts and their significance in decision-making.
- State different types of analytics and their practical applications.
- Recognize the importance of data quality for business purposes.
- Enumerate data warehousing, mining, and SQL techniques for analysis.
- Estimate business performance using KPIs and dashboard analytics tools

Course Outcomes:

- Demonstrate understanding of business analytics
- Classify various types of analytics and their practical business applications.
- Interpret the impact of data quality for business purposes.
- Outline data warehousing, mining, and SQL techniques for effective analysis.
- Analyse business performance using KPIs and dashboard analytics tools.

| Units | Syllabus |
|---------|--|
| Unit 01 | Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence: Introduction to Business Analytics, define business analytics. Understand analytical processes. Explore data-driven decisions along with real-time examples |
| Unit 02 | Meaning, Importance, Scope, Uses of Business Analytics, and Architecture of Business Analytics: Understand analytics significance. Explore analytical applications. Architecture of Business Analytics. Assess industry relevance. |
| Unit 03 | Types of Analytics: Descriptive, Diagnostics, Predictive, and Prescriptive: Introduction to Types of Analytics, Study descriptive analytics. Explore diagnostic techniques. Understand predictive and prescriptive. Examples for different types of analytics. |
| Unit 04 | Decision making, Importance of data quality: Introduction to Decision making, Importance of data quality, understands decision processes. Analyse data-driven decisions. Evaluate impact on outcomes. |

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| Unit 05 | Types of Digital Data, Structured, Semi Structured, Unstructured Data: Introduction to Types of Digital Data, define structured data. Explore semi-structured data. Understand unstructured data. Examples for different types of digital data. |
| Unit 06 | Data warehouse, Data mining, Data Integration: Introduction to Data warehouse, Data mining, Data Integration, defines data warehouses. Understand data storage. Explore analytical functions. Real-time examples. |
| Unit 07 | Introduction to data analytics software: Introduction to data analytics software Different types of data analytics software, define data analytics software. Explore its purpose. Understand its significance. Case studies with demonstrations of different analytics software. |
| Unit 08 | Types of data analytics software – open source and proprietary software. Identify key software types. Differentiate based on functionality. Explore user applications. Real-time case studies/ examples. Ethical uses of data analytics software. |
| Unit 09 | Database definition, Types of structures: Introduction to Database General Database Architecture, Purpose, and significance of database. Explore data organization. Differentiate hierarchical, network, and relational. Real-time applications of different types of structures. |
| Unit 10 | Introduction to SQL, Features of SQL: Introduction to SQL, Features of SQL, SQL history. Explore basic SQL commands along with syntax and examples. Simple case study. |
| Unit 11 | SQL Languages, DDL commands: Identify types of SQL. Differentiate between DDL, DML, and DCL Understand procedural extensions. Simple case study examples. |
| Unit 12 | Business performance management cycle, KPI: Introduction to Business performance management cycle, KPI, defines performance management. Understand key phases. General structure of KPI Explore continuous improvement processes. Basic Process to Identify essential KPIs. Understand KPI significance. |
| Unit 13 | Dashboard Analytics in Business Support Functions: Introduction to Dashboard Analytics in Business Support Functions, Types of dashboard analytics. Understand data visualization. Explore real-time monitoring. Simple case study. |
| Unit 14 | Sales & Marketing Analytics, HR Analytics, Financial Analytics.: Introduction to Sales & Marketing Analytics, HR Analytics, Financial Analytics, Analyse sales data. Explore marketing effectiveness. Understand customer insights. Assess employee performance. Understand recruitment analytics. Analyse financial performance. Explore budgeting and forecasting. |

Textbook

- Business Analytics: The Science of Data-Driven Decision Making, Author: U. Dinesh Kumar, Publisher: Wiley India
- Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, Authors: Foster Provost & Tom Fawcett, Publisher: O'Reilly Media

- Business Intelligence and Analytics: Systems for Decision Support, Authors: Ramesh Sharda, Dursun Delen, & Efraim Turban, Publisher: Pearson

Reference books:

- Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
- Business Analytics, U Dinesh Kumar, Publication: Wiley
- Business Analytics, R. Evans James, Publisher: Pearson
- Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
- Business Analytics: Data Analysis and Decision Making, Albrig ht and Winston published by Cengage Learning. Swain Scheps, Business Intelligence for Dummies.
- Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics
- Cindi Howson, Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data
- Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley

SEMESTER IV

Course Name: COST AND MANAGEMENT ACCOUNTING

Credits: 4

Course Description:

The concepts in Cost and Management Accounting, including strategic cost management, costing systems, and decision-making tools. Topics include activity-based costing, variance analysis, and performance measurement. It emphasizes the strategic role of cost information in decision-making and competitive advantage.

Course Objectives:

- Discuss types of costs (fixed, variable, direct, and indirect) and cost behaviour.
- Describe skills in preparing budgets, forecasting, and planning to align with organizational goals.
- Illustrate methods for measuring and evaluating performance using financial and non-financial indicators.
- Integrate cost management with strategic planning to improve competitiveness and value creation.
- Emphasize the importance of ethical behaviour and professional standards in cost and management accounting practices.

Course Outcomes:

- Explain various costing methods to business scenarios.
- Analyse budgets for financial planning and control.
- Evaluate organizational performance using diverse metrics.
- Implement cost control measures to enhance efficiency and reduce waste.
- Apply cost management practices with business strategies for long-term success.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Risk and Risk Management Definition of risk and management and risk in supply chains, growth of risk management, features of risk in supply chains. |
| Unit 02 | Decision-Making in Risk Types of decisions in risk (certainty, uncertainty, ignorance), structure of decision-making. |
| Unit 03 | Basics of Managing Risk Steps in managing risk, development of risk management. |
| Unit 04 | Supply Chain Risk Management (SCRM) Aims of SCRM, principles of SCRM. |
| Unit 05 | Inside Stakeholders and Risk Understanding business stakeholders, inside stakeholders and risks. |
| Unit 06 | Outside Stakeholders and Risk How outside stakeholders impact risk. |
| Unit 07 | Risk Perspectives and Attitudes Objective vs. subjective elements of risk, individual attitudes to risk, risk aversion and uncertainty. |
| Unit 08 | Types and Sources of Risks Overview of different types of risks, global risks (World Economic Forum insights). |

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| Unit 09 | Identifying Risks Tools for risk identification, problems with risk identification. |
| Unit 10 | Analysing Risks Tools for analysing past events, tools to collect opinions and analyse operations. |
| Unit 11 | Measuring and Evaluating Risks Likelihood and consequences of risks, tools for risk analysis. |
| Unit 12 | Response to Risks Responses to risks and alternative responses, mnemonics and options for risk management. |
| Unit 13 | Integrating Risk Management Achieving an integrated approach in SCRM, challenges in integration and levels of SCRM integration. |
| Unit 14 | Creating Resilient Supply Chains and BCM Principles and features of resilient supply chains, business continuity management (BCM), steps and deliverables in BCM. |

Textbooks:

- T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis. Pearson
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, Management Accounting: Information for Decision-Making and Strategy Execution" Pearson

Reference books:

- Adolph Matz, Milton F. Usry Planning and Control", South-Western College Pub Edition: Latest Edition
- Shank Govindarajan "Strategic Cost Management: The New Tool for Competitive

Course Name: PROJECT MANAGEMENT**Credits: 4****Course Description:**

The course aims at introducing basic concepts of fundamental project management concepts and behavioural skills needed to successfully launch, lead, and realize benefits from projects in profit and non-profit organizations.

Course Objectives:

- Explain its purpose, importance, and organizational benefits.
- Evaluate methods for scheduling and organizing project tasks effectively.
- Identify tools and strategies for managing project performance efficiently.
- Discuss balancing strategies for optimizing project cost and quality.
- Assess key indicators for monitoring and ensuring project success.

Course Outcomes:

- Explain its necessity and organizational impact.
- Evaluate and choose suitable methods for task scheduling.
- Apply tools to track and manage project progress.
- Implement strategies for optimizing both factors.
- Evaluate metrics for effective performance monitoring and management.

| Units | Syllabus |
|---------|---|
| Unit 01 | Project Management Meaning and definition, objectives of project management, importance of project management, types of projects, project management life cycle. |
| Unit 02 | Project Selection Meaning and understanding, common approaches to project selection, types of project selection methods. |
| Unit 03 | Feasibility Study Definition and meaning, types of feasibility study, steps in feasibility study, components of feasibility study. |
| Unit 04 | Project Planning Definition and concept, stages of project planning, steps in project planning, importance of project plan. |
| Unit 05 | Project Cost Project scope, estimation of project cost, and cost of capital. |
| Unit 06 | Project Implementation Project representation, preliminary manipulations in project implementation, and stages of project implementation. |
| Unit 07 | Project Scheduling Nature and understanding of scheduling, basic scheduling concepts, resource levelling, and resource allocation. |
| Unit 08 | Project Progress and Contracts Understanding project baseline in project management, project management information system, indices to monitor progress, importance of contracts in projects. |

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| Unit 09 | Project Teams Teamwork in project management, attributes of a good project team, formation of effective teams, stages of team formation. |
| Unit 10 | Cost Management Work and cost estimation, direct and indirect (allocated) costs, concept of buffer and buffer management, cost overruns and its impact, concept of margins, rolling up of revenue, cost and margins at the company level. |
| Unit 11 | Quality Management Concept of enterprise project structure (EPS), concepts of quality management, assurance and quality control. |
| Unit 12 | Quality Definition Quality definition - concept and understanding, quality process, process capability baseline, process audit, quality assurance. |
| Unit 13 | Metrics Defining metrics, tracking metrics. |
| Unit 14 | Reports Hierarchical level 1: project level, hierarchical level 2: team level, hierarchical level 3: task level, status reports. |

Textbooks:

- “Project Management – the Managerial Process”, Clifford F. Grey, Erik W.Larson and Gautam V.Desai; McGraw Hill Publications, 6th Edition, 2014.
- “The Art of Project Management”, Scott Berkun, 2005s

Reference books:

- “Project Management – Core Textbook”, Mantel, Meredith, Shafer and Sutton, Wiley Publications, 2nd Indian Edition, 2014
- “Management”, Stephen P. Robbins, Mary Coulter and Agna Fernandez, Pearson publications, 14th Edition, 2019

Course Name: OPERATIONS RESEARCH**Credits: 4****Course Description:**

Operational Research (OR)/ Statistics for Business is a discipline to aid decision making and improving efficiency of the system by applying advanced analytical methods. As a formal discipline it originated in the efforts of military planners during World War II. The tools of Operational Research are not from any one discipline; rather Mathematics, Statistics, Information Technology, Economics, Engineering, etc. have contributed to this discipline of knowledge. Today, it has become a professional discipline that deals with the application of scientific methods for decision-making, and especially to the allocation of scarce resources. The courses in Operational Research offer a unique blend of traditional coursework, practical skills, and real-world problem-solving experience designed to position learners for success in today's competitive world.

Course Objectives:

- Explore the basic concepts and scope of operations research and its interdisciplinary aspects.
- Formulate and solve optimization problems using linear programming techniques.
- Investigate assignment and transportation problems for efficient resource allocation.
- Utilize PERT and CPM techniques to optimize project scheduling and management.
- Develop models and solutions for decision-making problems using operations research methodologies.

Course Outcomes:

- Demonstrate knowledge of operations research concepts and its interdisciplinary nature.
- Solve optimization problems in business and industrial contexts using linear programming.
- Address assignment and transportation problems to allocate resources efficiently.
- Apply PERT and CPM techniques to manage and optimize project schedules.
- Design models and solutions for decision-making problems using operations research tools and techniques.

| Units | Syllabus |
|---------|--|
| Unit 01 | Introduction Evolution of OR, definitions of OR, scope of OR, applications of OR, phases in OR study. |
| Unit 02 | Concept of OR Characteristics and limitations of OR, modelling in OR. |
| Unit 03 | Introduction to Linear Programming History of OR, meaning and definition of LPP. |
| Unit 04 | Linear Programming Problem Advantages of LLP, limitations of LPP, application areas of LPP, formulation of linear programming problem. |
| Unit 05 | Methods of Solving LPP Understanding the format and formulas of LPP, solving LPP graphical method. |
| Unit 06 | Practical Problem Solving Solving LPP by Simplex method, duality problems in Simplex. |
| Unit 07 | Introduction Meaning, steps in formulation of transportation problem. |

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| Unit 08 | Basics of Transportation Problem Basic feasible solution using Northwest Corner Rule method, Matrix Minima method. |
| Unit 09 | Methods for Transportation Problem Vogel's approximation method, unbalanced transportation problem, MODI method for finding optimum solution for transportation. |
| Unit 10 | Basics of Assignment Problem Meaning, assumptions made in assignment problem, steps in formulation of assignment problem. |
| Unit 11 | Methods of Assignment Problem Hungarian method, maximization problems, restricted assignment problem. |
| Unit 12 | Components of Network Analysis Phases of project management, network components, project evaluation and review technique (PERT). |
| Unit 13 | Critical Path Method Critical path method (CPM), drawing the network activity times. |
| Unit 14 | Time Trade Off Event times, critical path, total and free slack-cost time trade off and crashing. |

Textbooks

- Operations Research - Hamdy A. Taha, Pearsons Publication, 2017

Reference books

- Srivastava V. K etal Quantitative Techniques for Managerial Decision Making. Wiley Eastern Ltd, 2011
- Richard, I Levin and Charles A. Kirkpatrick - Quantitative Approaches to Management, 2nd edition, 2018, McGraw Hill, Kogakusha Ltd
- Budnik. Frank S Dennis Mcleaaavey, Richard Mojena - Principles of Operation Research – subsequent edition, 1988, AIT BS New Delhi.
- Sharma JK - Operation Research- theory and applications-Mc Millan, 2012, New Delhi
- Kalavathy S Operation Research – 2020, Vikas Pub Co
- Naray J K. Operation Research, theory and applications – 2008, Mc Millan, New Dehi.
- Taha Hamdy, Operations Research, 2017, Prentice Hall of India
- Tulasian. Quantitative Techniques, 2002, Pearson Ed.
- Vohr.N.D. Quantitative Techniques in Management, 5th edition, 2017, TMH.
- Stevenson W.D, Introduction to Management Science, 2006, TMH.

