



St. Joseph's University

#36, Lalbagh Main Road, Bangalore 560027

DEPARTMENT OF MANAGEMENT

# Bachelor of Business Administration Curriculum

Based on  
OBE Framework  
2022-2023 onwards

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## 1 ABOUT THE UNIVERSITY

St. Joseph's University, Bangalore is one of the oldest colleges in the state of Karnataka with a history of more than 138 years. St. Joseph's university has around 300 teaching and non-teaching staff and more than 6000 students. In May 2018, St Joseph's University was approved under Rashtriya Uchchatar Shiksha Abhiyan (RUSA) to upgrade from the existing autonomous college through State Public University Act.

### VISION

St. Joseph's University's objective is to prepare men and women for the service of others, especially the poor and the oppressed. We provide opportunities to the students to critically understand society and its structures so that education will assist them in working for a humane and just society. Stress is laid on academic excellence, character formation and social concern.

### MISSION

1. Academic Excellence: Studying subjects is a major task. All the necessary facilities are made available for students like reading room, good library and computer lab with internet facility to assist them in the same.
2. Character Formation: Character development is an essential aspect of education. A person is what his/her values are. Your character includes your behavior, your values and attitudes to life and to others and the way you face life. Building up character, a sense of hard work, perseverance, honesty, integrity, sensitivity to others and universal love that embrace all people, cutting across barriers of language, religion and caste.
3. Social Concern: The Management has made a policy of admitting, as far as possible, students from the socio-economically marginalized groups. It is the vision of the college to train students who are socially conscious and ready to stake their lives for the oppressed and the exploited. Our task as educators is to create in the student a deeper understanding of oneself and to change the world by creating plentiful opportunities for personal and social growth and total development. For the members of the Society of Jesus, education is not a commercial activity. It is a mission.

Our mission is to build up a group of young men and women who would be agents of change in society and work towards a secular world of fraternity, equality, and justice.

## 2 SCHOOL OF BUSINESS

The School of Business at St. Joseph's University provides an enabling environment to help its students stand out both academically and in shaping them to an overall balanced personality both in terms of the college's vision and today's competitive environment. Since its commencement, the Department has continuously evolved offering diverse programs in the field of business studies. The Department aims at a holistic and integral formation of its students, fostering in them a spirit of academic excellence, character formation and social concern, shaping them to become "men and women" for others. The department strives to equip in its students' skills required to face the challenges of a dynamic business world.

- Vision: To impart value-based quality education to serve the ever-changing global needs in the field of commerce by preparing men and women who will be agents of change.
- Mission: School of Business strives to provide quality Commerce education by adopting effective teaching-learning processes along with developing the required values, skills and attitudes to create business leaders with a passion for the world of business who will understand the economic, social, and global context of business.

### 3 PROGRAM PROFILE

The Programme is designed to provide a basic understanding of Management education and to train the students in communication skills effectively and inculcate entrepreneurship skills and decision-making capabilities. The Programme also includes practical exposure in the form of case studies, projects, presentations, industrial visits and interaction with experts from the industry. It facilitates students to acquire adequate knowledge in the field of Business administration, HR management, Organizational behavior, Business communication, Management skills, Corporate administration, Finance management, Business laws, Business ethics, Accounting, planning, International business, Event management, Quantitative methods, Research, Marketing, Entrepreneurial Development and Operations management. The Programme also offers open electives based on NEP framework in first four Semesters which is interdisciplinary or multi-disciplinary in nature.

- Duration: 3 years (6 semesters). A student successfully completing Three (03) years of the program will be awarded a Bachelor's Degree in Business Administration Or
- Eligibility for admission: Candidates who have completed Secondary Stage – Senior High school (10 + 2) of Karnataka State or its equivalent are eligible for admission into this course as notified by the University from time to time. Further, a candidate applying for the program must meet the prescribed performance level in admission interview and admission entrance (if applicable).

#### Program EDUCATIONAL OBJECTIVE [PEOs]

1	The three year BBA program aims at developing a student's intellectual ability, executive personality, and management skills through an appropriate blending of business and general education.
2	To make sustained efforts for the holistic development of the students and thereby empower them to ably faced the challenges posed by changing business environment
3	The program also seeks to prepare students to be job-ready or drive entrepreneurship initiatives or higher education in business at home and abroad.
4	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

**PEOs TO MISSION STATEMENT MAPPING**

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4
1. Academic Excellence	H		M	
2. Character Formation	M	H	L	
3. Social Concern				H

H=High | L= Low | M=Moderate

**PROGRAM OUTCOMES (POs)**

1	PO1	Acquire knowledge of management practices, skills in functional areas of business and legal and ethical aspects of business administration.
2	PO2	Analyze qualitative and quantitative problems by collecting, analyzing data using mathematical, statistical and ICT to solve complex business problems.
3	PO3	Demonstrate entrepreneurial traits to start and manage their innovative businesses to cater to the needs of consumers and society at large.
4	PO4	Exhibit critical thinking skills in solving managerial issues & problems arising due to changes in the business environment.
5	PO5	Demonstrate people skills, communication skills, personality traits, professionalism, social and emotional intelligence and also exhibit a spirit of cooperation, leadership, and teamwork to accomplish pre-defined goals.
6	PO6	Awareness of social responsibility and issues that business enterprises must address, including business ethics, cultural diversity and ecological concerns.

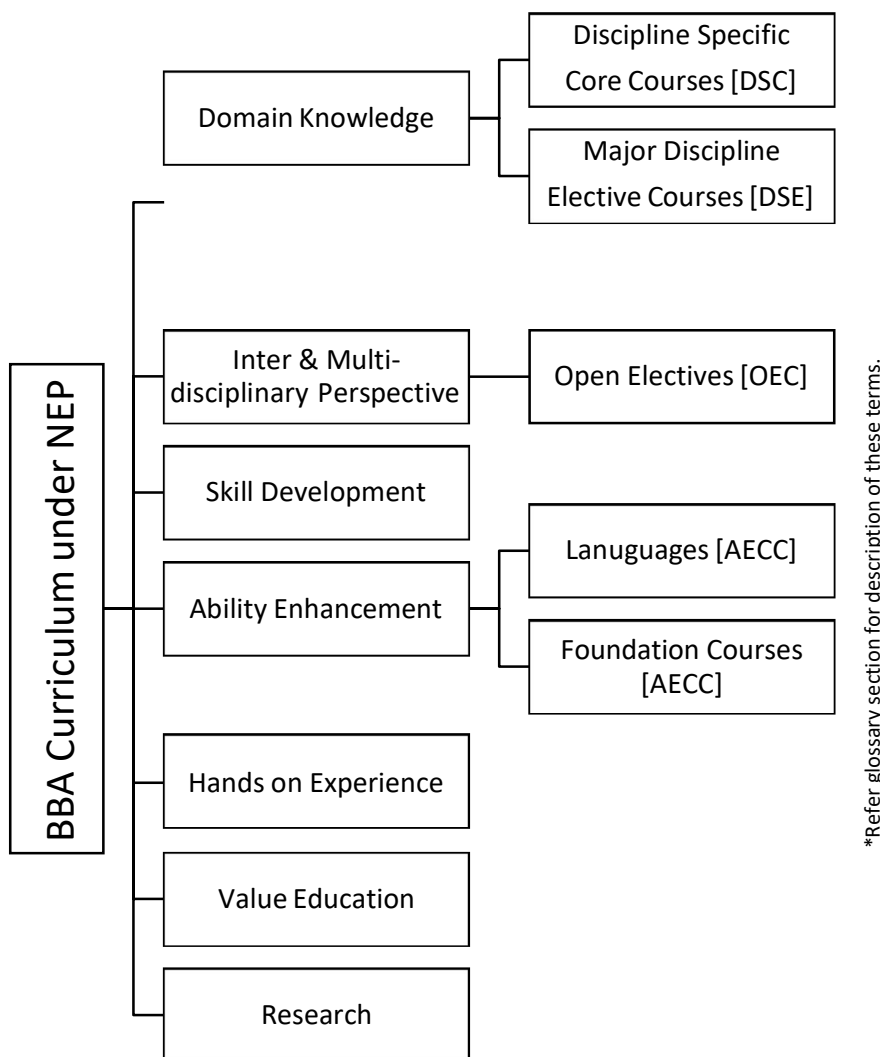
**POs TO MISSION STATEMENT MAPPING**

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
1. Academic Excellence	H	H	H			
2. Character Formation	M	L	M	H	H	L
3. Social Concern	M		L	L		H

H=High | L= Low | M=Moderate

## 4 BBA CURRICULUM

Conceptual comprehension must be emphasized through pedagogies that encourage communication, debate, research, and cross-disciplinary and interdisciplinary thinking. The curriculum is developed on the Outcome-Based Education. Outcome-based education defines Program Educational Objectives (PEOs), Program Objectives (POs) and Course Objectives (COs) for every program and student progression is assessed based on their achievement status.



## 5 BBA PROGRAMME STRUCTURE

The program shall be structured in a semester mode with Certification, Diploma and Basic Bachelor Degree at the completion of first, second and third years, respectively.

## 6 GLOSSARY

1. Major **Discipline Core Courses [DSC]**: A Major discipline is the field in which a student focuses during the course of his/her degree. A course in a discipline, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. The core courses aim to cover the basics that a student is expected to imbibe in that particular discipline. They provide fundamental knowledge and expertise to produce competent, creative graduates with a strong scientific, technical and academic acumen.
2. Major **Discipline Elective Courses [DSE]**: Elective Course is a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or enables an exposure to some other discipline/ subject/domain or which nurtures the candidate's proficiency/skill. Elective courses offered under the main discipline are referred to as Discipline Specific Electives. These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.
3. **Vocational Courses [VOC]**: These courses are to promote skills pertaining to a particular field of study. The purpose of these courses is to provide students life-skills in hands-on mode so as to their employability/ Self-employment. The objective is to integrate discipline related skills in a holistic manner with general education.
4. **Open Elective Courses [OEC]**: These courses can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill.
5. **Ability Enhancement Courses [AECC]**: Ability enhancement courses are the generic skill courses which are basic and needed to all to pursue any career. These courses ensure progression across all careers.
  - a. Languages: Languages provide the medium of fresh and free thinking, expression and clarity in thought and speech. It forms as a foundation for learning other courses. Helps fluent communication.
  - b. Foundation Courses: Foundation Courses enable students to develop a deeper sense of commitment to oneself and to the society and nation largely. These courses will supplement in better understanding of how to integrate knowledge to application into a society.
6. **Skill Enhancement courses [SEC]**: These courses are offered to promote skills pertaining to a particular field of study and imbibe values in students:
  - a. Skill Based SEC: These courses are designed to provide practical exposure to students and equip students with relevant skills required for professional and personal growth.
  - b. Value Based SEC: The aim is for students not only to understand the values, but also to reflect them in their attitudes and behaviour, and contribute to society through good citizenship and ethics.
7. **Project work/ Dissertation [with Viva voce] or Internship**: Project work is considered as a special course involving application of knowledge in solving / analysing / exploring a real-life situation /

difficult problem/ data analysis. Project Work has the intention to provide research competencies at Undergraduate level. It enables to acquire special/ advanced knowledge through supplement / support study to a project work. Candidates shall carry out project work on his/her own with an advisory support by a faculty member to produce a dissertation/ project report.