Course Name: GENERAL PSYCHOLOGY**Credits: 4****Course Description:**

General Psychology is an introductory course that provides an overview of the scientific study of behaviour and mental processes. Learners will explore key topics in psychology, including biological bases of behaviour, perception, learning, memory, motivation, emotion, development, personality, social psychology, and psychological disorders. Through lectures, readings, discussions, and interactive activities, learners will gain an understanding of the principles, theories, and methodologies used in psychological research and their applications to everyday life.

Course Objectives:

- Discuss fundamental concepts and theories of psychology.
- Describe the biological bases of behaviour, including genetics, the brain, and the nervous system.
- Explore cognitive processes such as perception, learning, memory, and thinking.
- Examine the role of motivation, emotion, and consciousness in human behaviour.
- Investigate human development across the lifespan, including physical, cognitive, and socio-emotional development.

Course Outcomes:

- Explain psychological theories and applications effectively.
- Analyse and Identify genetics, brain, and nervous system roles.
- Evaluate perception, memory, learning, and thinking mechanisms.
- Examine their influence on human behaviour comprehensively.
- Assess physical, cognitive, and socio-emotional growth

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction Overview of psychology, historical perspectives, levels of explanation in psychology, research methods in psychology, the challenges of studying psychology. |
| Unit 02 | Biological Bases of Behaviour Nervous system structure, brain structure, neurons and neurotransmitters, brain plasticity, neuroplasticity. |
| Unit 03 | Sensation Sensory processes, vision, hearing, taste, smell, touch, Gestalt principles. |
| Unit 04 | Learning Introduction, classical conditioning, operant conditioning, cognitive processes. |
| Unit 05 | Memory Introduction, memory systems, memory strategies. |
| Unit 06 | Developmental Psychology Introduction, prenatal development, infancy, childhood, adolescence, adulthood, aging and cognitive changes. |
| Unit 07 | Personality Theories Psychodynamic theory (psychoanalytic theory), the humanistic theory of personality, trait theory, social cognitive theory of personality, assessment of personality. |

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| Unit 08 | Social Cognition What is social cognition? Development of social cognition, disorders that impact social cognition. |
| Unit 09 | Social Influence and Persuasion Introduction and understanding, social influence determinants, three social influence areas, three stages of persuasion, persuasion theory, persuasion style. |
| Unit 10 | Group Dynamics Concept and understanding, types of group dynamics, elements of group dynamics, theory of group dynamics. |
| Unit 11 | Interpersonal Relationships Definition, concept and understanding, types of interpersonal relationships, phases of interpersonal relationships, challenges of interpersonal relationships. |
| Unit 12 | Psychological Disorders Definition, concept and understanding, psychological disorders and classifications, causes of psychological disorders, treatments of psychological disorders. |
| Unit 13 | Mental Health Concept and understanding, mental health stigma, risk factors for mental health conditions, types of mental health disorders. |
| Unit 14 | Mental Health Advocacy Concept of mental health advocacy, roles of different groups in advocacy, importance of mental health advocacy. |

Textbooks:

- "Psychology: Themes and Variations" by Wayne Weiten.
- "Psychology" by Saundra K. Ciccarelli and J. Noland White
- "Psychology: From Inquiry to Understanding" by Scott O. Lilienfeld, Steven J. Lynn, Laura L. Namy, and Nancy J. Woolf

Reference books:

- "APA Dictionary of Psychology"
- "Handbook of Psychology" (Volumes 1-12) edited by Irving B. Weiner
- "The Corsini Encyclopedia of Psychology and Behavioral Science" edited by W. Edward Craighead and Charles B. Nemeroff

ELECTIVE – 3

Course Name: E-COMMERCE

Credits: 4

Course Description:

After the successful completion of the course learner must be aware of Techniques in Application of e-commerce. This course is designed to provide knowledge about Electronic Commerce.

Course Objectives:

- Discuss the basics of e-commerce, including its models, infrastructure, and market dynamics.
- Demonstrate various e-commerce strategies for marketing, sales, and supply chain management.
- Analyse real-world e-commerce cases to understand success factors and apply insights.
- Evaluating e-commerce tools and technologies for effective business operations.
- Develop practical skills in website management, digital marketing, and customer service for e-commerce success.

Course Outcomes:

- Explain a solid understanding of e-commerce fundamentals, covering models, infrastructure, and market dynamics.
- Explore diverse e-commerce strategies for marketing, sales, and supply chain management.
- Apply real-world e-commerce case studies to identify success factors and apply insights.
- Evaluate e-commerce tools and technologies to enhance business operations effectively.
- Design practical skills in website management, digital marketing, and customer service essential for e-commerce success.

| Units | Syllabus |
|--------------|---|
| Unit 01 | Introduction to E-Commerce Definition and scope of e-commerce, historical evolution of e-commerce, types of e-commerce models (B2C, B2B, C2C, etc.), advantages of e-commerce for businesses and consumers, challenges and risks associated with e-commerce, e-commerce business models and strategies, e-commerce technologies and infrastructure. |
| Unit 02 | Planning and Designing an E-Commerce Website Planning and conceptualizing an e-commerce website, user experience (UX) and user interface (UI) design principles, e-commerce website architecture and information architecture. |
| Unit 03 | E-Commerce Platforms and Technology E-commerce platforms, content management systems (CMS) for e-commerce, payment gateway integration and security considerations, mobile responsiveness and cross-browser compatibility. |
| Unit 04 | Digital Marketing Techniques for E-Commerce Overview of digital marketing, content marketing strategies, email marketing for e-commerce. |

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| Unit 05 | Search Engine Optimization (SEO) for E-Commerce Websites Fundamentals of SEO, on-page SEO techniques, off-page SEO strategies. |
| Unit 06 | Pay-Per-Click (PPC) Advertising and Remarketing Introduction to PPC advertising, creating effective PPC campaigns, remarketing strategies for e-commerce. |
| Unit 07 | Social Media Marketing for E-Commerce Social media platforms overview, developing a social media strategy, measuring social media success. |
| Unit 08 | The E-Commerce Security Environment Importance of security in e-commerce, key security technologies, best practices for e-commerce security. |
| Unit 09 | Security Threats in the E-Commerce Environment Types of e-commerce security threats, identifying vulnerabilities, mitigation strategies. |
| Unit 10 | Technology Solutions for E-Commerce Security & Payments Systems Encryption and data protection, secure payment gateways, fraud detection technologies, overview of payment systems, popular e-commerce payment methods, future trends in payment systems. |
| Unit 11 | Order Management and Fulfilment Processes Order processing workflow, fulfilment strategies, technology in order management. |
| Unit 12 | Inventory Management and Supply Chain Optimization Fundamentals of inventory management, supply chain best practices, implementing technology in supply chain. |
| Unit 13 | Shipping and Delivery Options Overview of shipping methods, international shipping considerations, delivery tracking solutions. |
| Unit 14 | Returns and Customer Service Management Return policies and procedures, effective customer service strategies, measuring customer satisfaction. |

Textbooks:

- Ravi Kalakota, Andrew Winston ,”Frontiers of Electronic Commerce”, Pearson Education Asia, 2010 edition.
- Web Commerce Technology Handbook, by Daniel Minoli, Emma Minoli, McGraw-Hill

Reference books:

- F. Rayport, Bernard J.Jaworski , “E-commerce”, TMCH, 2002
- E.Frami Turban, JAE Lee, David King, K.Michale Chung, “Electronic Commerce”, Pearson Education, 2000
- E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.
- “E-Commerce 2020: Business, Technology, Society" by Kenneth C. Laudon and Carol Guercio Traver.

Course Name: SUPPLY CHAIN RISK MANAGEMENT**Credits: 4****Course Description:**

Understanding the vulnerabilities within supply chains is paramount in today's globalized and interconnected world. With the rise of globalization, consolidation, and the adoption of just-in-time inventory practices, supply chains have become more complex and interconnected than ever before. This complexity introduces various risks such as disruptions in transportation, geopolitical issues, natural disasters, and even cyber security threats.

Course Objective:

- Discuss the Fundamentals of Risk and Risk Management
- Develop Risk Identification and Analysis Skills
- Explore Risk Management Strategies
- Examine Stakeholder Impacts on Risk
- Build Resilient Supply Chains and Business Continuity Plans

Course Outcomes:

- Describe and Differentiate Key Concepts in Risk Management
- Apply Decision-Making Frameworks to Risk Scenarios
- Identify and Analyse Risks Using Advanced Tools
- Develop and Implement Effective Risk Responses
- Formulate Resilient Supply Chains and Business Continuity Plans

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to Risk and Risk Management Definition of risk and management and risk in supply chains, growth of risk management, features of risk in supply chains. |
| Unit 02 | Decision-Making in Risk Types of decisions in risk (certainty, uncertainty, ignorance), structure of decision-making. |
| Unit 03 | Basics of Managing Risk Steps in managing risk, development of risk management. |
| Unit 04 | Supply Chain Risk Management (SCRM) Aims of SCRM, principles of SCRM. |
| Unit 05 | Inside Stakeholders and Risk Understanding business stakeholders, inside stakeholders and risks. |
| Unit 06 | Outside Stakeholders and Risk How outside stakeholders impact risk. |
| Unit 07 | Risk Perspectives and Attitudes Objective vs. subjective elements of risk, individual attitudes to risk, risk aversion and uncertainty. |
| Unit 08 | Types and Sources of Risks Overview of different types of risks, global risks (World Economic Forum insights). |
| Unit 09 | Identifying Risks Tools for risk identification, problems with risk identification. |

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| Unit 10 | Analysing Risks Tools for analysing past events, tools to collect opinions and analyse operations. |
| Unit 11 | Measuring and Evaluating Risks Likelihood and consequences of risks, tools for risk analysis. |
| Unit 12 | Response to Risks Responses to risks and alternative responses, mnemonics and options for risk management. |
| Unit 13 | Integrating Risk Management Achieving an integrated approach in SCRM, challenges in integration and levels of SCRM integration. |
| Unit 14 | Creating Resilient Supply Chains and BCM Principles and features of resilient supply chains, business continuity management (BCM), steps and deliverables in BCM. |

Textbooks:

- Donald Waters, Supply Chain Risk Management – Vulnerability and resilience in logistics, Kogan Page, Latest Edition

Reference books:

- Gregory L. Schlegel and Robert J. Trent, Supply Chain Risk Management – An Emerging Discipline, CRC Press, Latest Edition
- Omera Khan, George A Zsidisin, Handbook for Supply Chain Risk Management –Case Studies, Effective Practices and Emerging Trends, J.Ross Publishing, Latest Edition
- George A Zsidisin, Bob Ritchie Supply Chain Risk – A Handbook of Assessment, Management and Performance, Springer, Latest Edition.

Course Name: PREDICTIVE ANALYTICS USING R

Credits: 4

Course Description:

This course offers a comprehensive introduction to R programming for data analysis and statistical modelling. Learners will learn to download and set up R and R-Studio, familiarize themselves with data types and structures, and perform data preparation tasks like merging and sorting. The curriculum covers essential R libraries, basic graphing techniques, and advanced topics like lists and data frames. Learners will master reading data from various sources and conducting exploratory data analysis. The course also includes inferential statistics, hypothesis testing, and prediction modelling, equipping learners with the skills to utilize R for robust data analysis and modelling.

Course Objectives:

- Explain R programming fundamentals, including setup and installation of R and R-Studio.
- Describe proficiency in handling various data types and structures and performing data preparation tasks in R.
- Illustrate to install and use R libraries for enhanced data manipulation and analysis.
- Develop skills in data visualization using basic R graphing techniques and charts.
- Demonstrate exploratory data analysis and prediction modelling techniques, including inferential statistics and regression models.

Course Outcomes:

- Discuss the process for setting up R and R-Studio, including downloading and installing the software.
- Prepare the different data types and structures in R and how to perform data preparation tasks such as merging and sorting datasets.
- Analyse R libraries to extend R's functionality for data manipulation and analysis tasks.
- Differentiate between various R graphing techniques and choose appropriate charts for effective data visualization.
- Administer the effectiveness of exploratory data analysis techniques and prediction models, including regression models, in uncovering insights and making predictions from data.

| Units | Syllabus |
|---------|---|
| Unit 01 | Introduction to R and Installation Process Downloading R software, step-by-step installation process of R. |
| Unit 02 | R Environment and R-Studio Setup Overview of R environment, installation process of R-Studio. |
| Unit 03 | Understanding R-Studio Environment and Data Types Introduction to the R-Studio environment, data types and structures in R. |
| Unit 04 | Data Preparation in R Merging, sorting, splitting, and aggregating data. |

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| Unit 05 | Introduction to R Libraries and Graphing Installing and invoking R libraries, basic R graphs and different types of charts. |
| Unit 06 | Working with Lists Creating and modifying lists in R, concatenating lists. |
| Unit 07 | Data Frames in R Introduction to data frames, creating and managing data frames. |
| Unit 08 | Data Frame Operations attach () and detach() functions in data frames, working with arbitrary lists and managing the search path. |
| Unit 09 | Basic File Reading Functions Using read. Table() and scan() functions, accessing built-in datasets in R. |
| Unit 10 | Importing External Data Loading data from other R packages, importing data from CSV and Excel files. |
| Unit 11 | Editing Data in R Methods for editing data once imported into R. |
| Unit 12 | Exploratory Data Analysis (EDA) Using summary and descriptive tables, generating and interpreting various charts. |
| Unit 13 | Inferential Statistics in R T-Test, ANOVA, Chi-Square. |
| Unit 14 | Prediction and Classification Modelling Introduction to prediction and classification modelling, data splitting for training and testing, prediction modelling: moving average model and regression models (simple and multiple regressions). |

Textbooks

- R for Data Science, Hadley Wickham, 1st edition, 2017, O'Reilly publication.
- The Book of R, Tilman M. Davies, 1st edition, 2016, No Starch Press
- R For Dummies, Andrie de Vries, 2nd edition, 2016, John Wiley & Sons
- Discovering Statistics Using R, Andy Field, 1st edition, 2012, SAGE Publications Lt
- The Art of R Programming, Norman Matloff, 1st edition, 2011, No Starch Press

Reference books:

- Wickham, H., & Golemund, G. (2017). R for data science: Import, tidy, transforms, visualizes, and model data. O'Reilly Media. ISBN: 978-1491910399.

ELECTIVE – 4

Course Name: SEARCH-ENGINE MARKETING (SEM) & PAY-PER-CLICK (PPC)

Credits: 4

Course Description:

Search Engine Marketing (SEM) and Pay-Per-Click (PPC) have become integral components of digital marketing strategies for businesses. This course aims to equip learners with the knowledge and skills necessary to effectively utilize SEM and PPC techniques in digital marketing campaigns. Learn about the principles, strategies, tools, and best practices associated with SEM and PPC.

Course Objectives:

- Discuss the fundamentals of search engine marketing and pay-per-click advertising.
- Describe insights into how SEM and PPC impact business communication and customer relationships.
- Develop proficiency in utilizing technology, procedures, and controls essential in the digital marketing landscape.
- Define to analyse data, make informed decisions, and optimize SEM and PPC campaigns to achieve business objectives.
- Acquire the ability to critically evaluate SEM and PPC strategies and adapt them to changing business environments.

Course Outcomes:

- Outline the basic concepts and technologies used in search engine marketing and pay-per-click advertising.
- Analyse various SEM and PPC techniques and their applications in digital marketing campaigns
- Demonstrate the ability to create and optimize SEM and PPC campaigns across different platforms.
- Criticize SEM and PPC performance metrics to evaluate campaign effectiveness and make data-driven decisions.
- Apply the ability to critically evaluate SEM and PPC strategies and adapt them to changing business environments.

| Units | Syllabus |
|--------------|--|
| Unit 01 | Introduction to Digital Marketing Introduction to digital marketing: definition and understanding, origin of digital marketing, traditional vs. digital marketing, advantages of digital marketing for businesses and consumers, challenges and risks associated with digital marketing. |
| Unit 02 | Consumer Decision-Making Consumer decision journey: explanation and elaboration, POEM framework, customer segmentation, art of customizing messages for consumers. |
| Unit 03 | Digital Landscape Digital landscape: concept and understanding, essential skills for digital marketers, digital marketing plan development. |

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| Unit 04 | Introduction to SEA Introduction to SEA, types of display ads, buying models (CPC, CPM, CPL, CPA, fixed cost). |
| Unit 05 | Target Market Analysis & Advertising Fundamentals of target market analysis on digital platforms, targeting techniques, programmatic digital advertising. |
| Unit 06 | YouTube Marketing YouTube ad formats and strategies, YouTube ad targeting options, YouTube ad performance measurement. |
| Unit 07 | Search Advertising and Performance Search advertising: concept and understanding, paying for search advertising, understanding ad placement, performance report. |
| Unit 08 | Basics of Display Advertising Introduction to display advertising, display ad formats, display ad targeting options. |
| Unit 09 | Optimization, Bidding, Budget & Remarketing Display ad creative optimization, real-time bidding, display ad performance tracking, display ad budget optimization, remarketing strategies. |
| Unit 10 | Social Media Marketing Strategies Social media marketing strategies, Facebook marketing, anatomy of a Facebook ad campaign. |
| Unit 11 | Facebook and Instagram Advertising Facebook Ads Manager, Facebook ad targeting options, Instagram marketing. |
| Unit 12 | LinkedIn and Twitter Advertising LinkedIn marketing, Twitter marketing, Twitter Ads Manager, Twitter ad targeting options. |
| Unit 13 | Introduction to SEO Introduction to search engine optimization (SEO), SEO phases, keyword research and selection. |
| Unit 14 | SEO Optimization and Tools On-page SEO optimization, off-page SEO optimization, local SEO optimization, SEO tools and analytics, SEO performance tracking, SEO optimization strategies. |

Textbooks:

- Search Engine Marketing: A Guide for Business by Srinidhi SM & Suresh V (Fouress Publications, 2022)
- The Art of Search Engine Marketing by Pradeep Chopra & Puneet Kaur (Jaico Publishing House, 2020)
- PPC for Beginners: A Step-by-Step Guide to Mastering Pay-Per-Click Advertising by Suresh Reddy (Bloomsbury India, 2021)

Reference books:

- The Art of SEO: Mastering Search Engine Optimization by Eric Enge, Stephan Spencer & Jessie Stricchiola (Pearson Education Limited, 2020)
- Advanced Google Ads by Brad Geddes, Martin Roettger & Bryan Eisenberg (Wiley, 2023)

- Paid Search: From Clicks to Customers by Chris Sherman, Bryan Eisenberg & Barry Schwartz (John Wiley & Sons, 2019)

Course Name: SUPPLY CHAIN MODELLING AND MANAGEMENT**Credits: 4****Course Description:**

This course provides an in-depth exploration of supply chain modelling techniques and their application in managing complex supply chain systems. Learners will acquire various modelling approaches, optimization techniques, and decision-making frameworks to design, analyse, and improve supply chain operations.

Course Objectives:

- Explore the fundamental concepts of supply chain management and its significance in contemporary business environments.
- Learn different modelling techniques used in supply chain analysis and optimization.
- Develop skills in applying optimization tools to solve supply chain problems.
- Analyse real-world supply chain case studies and apply modelling techniques to improve efficiency and effectiveness.
- Explore emerging trends and technologies in supply chain management.

Course Outcomes:

- Demonstrate an understanding of supply chain management concepts and their role in modern business environments.
- Utilize modelling techniques to optimize supply chain performance and resource allocation.
- Solve supply chain problems effectively using appropriate optimization tools and strategies.
- Evaluate real-world supply chain scenarios to recommend efficiency and effectiveness improvements.
- Assess the impact of emerging trends and technologies on supply chain operations and decision-making.

| Units | Syllabus |
|---------|---|
| Unit 01 | Unit 1 Introduction to Supply Chain Management Definition and Scope of Supply Chain Management, Key Components and Flows in a Supply Chain, Challenges and Opportunities in Supply Chain Management |
| Unit 02 | Unit 2 Key Components and Flows in a Supply Chain Detailed Analysis of Supply Chain Components, Understanding the Flows in a Supply Chain (Material, Information, and Financial Flows) |
| Unit 03 | Unit 3 Challenges and Opportunities in Supply Chain Management Identifying Major Challenges in Supply Chain Management, Exploring Opportunities for Improvement and Innovation |
| Unit 04 | Unit 4 Supply Chain Modelling Fundamentals Role of Modelling in Supply Chain Management, Types of Supply Chain Models (Deterministic vs. Stochastic), Data Requirements and Collection Techniques |

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| Unit 05 | Unit 5 Facility Location and Capacity Allocation Facility Location, Capacity Allocation |
| Unit 06 | Unit 6 Demand Forecasting Network Design Models (e.g., Transportation, Distribution), Multi-echelon Inventory Optimization |
| Unit 07 | Unit 7 Demand Forecasting Methods and Techniques |
| Unit 08 | Unit 8 Inventory Management Inventory Control Policies (e.g., EOQ, JIT), Bullwhip Effect and its Mitigation Strategies |
| Unit 09 | Unit 9 Identification and Assessment of Supply Chain Risks Identification and Assessment of Supply Chain Risks |
| Unit 10 | Unit 10 Strategies and Planning for Supply Chain Risk Management Strategies for Managing Supply Chain Disruptions, Resilience Planning and Risk Mitigation Techniques |
| Unit 11 | Unit 11 Triple Bottom Line and Sustainability Triple Bottom Line Approach to Sustainability, Green Supply Chain Practices and Initiatives |
| Unit 12 | Unit 12 Life Cycle Assessment and Eco-Design Life Cycle Assessment, Eco-Design Principles |
| Unit 13 | Unit 13 Simulation and Game Theory in Supply Chain Modelling Simulation Modelling for Supply Chain Analysis, Game Theory Applications in Supply Chain Management. |
| Unit 14 | Unit 14 Emerging Technologies in Supply Chain Optimisation Block chain in Supply Chain Optimisation, Internet of Things (IoT) in Supply Chain Optimisation |

Textbooks

- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl.

Reference books

- "Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase.
- "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper.

Course Name: FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE – PYTHON

Credits: 4

Course Description:

This course gives opportunity to develop their skills and knowledge in the application of appropriate statistical analytical tools in accordance with the structure of data, including quantitative data (cross-sectional, time series, and panel data), as well as qualitative data in social science research. In addition, the learners can learn about the various statistical models that are available in each software, and they are able to have the ability to apply relevant tools in order to accomplish the goals of the study.

Course Objectives

- Explain Python programming, including setting up the environment and writing basic Python programs.
- Familiarize Python data types, data structures, and basic operations, including arithmetic and string manipulations.
- Discuss control structures, object-oriented programming (OOP) concepts, and functions in Python for effective code management and problem-solving.
- Explore essential libraries such as NumPy and Pandas for data manipulation, analysis, and visualization.
- Summarize foundational knowledge of machine learning, with a focus on linear regression and its application in data analysis.

Course Outcomes

- Discuss basic Python programs and use essential Python data types and operations.
- Analyse data structures such as lists, tuples, sets, and dictionaries, performing necessary operations in Python.
- Implement control structures, functions, and object-oriented programming principles to design efficient solutions.
- Use NumPy and Pandas to manipulate, analyse, and visualize data, including importing datasets and performing exploratory data analysis.
- Apply machine learning techniques, particularly linear regression, to real-world data and interpret regression results.

| Units | Syllabus |
|--------------|--|
| Unit 01 | Python Basics Python overview and features, setting up the Python environment, writing your first Python program. |
| Unit 02 | Data Types and Operations Understanding data types in Python, arithmetic and string operations in Python. |
| Unit 03 | Introduction to Data Structures Tuples, lists, sets, dictionaries, operations on data structures. |
| Unit 04 | Control Structures Decision making: if, if-else statements, looping: for loops, while loops, control flow: break, continue, pass statements. |

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| Unit 05 | Functions in Python Defining, calling, and using functions, function parameters and return values, recursion. |
| Unit 06 | Object-Oriented Programming (OOP) Introduction to OOP, classes and objects, attributes and methods, inheritance and polymorphism, encapsulation, advanced OOP concepts. |
| Unit 07 | NumPy Operations Creating NumPy arrays, converting lists and tuples to NumPy arrays, inspecting the structure and content of arrays, subletting, slicing, indexing, and iterating through arrays. |
| Unit 08 | Pandas Data Manipulation Creating data frames, importing CSV data files as Pandas data frames, reading and summarising data frames, sorting data frames, labelling, indexing, and slicing data, merging data frames using joins, pivoting and grouping. |
| Unit 09 | Introduction to Data Visualization Libraries Introduction to Matplotlib, introduction to Seaborn. |
| Unit 10 | Creating and Plotting Graphs Creating graphs, plotting graphs, different chart types. |
| Unit 11 | Modification of Charts Modification of charts for better understanding, presentation of charts. |
| Unit 12 | Exploratory Data Analysis Data sourcing, data cleaning, univariate analysis, bivariate and multivariate analysis. |
| Unit 13 | Foundations of Machine Learning Introduction to machine learning, supervised learning methods, unsupervised learning methods. |
| Unit 14 | Linear Regression and Analysis The linear regression model with one independent and one dependent variable, residuals, residual sum of squares (RSS) and R^2 (R-squared), multiple independent and one dependent variables. |

Textbooks:

- Downey, A. (2015). Think Python: How to Think Like a Computer Scientist (2nd ed.). O'Reilly Media.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly Media
- Official Python Documentation: <https://docs.python.org/>
- Kenneth A. Lambert, (2011), “The Fundamentals of Python: First Programs”

Reference books:

- Gowrishanker and Veena, “Introduction to Python Programming”, CRC Press, 2019.
- Python Crash Course, 2nd Edition, By Eric Matthes, May 2019
- NumPy Essentials, By Leo Chin and Tanmay Dutta, April 2016
- Joel Grus, “Data Science from scratch”, O'Reilly, 2015.
- Wes Mc Kinney, “Python for Data Analysis”, O'Reilly Media, 2012.
- Jake Vanderplas. Python Data Science Handbook: Essential Tools for Working with Data 1st Edition, 2016.