[In the VIII Semester Students who do not opt for Research Project / Internship shall take two elective courses].

### Key terms with reference to OBE Framework:

1. Program: An educational programme in Business Administration leading to award of Degree. It involves events/activities, comprising of lectures/ tutorials/outreach activities/ project work/viva/ seminars/ internship/ assignments/ presentations/ self-study/ quiz etc., or a combination of some of these.
2. Course: Refers to usually referred to as 'subjects' and is a component of a program. All Courses need not carry the same weight. Courses should define learning objectives and learning outcomes. A Course may be designed to comprise lectures/ tutorials/ laboratory work/ fieldwork/ outreach activities/project work/ vocational training/ viva/ seminars/ term papers/assignments/ presentations/ self-study/quiz etc. or a combination of some of these.
3. Credit: Credits represent the number of hours of learning that have been or need to be undertaken in each course of study.
4. Outcome-Based Education (OBE): An approach to education in which decisions about the curriculum are driven by the outcomes the students should display by the end of the course- professional knowledge, skills, abilities, values and attitudes- rather than on the educational process.
5. Programme Educational Outcomes: PEOs are statements that describe the Institution's Mission Aligned with the program.
6. Program Outcomes: POs are statements that describe what the students graduating from any of the educational Programmes should be able to do.
7. Course Outcomes: COs are statements that describe what students should be able to do at the end of a course.

## 7 PROGRAM PEDAGOGY

Our teaching pedagogy is uniquely devised keeping in consideration the potential of every student so that it may cater to the needs of students at every level from brilliant, mediocre to average. The pedagogy used by our course instructors encourages independent thinking and helps the students develop holistic perspectives, strong domain knowledge, contemporary skills-set and a positive attitude.

Classrooms Methodologies	Beyond Classroom	Industry Exposure
1. Classroom learning	1. Conferences	1. Internships
2. Use of multimedia (PowerPoint presentation, audiovisuals).	2. Projects	2. Industrial visits
3. Case studies	3. Seminars and workshops	3. International study tours
4. Games and group activities	4. Development programs	
5. Roleplay	5. Fests and competitions	
6. Guest lectures	6. Learning exchange programs	
7. Assignments & quizzes	7. Research-based assignments	
	8. Outreach and drives	

## 8 PROGRAM ASSESSMENT

Being in an Autonomous system, the college has adopted the Credit Grade Based Performance Assessment (CGPA). The course gives 40% weightage to Continuous Assessment (CA) comprising of Centrally Organized Mid Semester Test and other exercises such as quiz, seminars, assignments, etc. and 60% weightage is given to End semester Examinations.

Students must score a minimum of 35% / 21 marks in their End Semester Examination (ESE). The End Semester Examination (ESE) will be held for 2 hours & for 60 marks. Students must score a minimum of 40% in aggregate of the CIA+ESE in each paper, as minimum marks for passing.

Components of Continuous Assessment		
Assessment methods	Remarks	CA marks
Mid-semester examination	<ul style="list-style-type: none"> <li>One hour examination</li> <li>30 marks written examination</li> <li>Centrally organized test</li> </ul>	20
Assignment and tasks	Decided by the course instructor Activity 1 (Within the 7th Week) Activity 2 (Within the 12 <sup>th</sup> Week)	20
	TOTAL	40

### GUIDELINES FOR QUESTION PAPER SETTING AND SCHEME OF EVALUATION

- ☞ End semester Examination Question Paper Pattern. Time: 2 hours. Maximum marks: 60. The evaluation system comprises of both internal faculty for question paper setting and for valuation of papers.
  - ☞ Question papers received will go through the Board of Examiners for scrutiny for content, the suitability of marks, the inclusion of topics and typographical / mistakes and language.
- Section A: Conceptual (5x2 marks = 10) 5/6 questions: In this section, questions seek to test a student's conceptual knowledge of the subject and fact retaining abilities
  - Section B: Analytical (4x5marks = 20) 4/5 questions: Questions in this section are to test whether

students can analyze.

3. Section C: Descriptive (2x10 marks =20) 2/3 questions: In this section, students are required to use a combination of facts, concepts, theories and judgment to explain the subject matter. Writing skills are also tested in this section.
4. Section D: Case Study/ Compulsory Question (1 x 10 marks = 10): This section tests a student's ability to practically apply their theoretical knowledge of the subject. For papers, theory-based papers, either a case study of compulsory questions can be asked. For practical based papers, questions are numerical in nature.

## 8 COURSE MATRIX

#	Course Code	Course Title	Course Type	Hours per Week	Credits
SEMESTER I	1	Language I	AECC	3	3
	2	Language II	AECC	3	3
	3	BA1123 Financial Accounting	DSC	4	4
	4	BA1223 Business Economics	DSC	4	4
	5	BA1323 Business Management	DSC	4	4
	6	OEC01 Open Elective – I	OEC	3	3
	7	Skill Enhancement Course (Skill Based)	SEC-SB	2	2
	8	Skill Enhancement Course (Valued Based)	SEC-VB	2	2
		TOTAL CREDITS		25	
SEMESTER II	1	Language I	AECC	3	3
	2	Language II	AECC	3	3
	3	BA2123 Quantitative Methods for Business Decisions	DSC	4	4
	4	BA2223 Human Resource Management	DSC	4	4
	5	BA2323 Corporate Accounting	DSC	4	4
	6	OEC02 Open Elective – II	OEC	3	3
	7	Foundation Course	AECC	2	2
	8	Skill Enhancement Course (Value Based)	SEC-VB	2	2
		TOTAL CREDITS		25	
SEMESTER III	1	Language I	AECC	3	3
	2	Language II	AECC	3	3
	3	BA3123 Marketing Management	DSC	4	4
	4	BA3223 Cost Accounting	DSC	4	4

	5	BA3323	Banking Operations	DSC	4	4
	6	OECO3	Open Elective – III	OEC	3	3
	7	BASEC1	Basic Spreadsheets for Business	SEC-SB	2	2
	8		Skill Enhancement Course (Value Based)	SEC-VB	2	2
			TOTAL CREDITS		25	
SEMESTER IV	1		Language I	AECC	3	3
	2		Language II	AECC	3	3
	3	BA4123	Financial Management	DSC	4	4
	4	BA4223	Digital Marketing	DSC	4	4
	5	BA4323	Production and Operations Management	DSC	4	4
	6	FC	Foundation Course	AECC	2	2
	7	OEOC4	Open Elective – IV	OEC	3	3
	8	BASEC2	Business and Corporate Etiquette	SEC-VB	2	2
			TOTAL CREDITS		25	
SEMESTER V	1	BA5123	Management Accounting	DSC	4	4
	2	BA5223	Income Tax	DSC	4	4
	3	BA5323	Entrepreneurship Development	DSC	4	4
	4		Course from the Selected Elective Group	DSE - 1	4	3
	5		Course from the Selected Elective Group	DSE - 2	4	3
	6	BAVOC56 23	Technology for Business	VOC – 1	4	3
	7		Skill Enhancement Course (Valued Based)	SEC-VB	2	2
	8	BASEC3	Internship	SEC-SB	2	2
			TOTAL CREDITS		25	
SEMESTER VI	1	BA6123	Business Law	DSC	4	4
	2	BA6223	Business Tax	DSC	4	4
	3	BA6323	Business Ethics & Corporate Governance	DSC	4	4
	4		Course from the Selected Elective Group	DSE - 3	4	3
	5		Course from the Selected Elective Group	DSE - 4	4	3

6	BAVOC66 23	Retail Management	VOC – 2	4	3
7	BASEC4	Personal Branding and Leadership	SEC-SB	2	2
8		Skill Enhancement Course (Valued Based)	SEC-VB	2	2
		TOTAL CREDITS		25	

**FINANCE GROUP**

#	Elective	Subject	NEP
1	BADEF5423	Financial Services	V SEM
2	BADEF5523	Security Analysis and Portfolio Management	V SEM
3	BADEF6423	Financial Modelling	VI SEM
4	BADEF6523	Financial and Commodity Markets	VI SEM

**INTERNATIONAL BUSINESS GROUP**

#	Elective	Subject	NEP
1	BADEI5423	International Business	V SEM
2	BADEI5523	Forex Management	V SEM
3	BADEI6423	Cross Cultural Management	VI SEM
4	BADEI6523	EXIM Policies and Procedures	VI SEM

**MARKETING GROUP**

#	Elective	Subject	NEP
1	BADEM5423	Consumer Behaviour	V SEM
2	BADEM5523	Marketing Research	V SEM
3	BADEM6423	Advertisement and Media Management	VI SEM
4	BADEM6523	Social Media Marketing	VI SEM

**HUMAN RESOURCE MANAGEMENT GROUP**

#	Elective	Subject	NEP
1	BADEH5423	Human Resource Development	V SEM
2	BADEH5523	Organizational Leadership and Change Management	V SEM
3	BADEH6423	Employee Relation and Labour Welfare	VI SEM
4	BADEH6521	HR Analytics	VI SEM