SEMESTER: V**Course Name: STRATEGIC MANAGEMENT****Credits: 4****Course Description**

This Course exposes learners to various strategic issues such as strategic planning, implementation and evaluation. It gives an overview of strategic management in an organization. The course is structured to foster analytical skills and decision-making skills among learners in varied disciplines of business.

Course Objectives:

- Describe the concepts in Strategic Management
- Demonstrate Vision, Mission, objectives of an organization
- Discuss different strategies used in an organization
- Examine strategies at functional levels
- Criticize key Strategic areas for decision making

Course Outcomes:

- Explain the strategic context in organizations.
- Develop and devise strategies in respective functional areas of organization.
- Apply knowledge to the formulation and implementation of strategy in business context.
- Analyze the various strategies of organization.
- Outline decision making and analytical Skills related to strategies.

| Units | Syllabus |
|--------|--|
| Unit 1 | Introduction to Strategic Management Introduction, meaning, and definition of strategy. Need and process of strategic management. Benefits and limitations of strategic management. |
| Unit 2 | Strategic Decision Making and Role of Strategists Strategic decision-making and the role of strategists in strategic management. Reasons for the failure of strategic management. |
| Unit 3 | Fundamentals of Strategic Planning Meaning of a strategic plan. Strategic planning process and levels of strategy. |
| Unit 4 | Corporate-Level Strategies Corporate-level strategy and stability strategy. Expansion and merger strategies. Retrenchment and restructure strategies. |
| Unit 5 | Business and Functional-Level Strategies Business-level strategy and functional-level strategy. Porter's Five Forces Model and BCG Matrix. |
| Unit 6 | Aspects of Strategy Implementation Aspects of strategy implementation, project manipulation, procedural implementation, and |

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| | resource allocation. |
| Unit 7 | Structural and Organizational Implementation Structural implementation and considerations, structures for strategies, and organizational systems. |
| Unit 8 | Behavioural and Functional Implementation Behavioural implementation, leadership in implementation, and functional and operational implementation. |
| Unit 9 | Introduction to Functional Strategies Overview of functional strategies, functional plans, and policies, and the need for functional policies. |
| Unit 10 | Types of Functional Policies Financial policies, marketing and operational policies, and personnel policies. |
| Unit 11 | Integration and Performance Integration of functional plans and policies. Corporate performance and metrics, causes, and solutions for poor performance. |
| Unit 12 | Fundamentals of Strategy Evaluation Meaning and importance of strategy evaluation. Criteria for evaluating strategy and implementing and managing certification. |
| Unit 13 | Operational and Strategic Control Meaning of operational control, meaning of strategic control, and types of strategic control. |
| Unit 14 | Control Systems and Evaluation Techniques Features of an effective control system, evaluation techniques for operational control, final review, and case studies. |

Textbook:

- "International Business: Strategy and the Multinational Company" by John B. Cullen and K. Praveen Parboteeah (12th Edition), 2021.
- "Global Business Strategy: A Systems Approach" by Asterios G. Kefalas (2nd Edition), 2009.
- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult (13th Edition), 2021.

Reference books:

- "Global Strategic Management" by Philippe Lasserre (4th Edition), 2017.
- "International Business: The Challenges of Globalization" by John J. Wild and Kenneth L. Wild (9th Edition), 2020.

Course Name: DIGITAL ACCOUNTING**Credits: 2****Course Description:**

The Digital Accounting course equips participants with advanced Excel skills for financial modelling, analysis, and decision-making. It covers the analysis and forecasting of financial statements, preparation of master budgets, and valuation techniques for firms and equity using Excel. The course emphasizes practical problem-solving using tax, dividend, and statistical models, providing a comprehensive understanding of digital tools for strategic financial management.

Course Objectives:

- Equip participants with advanced Excel skills for financial modelling and analysis.
- Develop expertise in analysing and forecasting financial statements.
- Solve practical problem-solving using tax, dividend, and statistical models.

Course Outcome:

- Outline Excel tools for financial modelling and decision-making.
- Analyse and forecast financial data to support strategic planning.
- Apply advanced financial models to solve real-world business challenges.

| Unit | Syllabus |
|--------|---|
| Unit 1 | Excel Commands – Basic & Advanced: Basic/advanced functions, data tools, charts, macros. |
| Unit 2 | Time Value of Money and Financial Models: TVM concepts, NPV, IRR, and loan models. |
| Unit 3 | Analysis of Financial Statements: Preparing statements, ratio/trend analysis, linked statements. |
| Unit 4 | Forecasting Financial Statements and Cash Flows: Projections, scenarios, and sensitivity analysis. |
| Unit 5 | Master Budgets and Organizational Financial Planning: Functional budgets, master budget, variance analysis. |
| Unit 6 | Valuation Techniques Using Excel: DCF, multiples, terminal value, and valuation models. |
| Unit 7 | Advanced Financial Models and Analysis: Tax models, dividend models, aging, and statistical analysis. |

Text Books:

- Simon Benninga. Financial Modeling

Reference Books:

- Michael Kleen. Financial Modeling
- Michael Rees. Financial Modeling
- Chandan. Financial Modeling using EXCEL and VBA

Course Name: RESEARCH METHODOLOGY**Credits: 4****Course Description:**

This paper is offered as a core course in the final year. The course aims to develop a research orientation among learners and thereby making their managerial decision-making process scientific. The course covers all elements of business research process including problem discovery, literature review, research design, data collection, and data analysis using software applications, interpretation and reporting of results. It provides a knowledge base on steps in a research process needed to conceptualize, define, design and execute a business research project.

Course Objectives:

- Explain the concepts, tools and terminologies used in research world
- Demonstrate methods best suited for investigating different types of problems and questions;
- Develop research design and analysis the results to provide suggestions based on research findings.
- Discover hands on experience on different tools used in research;
- Outline interpretations for tools used and write reports.

Course Outcomes:

- Apply different methods of research in
- Identify research gap and to formulate based on selected research problem.
- Design a research design and analyse the results to provide suggestions based on research findings.
- Explain statistical data to support fact-based decision making.
- Predict independent thinking for critically analysing research reports.

| Units | Syllabus |
|--------|---|
| Unit 1 | Understanding Research Meaning of research, objectives of research, and criteria for good research, and types of research. |
| Unit 2 | Research Methodology Fundamentals Difference between research methods and research methodology, steps in the research process, nature and scope of business research, and significance of research in decision-making. |
| Unit 3 | Defining the Research Problem Meaning of a research problem, identification and sources of research problems, and the importance of a well-defined research problem. |
| Unit 4 | Literature Review and Objectives Concept of reviewing literature, statement of the problem, objectives of the study, definition and understanding of research questions, and types of research questions. |
| Unit 5 | Overview of Research Design Meaning and need for research design, features of a good research design, concepts |

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| | related to research design, importance of effective research design, and types of research design. |
| Unit 6 | Sampling Techniques Meaning of sampling, steps in sampling, probability sampling methods, and non-probability sampling methods. |
| Unit 7 | Introduction to Data and Data Collection Understanding the concept of data collection, significance of data collection, and types of data including primary and secondary data. |
| Unit 8 | Primary and Secondary Data Definition and concept of primary data, sources of primary data, definition and concept of secondary data, and sources of secondary data. |
| Unit 9 | Data Collection Methods Methods for collecting primary data and methods for collecting secondary data. |
| Unit 10 | Data Tabulation Concept and understanding of data tabulation, approaches to data tabulation, types of data tabulation, and the importance of data tabulation in analysis. |
| Unit 11 | Data Analysis in Research Concept and understanding of data analysis in research, importance and significance of data analysis, and an overview of statistical methods for data analysis. |
| Unit 12 | Data Interpretation Understanding data interpretation, techniques of interpretation in research, and the role of statistical tools in research analysis. |
| Unit 13 | Research Report Writing Significance of report writing, steps in writing a research report, layout of a research report, and types of research reports and their uses. |
| Unit 14 | Precautions and Best Practices Precautions while writing research reports, ethical considerations in research reporting, common pitfalls in research reporting, and tip for effective communication in research. |

Textbooks:

- Cooper, D., & Schindler, P. (2009). Business research methods (4thed.). New Delhi: Tata McGraw Hill Publications
- Krishna Swamy, O.R. (1993). Research Methodology. New Delhi: Himalaya Publishing House.
- Kothari, C.R. (2004). Research Methodology (2nd Ed). New Age.
- Michael V.P. (2004). Research Methodology in Management. New Delhi: Himalaya Publishing House

Reference books:

- Sadhu & Singh Amarjit. (1983). Research Methodology in Social Science. New Delhi: Himalaya Publishing House
- Wilkinson and Bhandarkar. (2003). Methodology and Techniques of Social Research. New Delhi: Himalaya Publishing House
- William Trochim.(2003). Research Methods. Biztantra
- Priti R Majhi & Prafull K Khatua (2015). Research Methodology. New Delhi: Himalaya Publishing House
- Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. Oxford university press.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Business research methods 7th ed. Thomson/South-Western: Appendices.
- Field, A. (2016). Discovering statistics using IBM SPSS statistics. Sage.

Course Name: START-UP MANAGEMENT**Credits: 1****Course Description:**

The course provides the conceptual knowledge relating to start-up of a new business concerns and various kinds of start-up ideas through brain storming. The course also gives the information relating to capital estimations and financial assumptions for start-ups and legal environmental policies relating to incorporation of new business. The course is relating about the various financial issues to start-up and venture capital investment concepts. The course provides enough knowledge in terms of wind up of and organization and bankruptcy position and exit strategies like sale or windup of business organization.

Course Objectives:

- Explain the key drivers of start-ups, including the six forces of change, and the entrepreneurial ecosystem, with a focus on entrepreneurship in India and government support.
- Identify capital resources, estimate financial requirements, and evaluate funding options for start-ups, including strategies for scaling ventures and ensuring sustainability.

Course Outcomes:

- Analyse the various phases of entrepreneurship development programs (EDPs), institutional finance, and funding strategies for new ventures.
- Evaluate the stages of growth in new ventures and design effective strategies for scaling, funding, and sustaining start-ups.

| Units | Syllabus |
|--------|--|
| Unit 1 | Start-up Opportunities and the Entrepreneurial Ecosystem The New Industrial Revolution and the Rise of the Start-up Economy. The Six Forces of Change and the Start-up Equation. Understanding the Entrepreneurial Ecosystem. Entrepreneurship in India and Government Initiatives. |
| Unit 2 | Start-up Capital and Resource Requirements Identifying and Estimating Start-up Capital and Cash Requirements. Developing Financial Assumptions. Constructing a Process Map for Start-up Development. Positioning the Venture in the Value Chain. |
| Unit 3 | Support Institutions and Financing for Entrepreneurs Entrepreneurship Development Programmes (EDPs): Phases and Evaluation. Institutional Finance: Role of Commercial Banks and Other Major Financial Institutions. Funding Strategies for Start-ups: Bootstrapping, Crowd funding, and Strategic Alliances. |
| Unit 4 | Growth and Financial Management in New Ventures Stages of Growth in a New Venture: Growing with the Market and within the Industry. |

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| Venture Life Patterns and Reasons for New Venture Failures. The Cost and Process of Raising Capital for High-Tech Ventures. Scaling Ventures and Managing Unique Funding Issues. |
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Textbook:

- “Startup Management”, K. Swapna, J.S. Moses, Y.Sarada, Himalaya Publishing House, First Edition, 2019
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.

Reference books

- S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae’ Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby,
- New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017.

ELECTIVE - 5

Course Name: CONTENT MARKETING

Credits: 4

Course Description:

Content marketing is a strategic approach to creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience. This course aims to provide learners with the knowledge and skills necessary to develop and execute effective content marketing strategies.

Course Objectives

- Identify the fundamentals of content marketing and its role in digital marketing strategies.
- Learn how to identify target audiences, conduct content research, and develop compelling content.
- Explore various content formats and distribution channels, including social media, email, blogs, and video.
- Develop proficiency in measuring content performance and optimizing content marketing campaigns.
- Discover insights into advanced content marketing techniques, such as influencer collaboration and content repurposing.