# First Semester

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1123	<b>FINANCIAL ACCOUNTING</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.					
Course Outcomes						
CO1	Retrieve fundamental accounting concepts and standards					
CO2	Demonstrate the accounting process & prepare Journal, Ledger & Balancing of Accounts					
CO3	Execute various types of Subsidiary Books & prepare a Bank Reconciliation Statement					
CO4	Summarize accounting process in conversion of single entry into double entry					
CO5	Describe and implement accounting for current assets and non- current assets					
Reference Books:						
#	Title			Author/s		Publisher
1	Accounting for Manager			Bhattacharya		Vikas publication
2	Fundamentals of Accounting & Financial Analysis			Chowdary		Pearson Education
3	Financial Accounting			R.L. and V.K. Gupta		Sultan Chand
4	Basic Financial Accounting			Jain S P & Narang		Kalyani Publishers
5	An Introduction to Accountancy-			Maheshwari		S Chand
Learning by Doing activities [8 hours]						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			
H=High   L= Low   M=Moderate						

<b>Unit 1</b>	<b>INTRODUCTION TO FINANCIAL ACCOUNTING</b>	<b>06 Hours</b>
Accounting: Nature, Objectives and functions of Financial Accounting. Accounting Principles, Concepts & Conventions - GAAP (Concept only). Accounting standards: Definition – importance – Standard setting in India –A brief introduction to IND AS, IAS and IFRS.		
<b>Unit 2</b>	<b>ACCOUNTING PROCESS</b>	<b>10 Hours</b>
Meaning – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal –Ledger Balancing of Accounts – Trial Balance (Problems). Rectification of Errors- Classification of Errors, Rectification of errors which do not affect the Trial Balance, Rectification of errors affecting Trial Balance.		
<b>Unit 3</b>	<b>SUBSIDIARY BOOKS</b>	<b>10 Hours</b>
Meaning – Significance – Types of Subsidiary Books – Purchases Book – Sales Book – Purchase Returns, Book –Sales Return Book – Bills Receivable Book – Bills Payable Book – Cash Book (Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book) and Journal proper. Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement.		
<b>Unit 4</b>	<b>CONVERSION OF SINGLE ENTRY INTO DOUBLE ENTRY</b>	<b>10 Hours</b>
Steps in conversion - ascertainment of sales, purchases, stocks, cash and bank balances, capital etc. Preparation of final accounts.		
<b>Unit 5</b>	<b>ACCOUNTING FOR CURRENT ASSETS AND NON- CURRENT ASSETS</b>	<b>16 Hours</b>
Current Assets: Inventories (Ind AS 2) - Meaning — Objectives - Inventory valuation as per Indian Accounting standards. Non-current assets (Ind AS 16) - Initial measurement -Measurement after recognition or subsequent to initial recognition - Disposal of Fixed Assets; - Difference between Intangible and Fictitious Assets -Accounting for Intangible assets (Ind AS 38).		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1223	<b>BUSINESS ECONOMICS</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.					
Course Outcomes						
CO1	Understand the basic concepts of business economics and its role in business decisions.					
CO2	Interpret and apply the theories of consumer behaviour and utility.					
CO3	Identity the determinants of demand and supply and its impact on business cost of production.					
CO4	Understand the major characteristics of different market structures and its implications on firm’s Pricing and output decision.					
CO5	Analyse and apply the different costs and study the short run and long run relationship of costs.					
Reference Books:						
#	Title		Author/s		Publisher	
1	Modern Micro Economics		Bhattacharya		Vikas publication	
2	Economics: Micro and Macro		Singh & Mishra		Sahitya Bhawan	
3	Principles of Microeconomics		H.L. AHUJA		S Chand	
4	Microeconomics		Robert Pindyck, Daniel Rubinfeld		Pearson Education India	
5	Microeconomic Theory		Nicholson Walter		Cengage Learning India	
Learning by Doing activities [8 hours]						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	L	M	M	M	M
2	H	M				
3	H	M	M	M	M	
4	H					
5	H					
H=High   L= Low   M=Moderate						

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>INTRODUCTION TO BUSINESS ECONOMICS</b>	<b>08 Hours</b>
Business Economics - meaning, characteristics, distinction between business economics and economics, scope of business economics, uses and objectives of business economics, role and responsibilities of business Economist.		
<b>Unit 2</b>	<b>THEORY OF CONSUMER BEHAVIOUR</b>	<b>10 Hours</b>
Consumer Behavior; Consumer Sovereignty; Limitations; Approaches to the Study of Consumer Behavior- cardinal approach, the law of equi-marginal utility, ordinal approach, indifference curve analysis; Consumer Surplus (Marshall).		
<b>Unit 3</b>	<b>DEMAND AND SUPPLY ANALYSIS</b>	<b>12 Hours</b>
Theory of demand analysis; Demand - demand determinants, law of demand, characteristics, exceptions; Elasticity of Demand - Price elasticity - types, determining factors, change in demand, business applications of price elasticity; Concepts of income and cross elasticity of demand; Price elasticity of demand measurement by total outlay method; Demand Forecasting methods; Demand forecasting methods for a new product; Law of Supply - meaning, determinants of supply and its influence on cost of production.		
<b>Unit 4</b>	<b>MARKET STRUCTURES</b>	<b>10 Hours</b>
Perfect competition - features, price & output determination; Monopoly - features, price & output Determination; Monopolistic competition - features, price and output determination; Oligopoly.		
<b>Unit 5</b>	<b>COST AND PRODUCTION FUNCTION</b>	<b>12 Hours</b>
Concepts of Cost – Total Fixed Cost, Total Variable Cost , Total Cost , Average Fixed Cost, Average Variable Cost, Average Cost and Marginal Cost; Factors influencing cost of production; Opportunity Cost; Cost output relationship in the short and long run; Concepts of revenue – Total Revenue, Average Revenue and Marginal Revenue. Production Function - meaning, law of variable proportion, short-run, laws of returns to scale, long run; Economics of scale, Diseconomies of scale, Iso-quants and Iso-costs properties.		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1323	<b>BUSINESS MANAGEMENT</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students with concepts and principles of Management. 2. To facilitate the development of managerial skills.
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Course Outcomes	
CO1	Define management, retrieve various management thoughts & principles
CO2	Demonstrate planning and decision-making process & summarise techniques of forecasting
CO3	Describe conceptual framework of organizing and staffing
CO4	Summarize leadership theories, styles & Identify the relevance of motivation & directing
CO5	Enumerate control, co-ordination and change management process

## Reference Books:

#	Title	Author/s	Publisher
1	Principles of Management	Koontz & O' Donnell	McGraw Hill Education
2	Procurement and Principles Management	Peter Baily, Barry Crocker	Pearson Education
3	Principles of Management	Ramesh B Rudani	McGraw Hill India
4	Principles & Practice of Management	Prasad L.M.	Sultan Chand & Sons
5	Management for Beginners	A. Vennila, & A. Mekala	Notion Press

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			
4				H	M	
5	H		M			H
H=High   L= Low   M=Moderate						

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>INTRODUCTION TO MANAGEMENT</b>	<b>10 Hours</b>
Evolution of management thought: Classical School of thought (Contributions of Taylor and Fayol) – Neo-classical School – Human Relations Approach (Hawthorne Experiments) and Behavioural Science Approach (brief outline) – Modern Management Theory - Quantitative Approach, Systems Approach and Contingency Approach. Nature and significance of management - Managerial roles - Mintzberg - An overview of functional areas of management - Principles of Management – Managerial skills set - Types of Business, CSR.		
<b>Unit 2</b>	<b>PLANNING, FORECASTING AND DECISION MAKING</b>	<b>08 Hours</b>
Planning: Concept, process and objectives – Types of plans – MBO & MBE, Corporate planning: Environment analysis and diagnosis. Forecasting: Meaning and purpose of forecasting – Techniques of forecasting - Qualitative and quantitative Decision making: Concept and process; Delegation and Principles of delegation: Strategy Formulation.		
<b>Unit 3</b>	<b>ORGANIZING AND STAFFING</b>	<b>10 Hours</b>
Organizing: Nature and Purpose of Organization – Principles of Organization – Organization structure and types – Departmentalization – Committees – Centralization vs. Decentralization of Authority – Span of Control – Meaning - Factors affecting span. Staffing: Meaning, Nature and Process of Staffing.		
<b>Unit 4</b>	<b>LEADERSHIP, MOTIVATION AND DIRECTING</b>	<b>12 Hours</b>
Motivating and Leading People at work: Leadership: Concept and leadership styles: Leadership theories- Trait theory, Rensis Likert Management theory, situational contingency theory; Motivation: Concept, Theories - Maslow, Herzberg, McGregor, Ouchi, Vroom's expectancy theory. Financial and non-financial incentives. Directing: Meaning – Principles and techniques of directing.		
<b>Unit 5</b>	<b>MANAGERIAL CONTROL, CO-ORDINATION AND CHANGE MANAGEMENT</b>	<b>12 Hours</b>
Managerial control: concept and process: Effective control system: Techniques of control- traditional and modern. Co-ordination: Meaning – steps and methods of co-ordination. Concept, nature and process of planned change: Resistance to change: Emerging horizons of management in a changing environment.		

# Second Semester

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2123	<b>QUANTITATIVE METHODS AND TECHNIQUES FOR BUSINESS DECISIONS</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To familiarize students with basic arithmetic calculations and its application in accounting & finance. 2. To enable students to apply statistical methods in the business context and interpret results.
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Course Outcomes	
CO1	Apply basic concepts such as ratios and proportions, equations and profit and loss to the business decision making process.
CO2	Compute simple interest and compound interest for a single and uneven cash flows.
CO3	Explain the relevance and role of statistics in business research.
CO4	Identify the appropriate measure of central tendency and dispersion to be used in accordance with the case.
CO5	Compute of correlation and regression coefficients and the interpretation of the same.

## Reference Books:

#	Title	Author/s	Publisher
1	Mathematics for Management	M Raghava Chari	McGraw Hill Education
2	Business Mathematics	M Wilson	Himalaya Publishing House
3	Business Mathematics and Statistics	G.R. Veena & Seema	I.K. International
4	Statistical Methods	Gupta S P	Sultan Chand & Sons
5	Quantitative Methods in Management	R. Selvaraj	Excel Books

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M		L	H	
2	M	H		M	M	
3				M		
4		M		H		
5	M	H		H	M	

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>BASIC MATHEMATICAL CONCEPTS</b>	<b>12 HOURS</b>
Theory of equations (Linear, Quadratic and Simultaneous), Application of equations to business and commerce- Ratio and Proportion – Basic Laws of Ratios, proportions –direct, inverse, compound. Mixed proportions (time and work only) – Percentage – Application in business and commerce – Profit and loss, simple discount.		
<b>UNIT 2</b>	<b>INTEREST</b>	<b>08 HOURS</b>
Simple interest-meaning-basic calculations-Compound interest -Effective and nominal rate of interest.		
<b>UNIT 3</b>	<b>INTRODUCTION TO STATISTICS</b>	<b>08 HOURS</b>
Importance of Statistics, scope, limitations. Classification of data, Tabulation – diagrammatic representation of data -Relevance in Business research.		
<b>UNIT 4</b>	<b>MEASURES OF CENTRAL TENDENCY AND DISPERSION</b>	<b>12 HOURS</b>
Mean, Median, Mode, Quartiles, Standard Deviation and Coefficient of variation. Skewness and Kurtosis (only theory).		
<b>UNIT 5</b>	<b>CORRELATION AND REGRESSION</b>	<b>12 HOURS</b>
Scatter diagram, Karl Pearson's and Spearman's correlation of coefficient. Regression, properties of regression coefficient, Chi square.		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2223	<b>HUMAN RESOURCE MANAGEMENT</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To enable the students to understand the HR Management and system at various levels in organizations. 2. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.
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Course Outcomes	
CO1	To develop the understanding of the concept of human resource management and define current ethical and moral issues confronting HR managers.
CO2	Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
CO3	Define HRD concept and identify the various training methods and design a training program.
CO4	Understand the concept of performance appraisal process in an organization & its application
CO5	Explain understanding of key concepts and practices within the field of IHRM

## Reference Books:

#	Title	Author/s	Publisher
1	Human Resource Management	Stephen P. Robbins	Pearson Education
2	Business Mathematics	Gilmore and Williams	Oxford University Press
3	Human Resource and Personal Management	K Aswathappa	McGraw Hill
4	Human Resource Management	IIBF	Macmillan India
5	Human Resource Management	Raju T.	Dream tech Press

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M	M			
3	M		M	L		
4	H	H				
5					H	H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
<b>Unit 1</b>	<b>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>	<b>08 Hours</b>
Meaning and Definition of HRM, Nature and Concept of HRM, Importance and Objectives of HRM, Evolution of HRM, Function and process of Human Resource management, Limitations, Ethical challenges in HR, HRIS (Concept only).		
<b>Unit 2</b>	<b>HUMAN RESOURCE PLANNING</b>	<b>12 Hours</b>
HRP- Meaning, Process, Job Analysis: Process of Job-analysis and Design: Outcomes of Job- analysis- Job Description, Job Specification and Job Enrichment. Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection, Outsourcing.		
<b>Unit 3</b>	<b>TRAINING &amp; DEVELOPMENT</b>	<b>10 Hours</b>
Training & Development-Meaning, Objectives, Difference between training and development, Training Methods, Executive Development, Meaning of HRD, Roles and importance of training in HRD.		
<b>Unit 4</b>	<b>PERFORMANCE APPRAISAL AND COMPENSATION</b>	<b>12 Hours</b>
Introduction-Meaning and Definition, Objectives, Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement. – Compensation – Meaning, Objectives and Components of Compensation, Promotion and Transfer, Meaning and definition of Promotion-Purpose of Promotion, Basis of Promotion, Internal mobility, Meaning of Transfer, Reasons for transfer, Types of transfer, Grievances- Meaning and ways of handling Grievances, Employee Retention Strategy factors affecting retention methods of retaining employees.		
<b>Unit 5</b>	<b>GLOBAL HUMAN RESOURCE MANAGEMENT</b>	<b>10 Hours</b>
Introduction and Approaches to Global HRM, Expatriate Management, Cross cultural training, International compensation management -Training, Appraising and Planning, Components & Tools of Job Analysis, Competency Mapping, HR Outsourcing, knowledge Management and Learning Organization. Knowledge Management, HRBP, Servant Leadership.		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2323	<b>CORPORATE ACCOUNTING</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students to prepare financial statements in accordance to IndAS. 2. To enable the students, learn accounting aspects of corporate restructuring.
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Course Outcomes	
CO1	Prepare company financial statements.
CO2	Calculate the value of Goodwill and shares in a company.
CO3	Explain legal provisions and accounting procedure with reference to internal reconstruction.
CO4	Explain legal provisions and accounting procedure with reference to M&As.
CO5	Summarise recent development in accounting & accounting standards

## Reference Books:

#	Title	Author/s	Publisher
1	Corporate Accounting	S. P. Jain and K. L. Narang	Kalyani Publishers
2	Advanced Accountancy	R L Gupta	Sultan Chand and Sons
3	Corporate Accounting	Shukla & K.L. Gupta	Sahitya Bhawan Publications
4	Corporate Accounting	Maheshwari	S Chand
5	Fundamentals of Corporate Accounting	M Hanif, A Mukherjee	McGraw Hill India

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	L			
2		H				L
3	H					
4	H	M		M		
5	M	H		H		

H=High | L= Low | M=Moderate

COURSE CONTENTS		
<b>Unit 1</b>	<b>COMPANY FINAL ACCOUNTS</b>	<b>14 Hours</b>
Meaning — Preparation of Financial Statements of Companies as per Schedule III of the Companies Act, 2013 (excluding Cash Flow Statement and Consolidated Financial Statement) - Treatment of special items: Depreciation and Amortization, Interest on Debentures, Provision for Tax, Dividends: Interim and Proposed, Corporate Dividend Tax, Unclaimed dividend, Commission payable before charging such Commission and after charging such commission.		
<b>Unit 2</b>	<b>VALUATION OF SHARES</b>	<b>10 Hours</b>
Definition, Meaning, need for valuation, factors affecting valuation, Earning per share (Ind AS 33), methods of valuation, asset backing or intrinsic value method, yield valuation method, fair value method. Fair Value method (IFRS 13) - Basic Problems.		
<b>Unit 3</b>	<b>INTERNAL RECONSTRUCTION</b>	<b>10 Hours</b>
Meaning, objective - Legal provision relating to Capital Reduction- steps - Accounting entries on Internal Reconstruction- Consolidation and Sub- division of shares- Preparation of reconstructed Balance sheet		
<b>Unit 4</b>	<b>MERGERS AND ACQUISITIONS</b>	<b>12 Hours</b>
Introduction-definitions- amalgamation in the nature of purchase - accounting treatments (Ind as14) - purchase consideration – calculation of goodwill or capital reserve – net payment and net asset method – treatment of dissolution expenses met by purchasing company – accounting for assets and liabilities not Taken over. Liquidation concept.		
<b>Unit 5</b>	<b>RECENT DEVELOPMENT IN ACCOUNTING AND ACCOUNTING STANDARDS</b>	<b>06 Hours</b>
Human resources Accounting-Environmental accounting- Social Responsibility accounting- Valuation of Brand. Indian accounting standards: Meaning- Need for Accounting Standards in India-Accounting Standards Board (ASB)- Process of setting Accounting Standards in India- A brief theoretical study of Indian Accounting Standards. Integrated Reporting		

# Third Semester

DEPARTMENT OF MANAGEMENT						
III Semester	CODE	Course Title	Duration	Course Type	Session	Credits
	BA3123	<b>MARKETING MANAGEMENT</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
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Course Outcomes:
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C01	Analyse information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies.
C02	Apply key marketing theories, frameworks and tools to solve Marketing problems.
C03	Apply the fundamental concepts of product, brand development and pricing.
C04	Examine pricing theories and Illustrate the importance of distribution channels, as a strategic element of marketing.
C05	Critically evaluate the key analytical frameworks and tools used in marketing.

Reference Books:
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#	Title	Author/s	Publisher
1	Principles of Marketing	Kotler (Author) & Armstrong	Pearson
2	Marketing Management	S.A Sherlekar's	Himalaya Publishing House
3	Marketing Management	Paul Baines	Oxford University Press
4	Fundamentals of Marketing	Stanton	McGraw Hill
5	Principles of Marketing	Mohammed Umair	Skyward Publisher

Learning by Doing Activities- 8 Hours
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COs	Program Outcomes				
	P01	P02	P03	P04	P05
1	H			H	
2	H			H	L
3	H		H		
4	H		H		
5	H				L

3=High | 1= Low | 2=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>INTRODUCTION TO MARKETING</b>	<b>8 HOURS</b>
Introduction, Nature, Scope, Importance of Marketing, Concepts & Approaches of Marketing- Need, Want, Demand. Customer Value-Customer Creation; Evolution of marketing; Selling vs. Marketing; Marketing Environment- Concept-importance-Micro and Macro Environment. Marketing Management-Meaning, importance.		
<b>UNIT 2</b>	<b>CONSUMER BEHAVIOUR &amp; MARKET SEGMENTATION</b>	<b>12 Hours</b>
Consumer Behaviour- Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour; Market segmentation- Concept, importance and bases; Target market selection- Positioning concept, Importance and bases; Product differentiation vs. market segmentation. Marketing Mix- Product-Price-Place & Promotion. 7 Ps of marketing.		
<b>UNIT 3</b>	<b>PRODUCT AND PRICING</b>	<b>10 Hours</b>
Product- Concept and importance-Product Classifications-Concept of product mix; Branding-packaging and labelling; Product-Support Services; Product life-cycle; New Product Development Process; Consumer adoption process. Pricing- Significance. Factors affecting price of a product. Pricing policies and strategies.		
<b>UNIT 4</b>	<b>PROMOTION AND DISTRIBUTION</b>	<b>14 Hours</b>
Promotion- Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions. Distribution Channels and Physical Distribution- Channels of distribution – meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-retailing, Physical Distribution. Basic concepts- B2B, B2C		
<b>UNIT 5</b>	<b>RECENT TRENDS IN MARKETING</b>	<b>8 Hours</b>
Social, ethical and legal aspects of marketing; Marketing of services; International marketing; online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism, Mobile Marketing, Marketing Analytics- Network Marketing, Neuro Marketing, Guerilla Marketing (Concepts Only)		