Course Outcomes

- Explain the principles and concepts of content marketing and its significance in digital marketing strategies.
- Demonstrate the ability to conduct audience research, develop buyer personas, and create engaging content tailored to target audiences.
- Apply various content formats and distribution channels effectively to reach and engage with target audiences.
- Analyze content performance metrics, interpret data insights, and optimize content marketing strategies for better results.
- Examine advanced content marketing techniques and tactics to enhance campaign effectiveness and achieve marketing objectives.

| Units | Syllabus |
|--------------|--|
| Unit 1 | Understanding Content Marketing Definition and core principles of content marketing, the role of content marketing in digital marketing strategy, key benefits and challenges of content marketing, and differentiating content marketing from traditional marketing. |
| Unit 2 | Strategic Content Planning Developing a comprehensive content marketing strategy, setting clear goals and objectives, identifying target audience and buyer personas, and conducting thorough content research and ideation. |
| Unit 3 | Content Creation Techniques Mastering the art of storytelling, effective copywriting and persuasive messaging, |

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| | leveraging visual content to enhance engagement, and creating diverse content formats such as articles, blogs, infographics, videos, and podcasts. |
| Unit 4 | <p>Content Formats</p> <p>Understanding audience's preferred content formats, exploring various content formats like blog posts, infographics, videos, podcasts, ebooks, and webinars, creating a diverse content calendar, and adapting to emerging content trends.</p> |
| Unit 5 | <p>Content Management Systems (CMS)</p> <p>Understanding the basics of CMS, choosing the right CMS for organizational needs, effective content management strategies, and advanced CMS features for content marketers.</p> |
| Unit 6 | <p>Content Writing for the Web</p> <p>Crafting compelling headlines for web content, optimizing web content for SEO, creating engaging web content for different audiences, and measuring the effectiveness of web content.</p> |
| Unit 7 | <p>Content Optimization and Management</p> <p>Writing for the web with SEO best practices and keyword optimization, utilizing content management systems and tools, managing content collaboration and workflow, and ensuring content quality through editorial guidelines.</p> |
| Unit 8 | <p>Content Distribution Channels</p> <p>Leveraging social media platforms for content promotion, running effective email marketing campaigns and automation, engaging in content syndication and guest blogging, and utilizing influencer marketing and partnerships.</p> |
| Unit 9 | <p>Measuring and Analysing Content Performance</p> <p>Identifying key performance indicators (KPIs) for content marketing, using analytics tools such as Google Analytics and social media insights, conducting A/B testing and experimentation, and generating content performance reports and analysis.</p> |
| Unit 10 | <p>Content Repurposing and Recycling</p> <p>Strategies for extending content lifespan, creating new content formats from existing material, and employing content duration and aggregation techniques.</p> |
| Unit 11 | <p>User-Generated Content and Community Building</p> <p>Encouraging user-generated content, building and nurturing online communities, and leveraging social listening and sentiment analysis.</p> |
| Unit 12 | <p>Advanced Storytelling Techniques and Narrative Marketing</p> <p>Understanding the science of storytelling, crafting compelling narratives, exploring storytelling formats and channels, and applying storytelling techniques in brand, product, and customer journey narratives.</p> |
| Unit 13 | <p>Interactive Content and Gamification</p> <p>Creating interactive content such as quizzes, polls, and interactive infographics, utilizing gamification techniques to boost engagement, and offering personalized</p> |

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| | content experiences. |
| Unit 14 | Content Personalization and Segmentation Understanding audience segments and preferences, tailoring content to individual needs, and implementing dynamic content delivery and personalization tools. |

Textbook:

- Content Marketing: The Art of Engaging Customers and Building Brands by Pooja Garg (Bloomsbury India, 2020)
- Hooked: How to Build Habit-Forming Content by Nir Eyal (Rupa Publications India, 2014)
- Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content by Ann Handley (HarperCollins India, 2014)

Reference books

- Content Rules: How to Create Killer Content for Your Business by Ann Handley & C.C. Chapman (Wiley, 2010)
- They Ask, You Answer: A Revolutionary Approach to Inbound Marketing, Content Marketing, and Sales by Marcus Sheridan & Luther Kennison (Wiley, 2017)
- Epic Content Marketing: How to Tell the Story of Your Business and Build Profitable Customer Relationships by Joe Pulizzi (McGraw-Hill Education, 2013)

Course Name: SUSTAINABILITY AND GREEN SUPPLY CHAIN MANAGEMENT**Credits: 4****Course Description:**

This course explores sustainability principles in supply chain management, covering environmental impact assessments, green procurement, and logistics. Through practical assignments, learners develop skills to implement sustainable solutions in business. Emphasis is on stakeholder engagement and integrating sustainability into business strategy. Upon completion, learners can address demands for sustainability in supply chains.

Course Objectives:

- Identify concepts in Strategic Management
- Discover of Vision, Mission, objectives of an organization
- Demonstrating different strategies used in an organization
- Identifying and applying strategies at functional levels
- analysing key Strategic areas for decision making.

Course Outcomes:

- Use the strategic context in organizations.
- Develop and devise strategies in respective functional areas of organization.
- Apply knowledge to the formulation and implementation of strategy in business context.
- Analyse the various strategies of organization.
- Develop decision making and analytical Skills related to strategies.

| Units | Syllabus |
|--------|--|
| Unit 1 | Foundations of Sustainability Overview of sustainability principles and concepts, the importance of sustainability in business operations, and key drivers for adopting sustainable practices in supply chains. |
| Unit 2 | Green Supply Chain Management Introduction to green supply chain management, key components of green supply chains, and the business case for green supply chain initiatives. |
| Unit 3 | Environmental Sustainability Metrics Overview of environmental sustainability metrics and indicators, methods for tracking environmental impacts in supply chains, and the relevance of sustainability indicators to decision-making. |
| Unit 4 | Life Cycle Assessment (LCA) Introduction to LCA methodologies, identifying environmental hotspots in supply chains, and tools and techniques for conducting LCAs. |
| Unit 5 | Environmental Risk Mitigation Environmental impact assessments in supply chains, strategies for mitigating |

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| | environmental risks, and enhancing sustainability performance through risk management. |
| Unit 6 | Sustainable Procurement Principles Introduction to sustainable procurement principles, sustainable sourcing practices and criteria, and the role of sustainable procurement in supply chain strategy. |
| Unit 7 | Supplier Evaluation and Relationship Management Supplier evaluation and selection processes, managing supplier relationships for sustainability, and criteria for sustainable vendor partnerships. |
| Unit 8 | Certifications and Standards Overview of certification schemes for sustainability, key standards for sustainable sourcing, and the role of certifications in achieving sustainability goals. |
| Unit 9 | Green Logistics Foundations Introduction to green logistics and transportation, strategies for reducing carbon emissions in logistics, and challenges in implementing green logistics practices. |
| Unit 10 | Optimization in Green Logistics Optimization techniques for green logistics operations, sustainable packaging practices, and materials handling for reduced environmental impact. |
| Unit 11 | Corporate Social Responsibility (CSR) in Supply Chains Overview of CSR principles in supply chains, benefits of integrating CSR into supply chain operations and CSR impact on brand reputation and stakeholder trust. |
| Unit 12 | Stakeholder Engagement Strategies Mapping stakeholders in sustainable supply chains, engagement strategies for stakeholder alignment, and best practices in stakeholder communication. |
| Unit 13 | Sustainability Reporting and Disclosure Introduction to sustainability reporting, frameworks for reporting sustainability performance, and disclosure practices for transparency and accountability. |
| Unit 14 | Future Trends and Challenges Emerging trends in green supply chain management, challenges in scaling sustainable practices, and future trends and challenges in sustainability and green supply chain management. |

Textbook:

- Strategic Management, H.R Appannaiah, PN Reddy, H.R Ramanath, Himalaya Publishers Reference books
- Strategic Management: The Indian Context, Srinivasan, R, PHI Learning
- Strategic Management: Theory & Cases: An Integrated Approach, Cengage
- Strategic Management: An Integrated Approach: Theory & Cases, 12E, Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones, CENGAGE

Reference books:

- **"Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies"** by Hartmut Stadtler, Christoph Kilger, and Herbert Meyr
- **"Green Supply Chain Management: Product Life Cycle Approach"** by Joseph Sarkis
- **"Environmental Life Cycle Assessment"** by Olivier Jolliet, Myriam Saadé-Sbeih, Shanna Shaked, and Andreanna Jolliet

Course Name: BASICS OF ECONOMETRICS**Credits: 4****Course Description:**

This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers statistical concepts of hypothesis testing, estimation and diagnostic testing of simple and multiple regression models. The course also covers the consequences of and tests for misspecification of regression models.

Course Objectives:

- Identify the importance of econometric modeling in analyzing data and relationships.
- Develop the ability to perform statistical analyses and hypothesis testing effectively.
- Gain a clear understanding of the concept of causality and linear regression modeling.
- Acquire foundational knowledge of regression analysis using Ordinary Least Squares (OLS).
- Learn to detect and address violations of OLS assumptions to ensure accurate modeling and interpretation.

Course Outcomes:

- Apply and identify the importance of econometric modeling
- Ability to perform statistical analyses on a broad knowledge and hypothesis testing
- Understanding of the causality concept and linear regression modeling
- Basic knowledge of the statistical foundations of regression analysis with OLS
- Basic knowledge on detection and treat violations of OLS assumptions

| Units | Syllabus |
|--------|---|
| Unit 1 | Introduction Nature and scope of econometrics, economic theory and mathematical economics, methodology of econometrics, and uses of econometrics. |
| Unit 2 | Normal Distribution Characteristics of the normal distribution, its importance in econometric modelling, and the Central Limit Theorem. |
| Unit 3 | Chi-squared, t, and F Distributions Definitions and uses of chi-squared, t, and F distributions, along with applications of these distributions in hypothesis testing. |
| Unit 4 | Estimation of Parameters Point estimation, methods of estimating population parameters from sample data, properties of point estimators such as bias and efficiency, constructing confidence intervals for |

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| | parameters, and interpreting confidence levels and margins of error. |
| Unit 5 | OLS Method Deriving OLS estimators for regression coefficients and understanding the assumptions underlying the OLS method. |
| Unit 6 | Goodness of Fit Understanding the coefficient of determination (R^2), interpreting the goodness of fit, and conducting residual analysis. |
| Unit 7 | t-Tests for Coefficients Testing the significance of individual regression coefficients, interpreting the p-value, and understanding test statistics. |
| Unit 8 | F-Test for Model Significance Testing the overall fit of the regression model and understanding the role of the F-statistic in hypothesis testing. |
| Unit 9 | Estimation of Parameters in Multiple Regression Overview of multiple regression models, assumptions and limitations of multiple regression, and methods for estimating parameters. |
| Unit 10 | Interpretation of Coefficients Interpreting coefficients in the context of multiple independent variables and identifying the effect of each predictor while controlling for others. |
| Unit 11 | Model Comparison Meaning and interpretation of R^2 in multiple regressions, comparing models using adjusted R^2 , F-statistic, and information criteria such as AIC and BIC. |
| Unit 12 | Multicollinearity Nature of multicollinearity, its detection, and remedial measures. |
| Unit 13 | Autocorrelation Nature of autocorrelation, its detection, and remedial measures. |
| Unit 14 | Heteroskedasticity Nature of heteroskedasticity, its detection, and remedial measures. |

Textbook:

- Damodar N. Gujarathi: Basic Econometrics, New Delhi: Tata McGraw Hill.

Reference books:

- Jeffery Wooldridge: Introductory Econometrics, Cengage Publisher
- Christopher Dougherty, Introduction to Econometrics, Oxford University Press

ELECTIVE – 6

Course Name: ANALYTICS AND DATA DRIVEN MARKETING

Credits: 4

Course Description:

This course provides a comprehensive introduction to the dynamic intersection of marketing and analytics, equipping learners with essential tools to navigate the modern business landscape. Beginning with an exploration of marketing analytics and data mining, learners delve into the necessity and benefits of leveraging analytics in marketing strategies. The course outlines the marketing process, highlighting strategic challenges and the integration of data-driven insights. Learners acquire to calculate and apply Customer Lifetime Value (CLV), empowering them to make informed decisions regarding customer relationships. Through prediction and classification modelling, utilizing statistical software, learners gain practical skills in sales forecasting and customer churn analysis. The curriculum also covers association rules for market basket analysis, RFM analysis, customer segmentation techniques, and key driver analysis, enabling learners to harness the power of analytics for effective marketing campaigns and business growth.

Course Objectives:

- Contrast the fundamentals of marketing analytics and data mining.
- Identify the benefits of employing analytics in marketing decision-making processes.
- Learn how to conduct customer segmentation using K-Means Cluster Analysis.
- Understand key driver analysis through regression modelling.
- Apply analytics techniques to enhance marketing strategies and optimize business outcomes

Course Outcomes:

- Describe the fundamental concepts of marketing analytics and data mining process.
- Explain the marketing process and demonstrate how analytics can improve marketing strategies and processes.
- Apply the Customer Lifetime Value (CLV) formula to calculate and extend CLV, using it to make informed marketing decisions.
- Analyse data using prediction and classification models.
- Create marketing strategies using various analytics techniques

| Units | Syllabus |
|--------------|---|
| Unit 1 | Introduction to Marketing Analytics Introduction to marketing analytics, the need for marketing analytics, and the benefits of marketing analytics. |
| Unit 2 | Data Mining Basics Definition of data mining and an overview of classes of data mining methods, including grouping methods, predictive modelling methods, and linking methods to marketing applications. |

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| Unit 3 | Data Mining Process The process model for data mining, focusing on the CRISP-DM framework. |
| Unit 4 | Introduction to the Marketing Process Introduction to the marketing process and its components. |
| Unit 5 | Strategic Challenge Understanding strategic challenges in marketing. |
| Unit 6 | Marketing Strategy with Data Developing marketing strategies with data, using text analytics, utilizing data to enhance marketing strategies, and improving the marketing process with analytics. |
| Unit 7 | Customer Lifetime Value (CLV) Basics Introduction to customer lifetime value (CLV) and methods to calculate CLV. |
| Unit 8 | CLV Formula Understanding, applying, and extending the CLV formula. |
| Unit 9 | Using CLV Utilizing customer lifetime value to inform and guide marketing decisions. |
| Unit 10 | Introduction to Prediction and Classification Modelling Introduction to prediction and classification modelling, including data splitting for training and testing purposes. |
| Unit 11 | Prediction Modelling Predicting sales using the moving average model and applying simple and multiple regression models. |
| Unit 12 | Classification Modelling Using binary logistic regression for customer churn analysis and decision trees for classification. |
| Unit 13 | Association Rules Market basket analysis for product bundling and promotion using association rules. |
| Unit 14 | Application of Analytics in Marketing RFM (Recency, Frequency, Monetary) analysis, customer segmentation using K-means cluster analysis, and key driver analysis using regression models. |

Textbook:

- Marketing Analytics: Data-Driven Techniques with Microsoft® Excel® Published by John Wiley & Sons, Inc
- Marketing Data Science, Thomas W. Miller Published by Pearson
- Marketing Metrics, Neil T Bendle, Paul W. Farris, Phillip E. Pfeifer published by Pearson
- Marketing Analytics, Mike Grigsby published by Kogan Page

Reference books :

- "Marketing Analytics: Strategic Models and Metrics" by Stephan Sorger, **ISBN-13:** 978-1138694927
- "Marketing Analytics: A Practical Guide to Real Marketing Science" by Mike Grigsby, **ISBN-13:** 978-074946793

Course Name: INTERNATIONAL SUPPLY CHAIN MANAGEMENT**Credits: 4****Course Description:**

The course explores in the area of International supply chain management (SCM) to underline their strategic importance to firms. The course focuses on core concepts of supply chain strategies and operational aspects of SCM. The course highlights the roles of supply chain, Purchasing, inventory management, international payment, and information systems in a firm's international operation. In addition, the course focus on designing of global supply chain to counter risks, enhances efficiency, and promotes sustainability.

Course Objectives:

- Explore the concept of supply chains as networks of interconnected nodes, each adding value to products through coordinated logistics and IT systems.
- Describe transition from single-owner vertically integrated networks to globally dispersed, multi-owner supply chain networks.
- Analyse the roles and responsibilities of individual stakeholders in managing nodes and links within a collaborative supply chain framework.
- Learn the mechanisms of value creation, product flow, and information exchange across geographically dispersed supply chain networks.
- Examine the significance of coordination and collaboration in ensuring seamless operations and effective delivery of finished products for consumption.

Course Outcomes:

- Illustrate the key operational issues involved in international SCM
- Analyse the supply chain management in international business;
- Illustrate the composition of global supply chain;
- Apply the knowledge of managing SCM in international trade operations;
- Analyse the supply chain strategies of firms

| Units | Syllabus |
|--------|---|
| Unit 1 | Introduction to Supply Chain Management Introduction to supply chain management, the evolution of supply chains, and the objectives of supply chain management. |
| Unit 2 | Decision Phases and Process Views in Supply Chain Decision phases in a supply chain, process views such as the cycle view, the push/pull view, and supply chain macro processes in a firm. |
| Unit 3 | Key Issues in Supply Chain Management Key issues in supply chain management, challenges and opportunities, along with industry applications and examples. |
| Unit 4 | Global Trade and Supply Chains |

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| | Insight into global trade, global supply chains, and the challenges faced in global trade. |
| Unit 5 | Emerging Markets and Global Supply Chains Expertise in emerging markets, global supply chains in emerging markets, and the strategic benefits of global supply chains. |
| Unit 6 | Best Practices and Integration in Global Supply Chains Best practices for strategic global supply chain management, how to integrate global supply chain functions, and the strategic benefits of global supply chains. |
| Unit 7 | Supply Chain Strategies and Strategic Fit Competitive and supply chain strategies, achieving strategic fit and its challenges, with case studies on strategic fit. |
| Unit 8 | Supply Chain Enablers Technology as a supply chain enabler, organizational infrastructure and alliances, and the role of human resources in the supply chain. |
| Unit 9 | Supply Chain Drivers Inventory and transportation as drivers, information and sourcing as drivers, and facilities and pricing as supply chain drivers. |
| Unit 10 | Supply Chain Performance Supply chain efficiency and responsiveness, the trade-off between responsiveness and efficiency, and managing supply chain risks. |
| Unit 11 | Global Purchasing Strategy Key elements of a global purchasing strategy, transitioning from international to global purchasing, and types of global purchasing strategies. |
| Unit 12 | Outsourcing and Offshoring Strategies for outsourcing and offshoring, along with the benefits and risks associated with both. |
| Unit 13 | Supplier Selection and Network Design Selecting suppliers, designing global supplier networks, and managing supplier evaluation and relationships. |
| Unit 14 | Inventory Management in Supply Chain and Inventory Problem Solving and Models The role of cycle inventory in the supply chain, production lot sizing, lot sizing with capacity constraints, aggregating multiple products in a single order, economies of scale, and numerical examples to illustrate inventory problems with solutions using various models. |

Textbook:

- Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGrawHill Education India, New Delhi - Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R. (2008).

Reference books :

- Shah, J. (2016). Supply Chain Management: Text and Cases (2e). Pearson Education India
- Hult, T.; Closs, D.; Frayer, D. Global Supply Chain Management Leveraging processes, measurements and tools for strategic corporate advantage. McGraw Hill. 2013.

Course Name: DATA VISUALIZATION TECHNIQUES**Credits: 4****Course Description:**

To equip learners with comprehensive knowledge on computer application software for data analysis. The course covers building interactive dashboards, enhancing visualizations with analytics, and applying advanced concepts such as data blending, joining, and understanding dynamic hierarchies. The course also emphasizes best practices in data visualization to ensure clarity and effectiveness in communicating insights. By the end of the course, learners will be proficient in using Tableau for data analysis, able to create insightful, interactive visual reports that support decision-making in various business contexts.

Course Objectives

- Recognize and understand how to use visualization tools effectively.
- Evaluate different data representation methods and their advantages.
- Analyze visual data to develop insights and hypotheses.
- Discuss computational tools and software for data analysis tasks.
- Synthesize and present data insights to facilitate decision-making...

Course Outcomes

- Describe visualization tools, demonstrating their appropriate use.
- Assess various data representation methods, comparing their strengths and weaknesses.
- Interpret visual data to identify patterns and generate hypotheses.
- Explain the role and applications of computational tools in data analysis.
- Organize and communicate data insights effectively to support decisions.

| Units | Syllabus |
|--------|--|
| Unit 1 | Introduction to Tableau What are Tableau, architecture, and features of Tableau. |
| Unit 2 | Getting Started with Tableau Installation of Tableau Desktop/Public and an introduction to the interface of Tableau, including layout, toolbars, data pane, and analytics pane. |
| Unit 3 | Working of Tableau How to start with Tableau, top charts in Tableau, an introduction to various file types, and a quick overview of the user interface in Tableau. |
| Unit 4 | Basic Reporting Techniques Parameters, grouping, editing groups, sets, and combined sets. |
| Unit 5 | Creating and Enhancing Reports Creating a first report, adding data labels, creating folders, sorting data, adding totals, subtotals, grand totals to reports, and working with colouring, sorting, and measuring values. |
| Unit 6 | Basic Data Visualization Techniques - I Creating pivot tables, heat maps, highlight tables, bar charts, line charts, area charts, and |

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| | pie charts. |
| Unit 7 | Basic Data Visualization Techniques - II Working with scatter plots, word clouds, tree maps, blended axes, dual axes, Gantt charts, and grouped bar or side-by-side bar charts... |
| Unit 8 | Building Interactive Dashboards Building interactive dashboards and exploring advanced chart techniques. |
| Unit 9 | Specialized Visualization Techniques - I Creating waterfall charts, dual axes, and computations. |
| Unit 10 | Specialized Visualization Techniques - II Working with different date charts, split/custom splits, and profitability as a percentage of the total. |
| Unit 11 | Advanced Data Visualization Concepts Understanding level of detail (fixed, include, exclude), size (number of rows in partition), multiple views in a container, and dynamic hierarchies. |
| Unit 12 | Data Blending and Joining Data blending and joining techniques. |
| Unit 13 | Enhancing Visualizations with Analytics Pane Enhancing visualizations with the analytics pane, including trend lines, forecasts, and statistical summaries. |
| Unit 14 | Best Practices in Data Visualization Exploring best practices in data visualization. |

Textbook:

- Visual Analytics with Tableau, Wiley
- Learning Tableau: Tools for Business Intelligence, Data Prep, and Visual Analytics" by Joshua N. Milligan

Reference books:

- Beautiful Visualization, Looking at Data through the Eyes of Experts
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper, Publisher: O'Reilly Medi
- "Visual Analytics with Tableau" by Alexander Loth, Publisher: Wile"
- "Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations" by Ben Jones, Publisher: O'Reilly Media

SEMESTER: VI

Course Name: STRATEGIES FOR WINNING BUSINESS NEGOTIATIONS

Credits: 4

Course Description:

This course is designed to equip participants with the knowledge, skills, and techniques necessary to effectively negotiate in business settings. Participants will learn about the psychology of negotiation, strategic planning, communication skills, and how to achieve win-win outcomes.

Course Objectives:

- Understand the fundamental principles of negotiation.
- Develop strategic negotiation skills.
- Learn effective communication and persuasion techniques.
- Explore the psychological aspects of negotiation.
- Practice negotiation through simulations and case studies.

Course Outcomes:

- Summarize Core Negotiation Principles
- Prepare Effectively for Negotiations
- Analyse and Maintain Relationships
- Apply Effective Negotiation Strategies and Tactics
- Overcome Common Negotiation Barriers

| Units | Syllabus |
|--------------|---|
| Unit 1 | Introduction to Negotiation Definition and importance of negotiation in business, types of negotiations (distributive vs. integrative), and the role of negotiation in business decision-making. |
| Unit 2 | Preparation and Planning The importance of preparation in negotiation, setting objectives and goals for negotiation, and understanding BATNA (Best Alternative to a Negotiated Agreement). |
| Unit 3 | Building Relationships and Trust The role of trust in negotiations, techniques for building rapport, and establishing credibility in negotiation. |
| Unit 4 | Communication Skills Active listening techniques, questioning techniques for effective negotiation, and non-verbal communication in negotiation. |
| Unit 5 | Negotiation Strategies and Tactics Common negotiation strategies (competitive, collaborative), when to use different negotiation strategies, and negotiation tactics for various scenarios (e.g., anchoring, |

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| | concessions). |
| Unit 6 | Overcoming Obstacles in Negotiation Identifying common barriers to negotiation, conflict resolution techniques, and strategies for overcoming resistance in negotiations. |
| Unit 7 | Ethics in Negotiation Ethical considerations in negotiations, the role of integrity in negotiation, and handling ethical dilemmas in negotiation. |
| Unit 8 | Cultural Considerations in Negotiation Negotiating across cultures, cultural sensitivity and adaptation, and managing cultural differences in negotiation. |
| Unit 9 | Advanced Negotiation Techniques Advanced techniques for complex negotiations, multi-party negotiations, and negotiating in high-stakes situations. |
| Unit 10 | Negotiation Power and Leverage Understanding power dynamics in negotiation, techniques to leverage power effectively, and handling power imbalances in negotiation. |
| Unit 11 | Psychological Factors in Negotiation The role of emotions in negotiation, psychological tactics in negotiation, and understanding cognitive biases in negotiation. |
| Unit 12 | Negotiation in Teams Negotiating as a team, the dynamics of group negotiation, and conflict resolution within negotiating teams. |
| Unit 13 | Negotiation Simulation Preparation for full-class simulation, roles and objectives for participants, and conducting the negotiation simulation. |
| Unit 14 | Review and Final Assessment Recap of key concepts and strategies, final assessment (written or practical), and feedback and reflection on negotiation skills. |

Text book:

- Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement without Giving in, Penguin Publisher, And Latest Edition.
- Shell, G. R. (2006). Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Publisher, and Latest Edition.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2015). Negotiation, Eighth Edition, McGraw Hill.

- Cialdini, R. B. (2006). Influence: The Psychology of Persuasion, Harper Business Publication, Revised Edition.

Reference books:

- Thompson, L. The Mind and Heart of the Negotiator, Pearson, Second Edition, 2000.
- Ury, W. Getting Past No: Negotiating in Difficult Situations, Bantom, USA, 1993, Latest Edition.