DEPARTMENT OF MANAGEMENT						
III Semester	CODE	Course Title	Duration	Course Type	Session	Credits
	BA3223	<b>Cost Accounting</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To facilitate students to ascertain the cost of various products and services and prepare quotations.
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Course Outcomes:	
C01	Understand the fundamental aspects of Cost Accounting and Preparation of Cost sheet
C02	Comprehend the various methods and techniques of material costing
C03	Analyse and ascertain the cost of labour through different methods
C04	Apply the various costing concepts in the ascertainment of overhead cost of various products and services
C05	Demonstrate skilled expertise in reconciling financial and cost data

Reference Books:			
#	Title	Author/s	Publisher
1	Methods and techniques of Cost Accounting	Arora M N	Himalaya
2	Cost Accounting Theory and Practices	Banerjee B	PHI Learning Pvt Ltd
3	Cost Accounting	Jain & Narang	Kalyani Publishers
4	Advanced Cost Accounting	Madegowda J	Himalaya
5	Advanced Cost Accounting	S.N.Maheshwari	Sultan Chand

Learning by Doing Activities- 8 Hours	
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COs	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
1	H			H	
2	H			H	L
3	H		H		
4	H		H		
5	H				L

3=High | 1= Low | 2=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>INTRODUCTION TO COST ACCOUNTING</b>	<b>10 Hours</b>
Meaning & Definition of Cost, Costing and Cost Accounting – Objectives of Costing - Comparison between Financial Accounting and Cost Accounting –Designing and Installing a Cost Accounting System – Cost Concepts - Classification of Costs– Elements of Cost – Preparation of Cost Sheet – Tenders and Quotations.		
<b>Unit 2</b>	<b>MATERIAL COST AND CONTROL</b>	<b>12 Hours</b>
Meaning – Concepts and Objectives: Direct Material, Indirect Material. Material Control – Purchasing Procedure – Store Keeping – Techniques of Inventory Control –Stock Levels– EOQ – ABC Analysis –VED Analysis- Perpetual Inventory System – Documents used in Material Accounting - Methods of Pricing Material Issues: FIFO, Simple and Weighted Average Price Method - Problems.		
<b>Unit 3</b>	<b>LABOUR COST AND CONTROL</b>	<b>10 Hours</b>
Introduction – direct and indirect labour - Meaning – Types: Direct Labour, Indirect Labour – labour control – job evaluation and merit rating - Idle Time – Overtime – Labour Turn Over - Time Rate System, PieceRate System, Incentive Systems - Halsey plan, Rowan premium plan & Taylor’s and Merrick’s differential Piece Rate System.		
<b>Unit 4</b>	<b>OVERHEAD DISTRIBUTION</b>	<b>12 Hours</b>
Meaning and Definition – Classification of Overheads – Procedure for Accounting and Control of Overheads – Allocation and Apportionment of factory Overheads – Primary and Secondary Overhead Distribution Summary – Repeated and Simultaneous Equations Method – Absorption of Factory Overheads – Machine, Labour and Direct labour methods.		
<b>Unit 5</b>	<b>RECONCILIATION OF COST AND FINANCIAL ACCOUNTS</b>	<b>08 Hours</b>
Need for Reconciliation – Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts – Preparation of Reconciliation Statement and Memorandum Reconciliation Account.		

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA3323	<b>BANKING OPERATIONS</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective: To familiarise students with structure of banking laws and its operations

Course Outcomes:

CO1 Define banking structure and role in economic development.

CO2 Annotate the regulatory and operational framework of banks.

CO3 Elucidate the banker and customer relationship.

CO4 Categorise and compare negotiable instruments.

CO5 Summarise the functions of collecting and paying banker.

**Reference Books:**

#	Title	Author/s	Publisher
1	Banking Theory Law and Practice	Gordan.E. and Natrajan.K	Himalaya
2	Banking Theory Law and Practice	Sundharam and Varshney	Sultan Chand and Sons
3	Banking law & Operation	M. Prakhas, Bhargabhi R	Vision Book House
4	Banking Law and Practice in India	Tannan M.L	Indian Law House
5	Banking Theory & Practice	S. P Srivastava	Anmol Publications

Learning by doing activities 8 hours

#### CO-PO MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	M					
2	M					
3		L				
4	M					
5	L					M

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>BANKING SYSTEM</b>	<b>10 HOURS</b>
Introduction – Role of Commercial Banks – Functions of Commercial Banks –Bank involvement in circular flow of money; Different types of Banks and their functions; Investment policy of Commercial Banks; Distinction between NBFC and Banks, Evolution of banking in India, Small finance banks- meaning, features, Payments banks- meaning and features. Regulatory & operational framework- RBI, Organisation & Functions, Mechanism of supervision and regulation; Instructions of credit policy and monetary policy		
<b>UNIT 2</b>	<b>BANKER AND CUSTOMER RELATIONSHIP</b>	<b>10 Hours</b>
Introduction, Meaning of Banker, Bank, Meaning of Customer; General & Special Relationships; Types of Customers and Account Holders, Different types of deposits (Meaning and its features); Lending Operations, Principles of Bank Lending, Kinds of lending facilities such as Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit; Modes of creating charge Hypothecation, Mortgage, Pledge and Lien.		
<b>UNIT 3</b>	<b>NEGOTIABLE INSTRUMENTS</b>	<b>08 Hours</b>
Negotiable Instruments Meaning & Definition, Features, Kinds of Negotiable Instruments; Meaning, Definition & Features of Promissory Notes, Bills of Exchange, Cheques; Crossing of Cheques; Types of Crossing; Endorsements: Meaning, Essentials & Kinds of Endorsement.		
<b>UNIT 4</b>	<b>COLLECTING AND PAYING BANKER</b>	<b>14 Hours</b>
Collecting Banker Meaning, Duties & Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course, Statutory Protection to Collecting Banker; Paying Banker Meaning, Precautions, Statutory Protection to the Paying Banker; Dishonour of Cheques; Grounds of Dishonour; Consequences of wrongful dishonour of Cheques. KYC guidelines; Bank ombudsman meaning, features & procedure. Highlights of Narasimhan Committee report on Banking sector reforms		
<b>UNIT 5</b>	<b>RECENT TRENDS IN BANKING</b>	<b>10 Hours</b>
Introduction, New technologies in Banking, E-services, debit and Credit cards, internet Banking, Electronic fund Transfer, MICR, RTGS, NEFT, IMPS, UPI, ECS, payment banks, digital wallet, Crypto currency, Mobile banking, FINTECH (Any other recent developments in Banking). Informal Banking		

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title		Duration	Course Type	Credits
	BASEC1	<b>Basic of Spreadsheet for Business</b>		30 Hours	SEC-SB	2
Unit	Title	Hours	Contents			
1	Getting Acquainted With Excel	12	Introduction to Excel, various ribbons and components of a spreadsheet, creating basic workbook, auto fill, copying & pasting formulas, Selecting Ranges, name ranges, Columns and rows, Using Goal Seek. Formula Errors • Using Logical Functions (IF AND OR). Text Functions, sum, sumifs, count, countifs, max, min, average, NPV, IRR and other functions used in the evaluation of business projects.			
2	Working With Data Ranges	12	Sorting by One Column • Sorting by Colours or Icons • Sorting by Multiple Columns • Sorting by a Custom List • Filtering Data • Creating a Custom AutoFilter • Using an Advanced Filter. PivotTables • Creating a PivotTable • Specifying PivotTable Data • Changing a PivotTable's Calculation • Filtering and Sorting a PivotTable • Working with PivotTable Layout • Grouping PivotTable Items • Updating a PivotTable • Formatting a PivotTable • Creating a PivotChart • Using Slicers •.			
3	Formatting And Presentation	6	Creating worksheet charts , editing and formatting charts, Changing Chart Labels, Changing the Chart Background , Histogram, Security features- Unlocking Cells, Worksheet Protection, Workbook Protection, Password Protecting Excel Files, printing and outlines. Sharing workbooks.			

# Fourth Semester

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4123	<b>Financial Management</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective:		To enable students to understand the concepts of financial management. To imbibe basic concepts which enable the financial decision making	
Course Outcomes:			
C01	Understand the concept of financial management and the dynamic role played by the financial manger		
C02	Analyse the optimum capital structure for financial decisions		
C03	Assess the investment decisions using various techniques		
C04	Compare and contrast various activities to determine adequate working capital		
C05	Familiarize and educate the students about the dividend policy and types of dividend		
Reference Books:			
#	Title	Author/s	Publisher
1	Financial Management	Chandra, Prasanna	Tata McGraw Hill
2	Financial Management	Gupta & Sashi	Kalyani Publisher
3	Financial Management	Khan and Jain	Tata McGraw Hill
4	Financial Management	Maheshwari, S.N	S.Chand
5	Financial Management	Mohammed Umair	Skyward Publisher
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	H				H	
2		M	H			
3				L		
4						
5		H				
H=High   L= Low   M=Moderate						

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>INTRODUCTION</b>	<b>8 HOURS</b>
Meaning of Finance –Finance Function – Aims of Finance Function – Organization structure of Finance Department - Financial Management – Goals of Financial Management – wealth and profit maximization – Financial Decisions – Financial Planning – Steps in Financial Planning – Principles of Sound Financial Planning. Changing role of finance managers - Organization of finance function.		
<b>UNIT 2</b>	<b>TIME VALUE OF MONEY AND INVESTMENT DECISIONS</b>	<b>16 Hours</b>
Time Value of Money – Future Value (Single Flow – Uneven Flow & Annuity) – Present Value (Single Flow – Uneven Flow & Annuity) – Doubling Period. Investment Decision: Introduction –Process – Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and profitability index Problems, Capital rationing (Meaning only).		
<b>UNIT 3</b>	<b>FINANCING DECISIONS BASED ON CAPITAL STRUCTURE</b>	<b>12 Hours</b>
Capital structure decisions – Meaning, Overview of financing choices –The financing process; internal and external financing –Optimal capital structure. Cost of capital – individual sources and weighted average cost of capital. (Problems) Operational and financial leverage - Business risk and its effect on the use of financial leverage, Computation & Analysis of EBIT, EBT, EPS – Leverages. (Problems)		
<b>UNIT 4</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>10 Hours</b>
Meaning and Concept of Working Capital – Significance of Adequate Working Capital –Problems arising from excess or inadequate Working Capital – Determinants of Working Capital (simple problems) – Sources of Working Capital. Cash management- motives of holding cash, inventory management, receivables management (concept only).		
<b>UNIT 5</b>	<b>DIVIDEND DECISIONS</b>	<b>6 Hours</b>
Dividend Decision: Introduction – Meaning and Definition – Determinants of Dividend Policy – Types of Dividends – Bonus share (Theory only)		