Course Name: PERSONAL BRANDING & NETWORKING**Credits: 2****Course Description:**

This course explains the concepts of personal branding and networking in the digital age. Learners will acquire how to develop and manage their personal brand, create an online presence, and leverage networking opportunities for career advancement. The course will also cover strategies for building professional relationships and effective communication in a business context.

Course Objectives

- Identify the concept and importance of personal branding in today's competitive environment.
- Learn strategies for networking and building professional relationships.
- Enhance communication skills for effective networking and career advancement.

Course Outcomes:

- Explain the concept, significance, and benefits of personal branding in a competitive environment.
- Implement effective strategies for networking and developing meaningful professional relationships.
- Exhibit improved communication skills for networking, personal branding, and advancing in their professional career.

| Units | Syllabus |
|--------|---|
| Unit 1 | Foundation of Personal Branding Definition and importance of personal branding, core components of a strong personal brand, and personal branding in the digital age. |
| Unit 2 | Crafting a Personal Brand Strategy Identifying target audience and unique value proposition, developing a personal brand statement and mission, and setting SMART goals for personal brand development. |
| Unit 3 | Leveraging Online Platforms Choosing the right platforms (LinkedIn, Twitter, Instagram, etc.), and creating a professional and consistent online profile. |
| Unit 4 | Managing and Maintaining Online Presence Content curation and creation strategies, engaging with your audience and building relationships, and monitoring and managing online reputation. |
| Unit 5 | Networking Essentials Understanding networking and its benefits, strategies for effective networking, and building and nurturing professional relationships. |

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| Unit 6 | Mastering Communication Techniques Effective communication techniques, developing an elevator pitch, verbal and nonverbal communication skills, the art of storytelling, and persuasive communication and influence. |
| Unit 7 | Networking for Career Advancement Networking etiquette and best practices, leveraging networking for career advancement, using networking for job search and career growth, building a personal network of mentors and influencers, and networking in professional settings. |

Textbook:

- "Personal Branding For Dummies" by Susan Chritton

Reference books

- "Me 2.0: Build a Powerful Brand to Achieve Career Success" by Dan Schawbel
- "Brand You: Turn Your Unique Talents into a Winning Formula" by John Purkiss
- "Networking Like a Pro: Turning Contacts into Connections" by Ivan Misner.

Course Name: IT & GST RETURNS**Credits: 2****Course Description:**

To equip learners with the practical skills required for filing of returns under Income Tax and GST laws.

Course Objectives

- Describe awareness about the concept of GST.
- Express knowledge on the basics of GST skills and competencies to provide the participants with necessary inputs for filling GST returns.
- Classify learners to know how assessment and return happens in taxation

Course Outcomes

- Apply the basic process of computing taxable income and tax liability, and know about various types of income tax return forms.
- Outline the concept of advance payment of tax and tax deduction at source and develop the ability of e-filing of TDS returns.
- Aware of the basic framework and structure of GST, including the meaning of input tax credit and the process of its utilization.

| Units | Syllabus |
|--------|---|
| Unit 1 | E-Filing Meaning of e-filing, difference between e-filing and regular filing of returns, benefits and limitations of e-filing, types of e-filing, e-filing process, and relevant notifications. |
| Unit 2 | Income Tax and E-Filing of Returns Introduction to income tax, basic terminology, types of assesses, income taxable under different heads, basics of computation of total income and tax liability, deductions available from gross total income, PAN card, and due dates for filing income tax returns. Instructions for filling out forms ITR-1, ITR-2, ITR-3, ITR-4, ITR-4S, ITR-5, and ITR-6. Introduction to the Income Tax Portal and preparation of electronic returns through practical workshops. |
| Unit 3 | Tax Deducted at Source (TDS) Introduction to the concept of TDS, provisions relating to the advance payment of tax, schedules for the deposit of TDS, and schedules for submission of TDS returns. |
| Unit 4 | E-Filing of TDS Returns Prescribed forms for filing TDS returns, exemptions from TDS, and forms 13, 15G, |

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| | and 15H. Practical workshop on e-filing of TDS returns. |
| Unit 5 | Basic Concepts of GST Introduction to basic concepts of GST, output tax liability under CGST, SGST, UTGST, and IGST. |
| Unit 6 | GST Network and E-Payment GST Network, input tax credit utilization, small suppliers and the composition scheme, schedules for payment of GST, interest/penalties for late or non-filing of returns, payment of GST using the electronic ledger, and understanding electronic liability registers, credit ledgers, and cash ledgers. |
| Unit 7 | Filing of GST Returns Filing of GST returns, including GSTR-1, GSTR-2, GSTR-3, GSTR-4, and GSTR-9. |

Textbooks:

- Bansal, K. M., GST & Customs Law, Taxmann Publication.
- Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017
- Singhanian V. K , GST & Customs Lax, Taxmann Publication.
- Singhanian,Vinod K. and Singhanian Monica. Students' guide to Income Tax. University Edition. Taxmann Publications Pvt Ltd., New Delhi.
- Sisodia Pushpendra, GST Law, Bharat Law House.

Reference books:

- Ahuja, Girish, Gupta Ravi, GST & Customs Law.
- Ahuja. Girish. and Gupta. Ravi. Systematic Approach to Income Tax. Bharat Law House, Delhi.
- Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press.

5.3. Duration of the programme

| Programme | Level | Duration | Maximum duration for completion | Credits |
|-----------|-------------------|----------|--|------------|
| BBA | Bachelor's Degree | 3 years | (3+ 3) years (As per UGC Notification on Specification of Degree, 2014) | 133Credits |

5.4. Faculty and support staff requirement

| Academic Staff | Number available to meet the required delivery norms |
|-----------------------|--|
| Programme Coordinator | 1 member |
| Course Coordinator | 1 member |
| Course Mentor | 1 member per batch of 250 students |

5.5. Instructional delivery mechanisms

The instructional delivery mechanisms for the online BBA programme from CDOE, DSU has been designed to ensure an engaging and effective learning experience for students. The CDOE has a team of qualified and experienced faculty and staff for the programme. The proficiency of the faculty team ensures that programs are thoughtfully designed and executed to meet high academic standards. This commitment to quality provides students with a seamless, engaging, and enriching learning experience, specifically tailored to the unique needs and challenges of online education. CDOE creates an environment that supports academic excellence and professional growth, empowering students to succeed in a flexible and accessible educational setting.

CDOE will be having an academic calendar outlining important dates for major events in the semester. This academic calendar will be shared with students at the start of each semester, ensuring clear communication and effective planning for all academic activities.

In addition to providing content through Self-Learning Materials (SLMs), students will have access to a wide range of e-learning resources, including audio and video content, to enhance their understanding of the course material. To ensure student engagement in the programme, various activities will be organized in the form of the following:

- **Webinars and Online Lectures:** Live sessions will be conducted to offer students the opportunity

to learn directly from faculty members and engage in real-time discussions. These sessions will cover key topics and provide clarity on different concepts.

- **Discussion Forums:** Students will be encouraged to actively participate in discussion forums designed to stimulate critical thinking and foster open communication. These forums will provide a platform for students to share their perspectives and express their ideas without hesitation. Such forums encourage participation from all students and provide an opportunity for discussion and gaining insights while maintaining a professional decorum.

Thus, students remain actively involved in the learning process, fostering a collaborative and enriching educational experience that aligns with the objectives of online learning.

- **Assessments:** Continuous Internal Assessments are conducted to support ongoing learning and development. Self-Assessment Questions included in the e-SLMs and quizzes available on the LMS provide regular opportunities for students to conduct periodic evaluations. These quizzes can be taken multiple times, allowing students to refine their understanding and work toward achieving correct answers. This iterative process promotes a deeper understanding of key concepts and strengthens learning outcomes. The flexibility of this approach encourages active participation, helping students identify and address knowledge gaps while building confidence in applying their knowledge effectively. By regularly monitoring progress, students can engage more thoroughly with the course material, ensuring continuous improvement and mastery of the subject matter. The case study pedagogy in the online BBA programme aims to enhance critical thinking, decision-making, and problem-solving skills among students. It encourages real-world application of theoretical concepts, fostering deeper understanding. Students can use the opportunity to analyse complex business scenarios, develop strategic insights, and improve their ability to navigate challenges. Case studies help in cultivating practical knowledge and prepares students for leadership roles.

Students will be provided access to national portals such as SWAYAM and NPTEL, along with the University's digital library, which will be integrated into the LMS for supplementary reading material. This allows students to explore additional resources beyond the prescribed syllabus. Such access will encourage students to complement the core curriculum but also supports lifelong

learning, empowering students to stay updated with the latest developments in their field of study.

5.6. Media Resources - Print, Audio or Video, Online, Computer Aided:

Students will be getting access to a wide range of e-learning materials, including audio and video content, faculty-led video sessions, virtual classrooms and discussion boards through the LMS. This will enable students to track their progress in real-time through a personalized dashboard, allowing them to monitor their learning journey.

Students will also be informed about upcoming academic events. Regular notifications will be sent to remind students about upcoming webinars, virtual classes, assignments, and discussion forums. Such notifications will help students to manage their schedules and academic responsibilities.

Additionally, the LMS will facilitate direct communication between students and Course Coordinators/Mentors. Students will be able to raise queries, seek clarification, and receive responses from faculty members. This will foster a supportive learning environment and ensures that students have the necessary guidance and resources to succeed in their studies. The LMS will be a platform to maintain an interactive and engaging online learning experience, enabling students to actively participate in their education while receiving the support they need.

5.7. Student Support Services

Student Support services of the CDOE, DSU will be providing pre-admission student support services like counselling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing LMS portal, Academic Calendar and academic delivery. The support services team shall provide support/training in attending the online proctored semester end examination. The support team shall answer to the queries pertaining to conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online education by CDOE, DSU is to provide flexible learning opportunities to students to attain qualification, wherever students are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by CDOE, DSU. The programmes/courses is termed Online mode for award of Degree.

Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of

programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by CDOE, DSU shall fill up online application form available informed on the website. Before applying, candidates must check eligibility criteria for the programme. Details about eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the University website.

6.1. Procedure for Admission

6.1.1. Minimum Eligibility Criteria for admission

- Admission to First Year BBA shall be open to candidates who have passed the second year Pre-University or XII standard or equivalent examination recognized by the University.
- The candidate shall have studied and passed English as one of the courses and secured not less than forty-five percent (45%) marks in aggregate and forty percent (40%) in case of candidates belonging to SC/ST and OBC.

Important Instructions:

- Admission granted by the University to the Programme shall be confirmed only for the candidates who fulfil the Admission Eligibility requirement by submitting all the requisite documents and has paid the semester fees.
- All other Admissions granted by the University to the Programme shall be Provisional until the candidate meet the eligibility criteria
- Provisional Admission shall stand cancelled if the candidate does not fulfil Programme eligible criteria within the stipulated time given by the CDOE, DSU.
- The University has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on the website.
- Prior to applying for admissions, candidates are advised to go through the details provided on the University website & the Programme prospectus.

6.1.2. Fee Structure and financial assistance policy

Suggested Fee for BBA programme is INR 1,20,000/- (One Lakh Twenty Thousand only). Overseas

students need to remit the programme fees equivalent in USD to the University.

A scholarship of up to 10% on tuition fees will be provided to Merit students and to students who belong different special categories as defined in the University Policy.

6.2. Curriculum Transactions

6.2.1. Programme Delivery

DSU utilizes modern technology to deliver online programs, ensuring students receive a high standard of education. The faculty at DSU is dedicated to providing expert guidance that promotes the overall development of students. They do more than facilitate learning—they serve as mentors, fostering an engaging environment that enhances student retention and academic growth. The programme is designed with the goal of equipping students with specialized expertise, helping them excel in their chosen fields.

Some of the important features are:

- Online academic delivery, ensuring flexibility and accessibility for all students.
- Regular updates and reviews of the curriculum and study materials to keep content current and relevant.
- Live, interactive lectures conducted by CDOE, DSU faculty members and course coordinators, ensuring engagement with students to support them in their learning journey.
- Continuous academic and technical support to assist students throughout in their online learning journey.
- Guidance and mentoring from Course coordinators to help students to navigate any academic challenges.
- Dedicated learning and delivery support from Course mentors.

This approach guarantees a comprehensive and supportive learning experience, where students can focus on their academic outcomes for better professional outcomes. Through these well-structured delivery methods, DSU ensures that each student receives the tools and guidance they need to succeed in their studies and future careers.

6.2.2. Norms for Delivery of Courses in Online Mode

| Sl. No. | Credit value of the course | No. of Weeks | No. of Interactive Sessions | | Hours of Study Material | | Self- Study hours including Assessment etc. | Total Hours of Study (based on 30 hours per credit) |
|---------|----------------------------|--------------|---|---|-------------------------|------------------|---|---|
| | | | Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week) | Discussion Forum/ asynchronous Mentoring (2 hours per week) | e- Tutorial in hours | e- Content hours | | |
| 1. | 1 Credit | 3 weeks | 3 hours | 6 hours | 5 hours | 5 hours | 11 | 30 |
| 2 | 2 Credits | 6 weeks | 6 hours | 12 hours | 10 | 10 | 22 | 60 |
| 3. | 4 Credits | 12 weeks | 12 hours | 24 hours | 20 | 20 | 44 | 120 |

6.2.3. Learning Management System to support Online mode of Course delivery

The LMS platform for the online BBA programme has been specifically designed to help students maximize their potential in their chosen field. It offers a secure and reliable learning environment, accessible on both web and mobile devices, ensuring a consistent and seamless experience. With a user-friendly interface, the platform makes it easy for instructors to design courses, create content, and grade assignments efficiently. Its responsive design delivers an excellent mobile experience, allowing students to access course materials anytime, anywhere.