DEPARTMENT OF MANAGEMENT						
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4223	<b>DIGITAL MARKETING</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To develop competency in students to design marketing strategy using various online tools available to manage prospect consumers for business in this digital Marketing space.		
Course Outcomes:			
C01	Develop skills required to understand online marketing and various trends in digital world.		
C02	Evaluate and apply key concepts related to consumer behaviour virtually.		
C03	Analyse SEO to create organic v/s paid Ads traffic.		
C04	Critically assess the use of social media marketing tools in managing public relations and reputation.		
C05	Demonstrate the use of affiliate marketing & content marketing strategies in capturing the customers.		
Reference Books:			
#	Title	Author/s	Publisher
1	Digital Marketing: Strategies for Online Success	Godfrey Parkin	New Holland
2	E- Marketing	Strauss.J & Frost. R	Pearson Education
3	A Complete Guide to Search Engine Optimization	Deepak Bansal	B.R Publishing Corp
4	Understanding Digital Marketing	Damian Ryan	Kogan Page
5	Digital Marketing	Chaffey & Ellis	Pearson
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1		H		L		
2		M	H			
3			M	M		
4		M				
5	H		M		M	H
H=High   L= Low   M=Moderate						

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>INTRODUCTION TO DIGITAL MARKETING</b>	<b>10 HOURS</b>
Introduction to E-marketing, Importance, strategies for online marketing, challenges faced by organization, Online marketing mix, segmentation and Targeting in virtual world, issues of online marketing. Changing trends in digital marketing era. Marketing agencies.		
<b>UNIT 2</b>	<b>CONSUMER IN DIGITAL WORLD</b>	<b>8 Hours</b>
The online consumer, digital ecosystem, marketing in a virtual world, potential of digital marketing, types of online consumer behaviour, database marketing. CRM in digital world, CRM process and technology, customer services & support, customer value management.		
<b>UNIT 3</b>	<b>SEARCH ENGINE OPTIMIZATION</b>	<b>10 Hours</b>
Meaning of SEO, Types of SEO, Trends in SEO, Different kinds of traffic on and off Page Optimization (OPO)- Email campaign creation, Google AdWords and analytics, search and display on search engines, , Search Engine Optimization Process, Key word analysis & process, Search Engine Marketing(SEM) – Paid versus natural Search, SEM landscape.		
<b>UNIT 4</b>	<b>SOCIAL MEDIA MARKETING</b>	<b>12 Hours</b>
Meaning, importance, Advantages & dis-advantages, streaming and measuring of Mobile Ads, YouTube Advertising- YouTube including creating a channel on You Tube, BING AdCenter, Facebook Marketing, LinkedIn Marketing, Email Marketing, Social Media Marketing, Social Media measuring, monitoring, reporting, Tracking platforms, Social media influences. How to use blogs- forums and communities, Viral campaigns, Building relationships with different customer segment.		
<b>UNIT 5</b>	<b>AFFILIATE MARKETING AND CONTENT MARKETING</b>	<b>12 Hours</b>
How affiliate Marketing Works-Affiliate Program payment methods-Cookies, Cookie Stuffing and Affiliates- Ad sense- Email spam, search engine spam, Google slap, adware. Role and importance of content to business – use of content marketing, Content strategy and planning.		

DEPARTMENT OF MANAGEMENT						
III Semester	#	Course Title	Duration	Course Type	Session	Credits
	BA4323	<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>	60 Hours	DSC	4 Hours a Week	4

<b>Course Objective:</b>	To enable the students to understand the various process of production. To facilitate the students to be aware of techniques of Operations Management.		
<b>Course Outcomes:</b>			
C01	Understand the techniques of production and enable in being a responsible production manager.		
C02	Analyze in taking decision with regards to buying and selling.		
C03	Equip with proper planning process of plant and site location.		
C04	Understand the techniques of quality control measures and being effective quality managers.		
C05	Choose appropriate technique in material and waste management.		
<b>Reference Books:</b>			
#	Title	Author/s	Publisher
1	Production and Operations Management	K. Aswathappa G. Sudarsana Reddy	Himalayan publications.
2	Modern Production & Operations Management	Buffa	Wiley Eastern Ltd.
3	Operation Management	Joseph R. Monks	Tata McGraw-hill publishing Co. Ltd
4	Materials Management	K.Datta	Prentice-Hall of India (P) Ltd
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	P01	P02	P03	P04	P05	P05
1	H					
2	M					
3		L				
4	M					
5	L					M
H=High   L= Low   M=Moderate						

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>FOUNDATION TO PRODUCTION AND OPERATIONS MANAGEMENT</b>	<b>10 Hours</b>
Introduction - Meaning & Definition – Classification - Objectives and Scope of Production and operation Management - Automation: Introduction – Meaning and Definition – Need – Types - Advantages and Disadvantages.		
<b>Unit 2</b>	<b>PLANT LOCATION AND LAYOUT</b>	<b>12 Hours</b>
Introduction – Meaning & Definition - Factors affecting location, theory and practices, cost factor in location -Plant layout principles -space requirement- Different types of facilities, Organization of physical facilities – building, sanitation, lighting, air conditioning and safety.		
<b>Unit 3</b>	<b>MATERIALS MANAGEMENT</b>	<b>10 Hours</b>
Introduction – Meaning & Definition - Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control.		
<b>Unit 4</b>	<b>PRODUCTION PLANNING AND QUALITY CONTROL</b>	<b>10 Hours</b>
Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing Quality Control - Statistical Quality Control, Quality Management, Control charts and operating characteristic curves, acceptance sampling procedures, Quality Circle, Meaning of ISO and TQM. Six-Sigma Productivity factors influencing productivity - Concept of Standard Time, Method study, Time and Motion Study, Charts and Diagrams, Work Measurements. Best Practices and emerging trends in production and operations.		
<b>Unit 5</b>	<b>MAINTENANCE AND WASTE MANAGEMENT</b>	<b>10 Hours</b>
Introduction – Meaning – Objectives - Types of maintenance, Break- down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods - Waste Management - Scrap and surplus disposal, salvage and recovery, E waste management, solid water waste management.		

DEPARTMENT OF MANAGEMENT						
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BASEC2	<b>Business and Corporate Etiquettes</b>	30 Hours	SEC-VB	2 Hours a Week	2

Unit	Title	Hours	Contents
1	Introduction To Business And Corporate Etiquette	10	Business Etiquette – Meaning & characteristics - Essentials of Business Etiquette – Generally accepted Etiquette practice – Dimensions of Business Etiquettes: Telephone, Meeting, Interview (Before, After and During Interview), Workplace, Business party, letter, e-mail. Social Media Etiquettes.
2	Corporate Culture And Expectations	10	Corporate Culture & its components – values – Addressing Ethical issues – Cross cultural values and expectation – Etiquette techniques and styles under various corporate cultures. Business Communication – SMS Language, Corporate Expectations - Professionalism – Importance of Professional behavior – Dress Code. Meeting: Protocol – Agenda – Chairing. General Disability Etiquette - Attitude and Conflict Management, Indian Business Etiquette. Introduction to Corporate Politics- Case lets.
3	Presentation Skills	10	Presentation Skills: Importance, Basic Courtesies – Small talk, Greetings, Handshakes. PPT presentation – Essentials of good presentation – Spokesperson – Group Discussion: Introduction, Types, Do's and Don'ts, Elevator pitch, Body Language, Verbal communication, Resume preparation and Grooming.

# Fifth Semester

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BA5123</b>	<b>MANAGEMENT ACCOUNTING</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. The objective of this subject is to enable the students to understand the analysis of financial statements 2. To interpret financial statements with a view to prepare management reports for decision-making.
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Course Outcomes
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CO1	Understanding the basis of decision making accounting
CO2	Analysis of financial statements
CO3	Calculation and interpretation of ratios
CO4	Preparation of Cash Flow and Fund Flow Statement
CO5	Preparation of management reports.

Reference Books:

#	Title	Author/s	Publisher
1	Cost and Management Accounting	M. N Arora	Himalaya publication
2	Advanced Cost Accounting	S.N Maheshwari	Sultan Chand Publication
3	Management Accounting	Khan and Jain	Tata Mcgraw Hill

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M				
2	H	M				
3	H	M	L			
4	H	M	L			
5	H	M	L			

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to Management Accounting</b>	<b>6 Hours</b>
Meaning - Definition - Objectives -Features- Role of Management Accountant- Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting.		
<b>Unit 2</b>	<b>Financial Statement Analysis</b>	<b>8 Hours</b>
Analysis of Financial Statements: Types of Analysis - Methods of Financial Analysis - Problems on Comparative Statement analysis - Common Size Statement analysis- Trend Analysis.		
<b>Unit 3</b>	<b>Ratio Analysis</b>	<b>14 Hours</b>
Ratio-Meaning-Classification-Liquidity Ratios-Turnover Ratios-Solvency Ratios-Profitability Ratios- Interpreting the Financial Ratios of a Limited Co and Preparation of Balance sheet from Ratios.		
<b>Unit 4</b>	<b>Fund Flow Statement and Cash Flow Statement</b>	<b>16 Hours</b>
Fund Flow Statement -Meaning and Concept of Fund - Meaning and Definition of Fund Flow Statement - Differences between Cash Flow Statement and Fund Flow Statement - Procedure for preparation of Fund Flow Statement - Statement of changes in Working Capital - Statement of Funds from Operations - Statement of Sources and Applications of Funds –(Simple Problems only).		
Cash Flow Statement-Meaning and Definition of Cash Flow Statement - Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement - Limitations of Cash Flow Statement - Provisions of Ind AS-7 (old AS 3) - Procedure for preparation of Cash Flow Statement - Cash Flow from Operating Activities - Cash Flow from Investing Activities and Cash Flow from Financing Activities - Preparation of Cash Flow Statement according to Ind AS-7 (old AS 3) (Indirect Method Only).		
<b>Unit 5</b>	<b>Management Reporting</b>	<b>08 Hours</b>
Meaning of Management Reporting - Requisites of a Good Reporting System - Principles of Good Reporting System - Kinds of Reports - Drafting of Reports under different Situations.		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BA5223</b>	<b>INCOME TAX</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To justify the concept of tax, its use, types and purpose. 2. To expose the students to the various provision of Income Tax Act relating to computation of Income of individual assessee only.
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#### Course Outcomes

CO1	Understand the basis of charge of Income tax in India.
CO2	Comprehend the concept of residential status and its importance in tax incidence.
CO3	Remember the provisions of salary income and apply them to calculate taxable salary.
CO4	Identify income under various heads of income for the purpose of income tax.
CO5	Solve taxable income and calculate tax liability of individual assessee.

#### Reference Books:

#	Title	Author/s	Publisher
1	Direct taxes-law and practices,	Dr. Vinod k. Singhania	Taxmann publication
2	Direct taxes-law and practices,	Dr. Mehrotra and Dr. Goyal Shitya	Bhavan publication
3	Income tax Law and Practice	Gaur, Narang, Gaur and Puri	Kalyani publishers.

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	L					L
2			M			M
3				M	H	
4	H	L	L			
5		H			L	L

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>INTRODUCTION TO INCOME TAX</b>	<b>08 HOURS</b>
Meaning and Classification of taxes, Brief history of Income Tax, legal frame work, cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income, gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee).		
<b>UNIT 2</b>	<b>RESIDENTIAL STATUS AND TAX INCIDENCE</b>	<b>10 HOURS</b>
Concept of Residential status, residential status of individual assessee - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt.		
<b>UNIT 3</b>	<b>INCOME FROM SALARY</b>	<b>14 HOURS</b>
Meaning & Definition – Basis of Charge – Allowances – Fully Taxable Allowances, Partly Taxable Allowances, Fully Exempted Allowances; Perquisites – Tax Free Perquisites, Perquisites Taxable in all Cases: Rent free accommodation - Concessional accommodation, Personal obligations of the employee met by the employer – Perquisites Taxable in Specified Cases; Provident Funds – types and tax treatment, Deductions from Salary U/S 16 – Problems on Income from Salary.		
<b>UNIT 4</b>	<b>INCOME FROM OTHER HEADS</b>	<b>10 HOURS</b>
Income from house property, Profits and gains from business and profession, Capital gains, Income from other sources – Meaning and basis of charge for all heads, Deductions from Annual value disallowed in computing income from sole proprietorship business, Concept of indexation of house property, Expenses and losses expressly allowed and expressly in capital gains, various income from other sources and their taxability. (Theory only)		
<b>UNIT 5</b>	<b>COMPUTATION OF TOTAL INCOME AND ASSESSMENT OF INDIVIDUALS</b>	<b>10 HOURS</b>
Computation of Gross Total Income, deductions from GTI (Section 80 C, D and CCD) computation of total income and tax liability of Individual assessee, problems - In case of Income from other heads except salary (Computed income shall be given), Distinguish old regime and new regime (theory only)		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA5323	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	60 Hours	DSE	4 Hours a Week	4

Course Objective/s:		1.To acquaint students with concepts of entrepreneurship, creativity and innovation. 2. To enable students to apply entrepreneurship concepts on business plan.					
Course Outcomes							
CO1	Develop an understanding of entrepreneurship concepts.						
CO2	Synthesize knowledge on entrepreneurship process						
CO3	Execute creativity, innovation and understanding on intellectual property rights						
CO4	Understand sources of capital to fund the business						
CO5	Execute a business plan with the entrepreneurial concepts.						
Reference Books:							
#	Title		Author/s		Publisher		
1	Entrepreneurship		Robert Hisrich, Michael Peters and Dean Shepeherd		Mc Graw Hill		
2	Entrepreneurship: The art, science and process for success		Charles Bamford and Garry Bruton		Mc Graw Hill		
3	Entrepreneurship and Creativity		Michael J Quinn		Pearson		
4	New Enterprises		William Aulet, Howard Anderson and Matt Marx		Open Learning		
5	When to trust your gut		Hayashi		Harvard Business Review		
Learning by Doing activities [8hours]							
COs		Program Outcome					
		PO1	PO2	PO3	PO4	PO5	PO6
1		H		H		M	
2		H	L	H	M	M	
3		H		H		M	H
4		H	H	H	H		
5		H	H	H		M	M
H=High   L=Low   M=Moderate							

<b>UNIT 1</b>	<b>INTRODUCTION TO ENTREPRENEURSHIP</b>	<b>10 HOURS</b>
Evolution, Characteristics, Nature, Types, Functions of Entrepreneur – Distinction between an entrepreneur and a manager, entrepreneur vs intrapreneur, role of entrepreneurship in economic development, emerging trends in contemporary entrepreneurship.		
<b>UNIT 2</b>	<b>THE ENTREPRENEURSHIP PROCESS</b>	<b>10 HOURS</b>
Steps in entrepreneurial process: generating ideas, opportunity identification, business concepts, Resources (Financial, Physical and Human), Implementing and managing the venture, Design thinking, system thinking, agile thinking, and Lean thinking. Blue Ocean Strategy vs Red Ocean Strategy, role and relevance of mentors, incubation cell,		
<b>UNIT 3</b>	<b>CREATIVITY AND INNOVATION</b>	<b>12 HOURS</b>
Creativity, Principles of creativity, source of new idea, ideas into opportunities, creative problem solving: Heuristics, Brainstorming, Synectic. Principles of Innovation- Disruptive, Incremental and open innovation. Methods of protecting innovation and creativity. Significance of intellectual property rights, Patents and Copy Right.		
<b>UNIT 4</b>	<b>SOURCES OF RAISING CAPITAL</b>	<b>10 HOURS</b>
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.		
<b>UNIT 5</b>	<b>THE BUSINESS PLAN</b>	<b>10 HOURS</b>
Nature and scope of business plan, Steps in business plan, writing business plan, evaluating business plan, using and implementing business plans. Marketing plan, financial plan and the organisational plan, launching formalities, Tools for Business plan, Blue print of business plan.		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BAVOC5623</b>	<b>Technology for Business</b>	<b>60 Hours</b>	<b>VOC</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objectives:	To enable students, understand Emerging Business Technologies and its impact on business
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Course Outcomes:	
C01	Describe the concepts of block chain and its applications in business
C02	Analyse various cyber security threats and means of combating them
C03	Understand concepts of Artificial Intelligence and critically evaluate use its applications.
C04	Analyse concept of IoT and its applications
C05	Apply Microsoft excel for business applications.

Reference Books:			
#	Title	Author/s	Publisher
1	Block Chain: A Practical Guide to Developing Business	Bambara & Allan	McGraw Hill
2	Internet of Things	Bahga&Madesetti	Orient Blackswan
3	Cyber Security	K S Manoj	Notion Press
4	Marketing Research	Rajendra Nargundkar	McGraw Hill Education
5	Introduction to Artificial Intelligence	Patterson Dan W.	PearsonEducation India

### CO-PO MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H		H			
2			H			
3			M	H		
4		M	H			
5		M	H		M	

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>FOUNDATION TO BLOCKCHAIN</b>	<b>10 HOURS</b>
Concept of blockchain, Why use blockchain technology, Barriers to blockchain adoption, Technological and cryptographic elements in blockchain, Blockchain platforms, Blockchain applications, The limitations, opportunities and challenges of blockchain, The “Evil Side” of blockchain and legal regulations for blockchain		
<b>UNIT 2</b>	<b>CYBER-CRIMES AND SECURITY</b>	<b>10 HOURS</b>
The computer security problem, targets and attacks - Approaches to computer security, Definition of cyber-crime and threat, Classification – current threats and trends, diversity of cyber-crime, cyber hate crimes, cyber terrorism, Basic security terminology, Security model, Cryptography, Authentication and remote access, Intrusion detection systems.		
<b>UNIT 3</b>	<b>ARTIFICIAL INTELLIGENCE</b>	<b>10 HOURS</b>
Concept and brief history of AI, Types of environment, Proposing and evaluating AI applications, Importance of search for AI, Knowledge representation issues, The human element in expert systems, Application of AI in various business functions, Issues and ethical concerns surrounding AI, How AI is transforming business.		
<b>UNIT 4</b>	<b>INTERNET OF THINGS</b>	<b>10 HOURS</b>
Various Platforms for IoT, Real-time Examples of IoT, Overview of IoT components and IoT Communication Technologies, Challenges in IoT, Cloud Platforms for IOT, Virtualization concepts and Cloud Architecture, Cloud computing, benefits, Cloud services — SaaS, PaaS, IaaS, Cloud providers & offerings.		
<b>UNIT 5</b>	<b>EXCEL FOR BUSINESS</b>	<b>12 HOURS</b>
Introduction to MS Excel, features of MS Excel, Cell reference, Format cells, Data Validation, Protecting Sheets, Data Analysis in Excel: Sort, Filter, Conditional Formatting, Preparing Charts, Pivot Table, What if Analysis(Goal Seek, Scenario manager), Financial Functions: NPV, PMT, PV, FV, Rate, IRR, DB, SLN, SYD. Logical Functions: IF, AND, OR, Lookup Functions: V Lookup, H Lookup, Mathematical Functions, Text Functions.		