The LMS platform prioritizes accessibility, ensuring all tools are standards-compliant and easy to navigate, including support for assistive technologies. This ensures an inclusive learning environment for all students at all times such that students have the flexibility to study at their own pace and on their own schedule. The availability of LMS for the online BBA programme encourages students to develop a self-directed approach to learning in the programme.

6.2.4. Course Design

The course content has been carefully designed in accordance with the SWAYAM guidelines, employing the 4-quadrant approach to ensure a seamless and engaging learning experience. This structured approach

includes four key components, each crafted to support various aspects of student learning and engagement:

- (a) Quadrant-I i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents. These provide visual and auditory explanations of key concepts, offering clear and comprehensive coverage of course topics. The use of video content enhances understanding and helps students grasp complex subjects more easily. Simulations, video demonstrations, Virtual Labs etc.
- (b) Quadrant-II i.e. e-Content to contain illustrations, video demonstrations, documents as required. Curated reading resources, such as articles, case studies, and textbooks, allow students to explore topics in greater detail. These materials complement video lectures and encourage deeper exploration of the subject matter.
- (c) Quadrant-III i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator(s) and their team. Interactive online discussion platforms enable students to engage with their peers and instructors. These forums foster collaboration, allowing students to share insights, ask questions, and discuss ideas, creating a rich, supportive learning environment.
- (d) Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics. Quizzes, assignments, and tests are integrated throughout the course to help students gauge their understanding and track their progress. These self-assessment tools encourage active learning and allow students to identify areas for improvement.

By utilizing the 4-quadrant approach, the course content ensures a balanced and holistic learning experience that promotes both theoretical knowledge and practical application.

6.2.5. Academic Calendar

The Academic Calendar indicates the timelines for the different academic activity for the Programme in the semester:

| Sl. No. | Week | Event(s) |
|---------|-----------|---|
| 1 | Week 1 | Induction to the Programme. |
| 2 | Week 2-14 | Commencement of live lecture sessions. |
| 3 | Week 3 | Opening of Continuous Internal Assessments (CIA). |
| 4 | Week 4 | Internal Assignment(s) submission. |
| 5 | Week 2-11 | Discussion Forums. |

| | | |
|----|-----------------|--|
| 6 | Week 12 | Closure of Internal Assignment(s) submissions. |
| 7 | Week 13 | Semester End Examination (SEE) - Time Table. |
| 8 | Week 13-14 | Semester End Examination (SEE) - Registration. |
| 9 | Week 15 | Exam Admit Card download. |
| 10 | Week 16 onwards | Semester End Examination (SEE). |
| 11 | Week 17 onwards | Registration for next higher semester. |

6.3. Evaluation

Every student shall be assessed for a course through Continuous Internal Assessment (CIA) and Semester End Examination (SEE) as prescribed. CIA and SEE shall respectively have 30:70 percent weightage. Continuous Internal Assessment (CIA) for Theory Courses shall be conducted for 30 marks in the form of assignments. CIA for Mini-Project and Research Project shall also be conducted for 30 marks and the details shall be made available in the respective Project Guidelines Manual.

Semester End Examination Assessment (SEE) for Theory Courses shall be conducted for 70 marks. The SEE question paper shall comprise of objective and descriptive type questions. The SEE will be conducted with technology support as a remote proctored examination. For Mini-Project and Research Project the SEE shall be conducted for 70 marks and the details for the same shall be made available in the respective Project Guidelines Manual.

A student's performance in a course shall be judged by taking into account the results of CIA and SEE together. A student has to obtain and satisfy the following conditions to be declared as pass in each course:

- (i) minimum 40% of marks in CIA
- (ii) minimum 40% of marks in SEE
- (iii) minimum 40% of marks in aggregate considering both CIA & SEE
- Students must score minimum 40% marks for project-based courses.
- There shall be no improvement of Continuous Internal Assessment marks if they are above 40%.
- If a student fails in any one component (failure to get 40% marks either in CIA or SEE), then the student will be required to re-appear for that component only (CIA or SEE as the case may be).
- There shall be no improvement of Semester End Examination marks if they are above 40%.

DSU shall be complying as per the prevailing regulatory directions on the conduct of the examinations.

6.3.1. Question Paper Pattern

The Question Paper for the Semester End Examination Assessment (SEE) for Theory Courses shall be conducted for 70 marks. shall comprise of three sections:

- Section – A for 20 marks comprising TEN Multiple Choice Questions (MCQ) of 2 mark each.
- Section – B for 30 marks of Short Answer type Descriptive Questions of 6 marks each for which a student shall be need to write answers for 5 out of 6 questions.
- Section – C for 20 marks of Long Answer type Descriptive Questions of 10 marks each for which a student shall be need to write answers for 2 out of 3 questions.

| Section A (Answer ALL) | Questions x Marks | Marks |
|--|--------------------------|--------------|
| Ten Multiple Choice Questions | 10 x 2 | 20 |
| Section B – Answer Five out of Six questions | | |
| Descriptive Questions (Short Answers) | 5 x 6 | 30 |
| Section C – Answer Two out of Three questions | | |
| Descriptive Questions (Long Answers) | 2 x 10 | 20 |
| Total | | 70 |

6.3.2. Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for awarding internal marks for courses. Student must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

6.3.3. Passing Minimum

The students are considered as passed in a course if they score 40% marks in the Continuous Internal Evaluation (CIA) and Semester-End Examinations (SEE) individually. If a student fails in any one component (failure to get 40% marks either in CIA or SEE), then the student will be required to re- appear for that component only.

6.3.4. Marks and Grades

Marks shall be awarded for both CIA and SEE. The grading will normally be based on CIA and SEE. Relationships among Grades, Grade points and % of marks are listed as per the below mentioned criteria, where F is Fail and IC is ABSENT:

| GRADE | GRADE POINTS | POINTS DESCRIPTION | % MARKS |
|-------|--------------|--------------------|---------|
| O | 10 | Outstanding | 90-100 |
| A+ | 9 | Excellent | 80-89 |
| A | 8 | Very Good | 70-79 |
| B+ | 7 | Good | 60-69 |
| B | 6 | Above Average | 55-59 |
| C | 5 | Average | 50-54 |
| P | 4 | Pass | 40-49 |
| F | 0 | Fail | <40 |
| IC | - | In Complete | - |

Class Equivalence of Grade points:

| CGPA | Class/Division |
|------------------------|------------------------------|
| ≥ 4.0 - < 5.75 | Pass Class |
| ≥ 5.75 - < 6.75 | Second Class |
| ≥ 6.75 - < 7.75 | First Class |
| ≥ 7.75 - 10 | First Class with Distinction |

- A student will have to ensure a minimum CGPA of 4, to become eligible for the award of the degree.
- A student shall have to re-appear all courses in which they obtain 'F' and 'IC' Grade until a passing grade is obtained.
- 'F' grade denotes failure to obtain minimum passing marks in Continuous Internal Assessment or Semester End Examinations.
- 'IC' grade denotes incomplete performance in any Theory and/or Practical Assessment. It may be awarded in case of absence for CIA or SEE.
- The student can appear for the course/s with 'F' and 'IC' grade, when exams are conducted subsequently by the University for those Courses.

For a semester:

The SGPA is calculated on the basis of grades obtained in all courses, except audit courses and courses in which F grade or below, registered for in the particular semester.

$$\text{SGPA} = \frac{\text{Points secured in the semester (O – P Grades)}}{\text{Credits registered in the semester, excluding audit courses}}$$

For the entire programme:

The CGPA is calculated on the basis of all pass grades, except audit courses.

$$\text{CGPA} = \frac{\text{Cumulative points secured in all the passed courses (O – P Grades)}}{\text{Cumulative registered credits, excluding audit Courses}}$$

7. Requirement of the Laboratory Support and Library Resources

7.1. Laboratory Support

No lab based courses are offered in this program.

7.2. Library Resources

CDOE, DSU provides an exceptional library facility to support the academic needs of students enrolled in the BBA program. The Central Library at DSU is well-stocked with a vast array of reference books, including key titles relevant to the online BBA curriculum.

For students enrolled in the online mode of education, the University offers digital library access, which provides an extensive collection of e-books, journals, and academic databases. This digital resource ensures that online students have equal access to critical academic content, supporting them in their coursework and research. To further enhance the academic experience, DSU will provide access to educational platforms like SWAYAM, Scopus, and Knimbus, to the students. These memberships provide access to an extensive range of academic content, including journals, articles, and research papers, enhancing the research capabilities among students.

To ensure a holistic learning experience, DSU has integrated e-learning resources into the LMS for the online BBA program. The LMS serves as a centralized hub for all course materials, including e-books, articles, and other resources. Additionally, e-tutorial lectures are made available, offering students the flexibility to study at their own pace while reinforcing key concepts covered in their courses. This seamless integration of resources ensures that students have everything they need to succeed in their academic journey, regardless of their mode of study.

Beyond traditional academic resources, DSU will organize webinars and other virtual interactions by industry professionals for students. Such events will provide students with valuable insights into contemporary trends, challenges, and best practices in the business world.

Through a combination of comprehensive library resources, digital access, and expert industry engagement, the CDOE at DSU will provide online BBA students to strive for academic excellence.

8. Cost Estimate of the Programme and the Provisions

The costs towards the programme study material development and academic delivery system depend on the total programme credits and the number of students. DSU, known for academic excellence, has always complied with the UGC regulations. The programme related expenses towards e-content and IT infrastructure setup cost 50% of the programme fee revenue and the balance for the academic delivery of the programme which depends on the student strength.

9. Quality assurance mechanism and expected programme outcomes

The quality of the online BBA programme is determined by the professionalism of the curriculum, which is designed to meet the demands of the business management profession. A well-structured syllabus, coupled with dedicated efforts and effective course execution, plays a critical role in ensuring the program's success. The primary goal of the online BBA programme is to equip students with comprehensive knowledge and practical skills in management. Additionally, expertise in information communication technology (ICT) gained through the programme opens up new career opportunities, allowing students to enhance their job prospects and elevate their positions, both in the workplace and in society at large.

The effectiveness of the programme will be assessed through various benchmarks, including the performance of students in their final semester examinations. These results will provide valuable insight into the programme's impact on student learning and skill acquisition. Moreover, continuous feedback from key stakeholders will play an important role in maintaining and enhancing the quality of the programme. By collecting and analysing such feedback, the programme can be refined to better meet the evolving needs of business management students and the corporate sector.

CDOE, DSU has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, CDOE, DSU to conduct periodic review and assessments and assist CDOE to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by CDOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure effectiveness of methods adopted for learning. As we proceed further, CIQA will involve in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance Committee (CIQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Centre for Internal Quality Assurance and

approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of National Assessment and Accreditation Council (NAAC), DSU has constituted Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives and other stakeholders are nominated as members. The IQAC is a part of the institution's system and work towards realization of the goals of quality enhancement and sustenance, as quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of institutions. The work of the IQAC is the first step towards internalization and institutionalization of quality enhancement initiatives. IQAC's elementary motive is to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. University has setup an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self-assessments regularly and use the results to improve its systems, processes etc. and finally quality of programmes.

The online BBA Programme is designed to achieve a set of comprehensive programme outcomes that align with the dynamic needs of modern business management requirements. These outcomes ensure that students receive high-quality professional education, equipping them with the necessary knowledge and skills to excel as future business leaders.

The programme aims to prepare students to address the managerial challenges of the 21st century. This involves fostering adaptability and resilience in a rapidly evolving global business landscape. By emphasizing conceptual clarity, analytical thinking, critical reasoning, and effective communication skills, the BBA programme ensures a solid academic foundation and practical readiness for students.

A holistic approach to development is at the core of the programme. It goes beyond academics to nurture positive attitudes, ethical values, and interpersonal skills, empowering students to excel in their performance and contribute meaningfully to organizational goals and societal progress. For aspiring entrepreneurs, the programme offers a robust foundation of knowledge and tools to launch and manage their ventures successfully. Through a focus on innovation, strategic planning, and risk management,

students are prepared for the complexities of the entrepreneurial journey.

Furthermore, the online BBA programme develops management professionals with the ability to apply theoretical knowledge to real-world challenges. Students learn to design sustainable and innovative solutions to contemporary business problems, balancing organizational objectives with societal and environmental responsibilities.

By achieving these outcomes, the BBA programme produces graduates who are not only competent in their respective fields but also driven by a commitment to excellence, lifelong learning ethical values. They are equipped to make impactful contributions to the business world while addressing the broader needs of society.



[Handwritten signature in green ink]
28/4/25

Registrar