# Sixth Semester

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BA6123</b>	<b>BUSINESS LAW</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To provide an insight into the Indian legal system. 2. Comprehend the impact of law in the functioning of business and commercial transactions..
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#### Course Outcomes

CO1	Understand the different legislations pertaining to businesses and individuals
CO2	Interpret the Contract Laws to analyse case facts
CO3	Analyse the implications Competition and Consumer laws on business decisions
CO4	Examine the provisions pertaining to IPR protection in India.
CO5	Understand the legal and ethical implications of the Environment Protection on business processes

#### Reference Books:

#	Title	Author/s	Publisher
1	Business Law	Aswathappa. K & Ramachandra	Himalaya Publication
2	Business Law	Garg, Sareen	Sharma and Chawala
3	Business Law	Kapoor N.D	Sultan Chand

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>INTRODUCTION TO BUSINESS LAWS</b>	<b>5 Hours</b>
Jurisprudence: Introduction to law – Classification of law – Hierarchy of Courts – Meaning and Scope of Business law – Sources of Indian Business Law.		
<b>Unit 2</b>	<b>CONTRACT LAWS</b>	<b>20 Hours</b>
Indian Contract Act, 1872: Definition of Contract - Essentials of a valid contract –Discharge of Contract – Remedies for breach of contract.		
Indian Sale of Goods Act, 1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, Rights and duties of buyer, rights of an unpaid seller.		
<b>Unit 3</b>	<b>COMPETITION AND CONSUMER LAWS</b>	<b>12 Hours</b>
The Competition Act, 2002: Objectives-Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India.		
Consumer Protection Act, 2019: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Rights of the consumer under the Act, Consumer Redressal forums – District Forum, State Commission, National Commission.		
<b>Unit 4</b>	<b>INTELLECTUAL PROPERTY RIGHTS</b>	<b>10 Hours</b>
Meaning of IPR, Types of IPR – Copyright, Related Rights, Trademarks, Patents, Geographical Indicators, Industrial Designs, New Plant Variety Protection (meaning only) – Public Domain – Compulsory licensing.		
Patent Act 1970 - invention and non-invention, procedure to get a patent, restoration and surrender of lapsed patent, infringement of patent. Cybercrimes and Security		
<b>Unit 5</b>	<b>ENVIRONMENTAL LAW</b>	<b>5 Hours</b>
Environment Protection Act, 1986: Objects of the Act, definitions of important terms: environment, environment pollutant, environment pollution, hazardous substance and occupier, types of pollution.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BA6223</b>	<b>BUSINESS TAXATION</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To justify the concept of tax, its use, types and purpose. 2. To provide a conceptual framework of international taxation and GST.
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#### Course Outcomes

CO1	Obtain knowledge and understanding of the corporate tax laws rules in India.
CO2	Develop proficiency in applicability of provisions of income tax.
CO3	Apply income tax laws to carry out assessment of a corporate assessee.
CO4	Describe the structure of GST, important definitions and its applicability.
CO5	Comprehend the registration process under GST.

#### Reference Books:

#	Title	Author/s	Publisher
1	Corporate Tax Planning & Business Tax Procedures with Case Studies	Singhania, Vinod K. and Monica Singhania	Taxmann Publications Pvt. Ltd., New Delhi.
2	Corporate Tax Planning & Management	Dr. H.C. Mehrotra and Dr. S.P. Goyal	Sahitya Bhawan Publication
3	Goods and Services Tax GST,	H.C. Mehrotra, V.P. Agarwal	Sahitya Bhawan Publications

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>UNIT 1</b>	<b>COMPUTATION OF BUSINESS INCOME OF COMPANIES</b>	<b>12 HOURS</b>
Income from business – meaning and basis of charge, provisions related to admissible & inadmissible incomes & expenses, problems on computation of income from business of companies.		
<b>UNIT 2</b>	<b>DEDUCTIONS OUT OF GROSS TOTAL INCOME</b>	<b>10 HOURS</b>
Set - off and carry forward of losses (theory and problems including section 79), Deductions out of Gross Total Income (Theory only) –Applicable deductions to corporate assessee.		
<b>UNIT 3</b>	<b>MINIMUM ALTERNATIVE TAX</b>	<b>10 HOURS</b>
Procedure and problems on computation of total income of companies as per IT provisions, MAT – features and applicability of MAT, procedure and problems on computing MAT, MAT credit – theory and problems.		
<b>UNIT 4</b>	<b>INTRODUCTION TO GOODS &amp; SERVICES (GST) ACT</b>	<b>12 HOURS</b>
Objectives and basic scheme of GST, meaning – Salient features of GST – Subsuming of taxes – benefits of implementing GST – Constitutional amendments - Structure of GST (Dual Model) – Central GST – State / Union Territory GST – Integrated GST - GST Council: Structure, Powers and Functions, Provisions for amendments. Salient features of CGST Act, SGST Act (Karnataka State), IGST Act, Important definitions in GST- Aggregate turnover, Adjudicating authority, Agent, Business, Capital goods, Casual taxable, person, Composite supply, Mixed supply, Exempt supply, Outward supply, Principal supply, Place of supply, Supplier, Goods, Input service distributor, Job work, Manufacture, Input tax, Input tax credit, Person, Place of business, Reverse charge, Works contract, Casual taxable person, Non-resident person. Export of goods / services, Import of goods / services, Intermediary, Location of supplier of service, Location of recipient of service.		
<b>UNIT 5</b>	<b>GST REGISTRATION &amp; INPUT TAX CREDIT</b>	<b>08 HOURS</b>
Registration under GST, Procedure relating to Levy of CGST, IGST & SGST (Theory only), Computation of Input tax credit (ITC) (simple problems).		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BA6323</b>	<b>Business Ethics and Corporate Governance</b>	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	<ul style="list-style-type: none"> <li>To make the students aware about the importance of ethics in the business.</li> <li>To give an insight on corporate governance practices.</li> </ul>
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### Course Outcomes

CO1	Understand the importance of Business ethics.
CO2	It helps students to inculcate work values in their professional life.
CO3	Students will understand the importance of corporate governance to various stakeholders in an organization.
CO4	Analyse the corporate Social responsibilities and its practices .
CO5	Understand the corporate governance and various committees.

### Reference Books:

#	Title	Author/s	Publisher
1	Business Ethics and Corporate Governance	K Viyyanna Rao & G Naga Raju	IK Publisher
2	Business Ethics	K Aswathappa, J Usha Rani, Sunanda Gunda Vajhala	Himalayala Publishing house
3	Business Ethics and Corporate Governance:	Dr. S S Khanka	S Chand and Company Pvt Ltd

### Learning by Doing activities [8hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High | L=Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Ethics in Business and Ethical Theories:</b>	<b>10 Hours</b>
Nature, Sources of Ethics: Religion, Philosophical System. Types and codes of ethics, importance of ethics in business. Managerial values and attitudes		
Kantianism v/s Utilitarianism, Individualism v/s Collectivism. Cognitivism and non- cognitivism; consequentialism versus non-consequentialism- Ethical Decision Making Model.		
<b>Unit 2</b>	<b>Ethics in Marketing and HRM</b>	<b>14 Hours</b>
Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Product Safety - Due Care theory -Contractual theory – Strict Liability Theory.		
Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications: Ethical hiring, equality of opportunity, Ethics and Remuneration; Ethics in Retrenchment. Individualism versus collectivism in human resource management practices		
<b>Unit 3</b>	<b>Ethics in Finance and Accounting</b>	<b>10 Hours</b>
Unethical financial practices creative accounting- hostile takeovers- tax evasion- corporate crimes. Ethical issues in Mergers and Acquisition, Insider trading, Money Laundering. Banking Ombudsman Scheme		
<b>Unit 4</b>	<b>Corporate Social Responsibility</b>	<b>10 Hours</b>
Definition – importance – Scope – Advantages – Steps- Theoretical Justification for CSR- CSR as a Business strategy for sustainable Development- External Standards on CSR- Indian perspective- Ethics and CSR of business. Companies Act (Amendment) 2013 on CSR- CSR Audit		
<b>Unit 5</b>	<b>Corporate Governance</b>	<b>8 Hours</b>
Concept of corporate governance importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India.		
Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BAVOC6 623</b>	<b>RETAIL MANAGEMENT</b>	60 Hours	VOC	4 Hours a Week	3

Course Objective/s:	1. To familiarize students with aspects of Retailing process and innovative marketing strategies. 2. To familiarize the students with the recent developments of retailing in India.
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#### Course Outcomes

CO1	Comprehend the functions of modern retail marketing
CO2	Understand Retail Environment
CO3	Understand the key drivers of retail supply chain and how to select a retail store location.
CO4	Understand the retail marketing mix
CO5	Analyse the influence of e-tailing

#### Reference Books:

#	Title	Author/s	Publisher
1	Retail Management	Suja Nair	Himalaya Publishing House
2	Retail Management	Swapnapradhan	McGraw Hill
3	Retail Management	David Gilbert	Pearsons

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M				
3			H	L	H	
4						
5						H

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction</b>	<b>8 Hours</b>
Retailing and economic significance – functions of a retailer – types of retailers– international retailing – retailing as a career – retail management decision process.		
<b>Unit 2</b>	<b>Retail Environment</b>	<b>10 Hours</b>
Theories of retail change: theory of natural selection in retailing, Theory of Wheel of retailing, General- Specific –General Cycle on Accordion Theory, Retail Life Cycle Theory – Multi Channel retailing – phase of growth of retail markets – Retail Mix – BCG Matrix-GE matrix. Legal aspects in retailing. Social and Ethical issues in retailing.		
<b>Unit 3</b>	<b>Retail Operations And Stores Layout</b>	<b>12 Hours</b>
Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – Space planning, Retail Operations - Inventory management – Merchandise Management – Category Management.		
<b>Unit 4</b>	<b>Retail Marketing Mix</b>	<b>12 Hours</b>
Retail marketing mix –Introduction. Product – Decisions related to selection of goods (Merchandise Management revisited) –Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion – Setting objectives – communication effects - promotional mix in retail.		
<b>Unit 5</b>	<b>Technology in retailing</b>	<b>10 Hours</b>
E-Commerce, E-tailing, Non store retailing (e-retailing) - M-tailing in India- The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system, Trends in retailing.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Type	Session	Credits
	<b>BASEC4</b>	<b>Personal Branding and Leadership</b>	30 Hours	SEC-SB	2 Hours a Week	2

Course Objective:		The course aims at familiarising the students with the art of personal branding; students learn how to develop individual soft skills such as leadership style, communication skills, and organization skills.	
Course Outcomes:			
CO1	Articulate the self-concept and recognize personal SWOT.		
CO2	Understand the personal branding concept & Learn how to manage self.		
CO3	Assess potential leadership traits, skills, behaviours, and develop a leadership portfolio.		
Reference Books:			
#	Title	Author/s	Publisher
1	Self-Management	Baird Chris a	Createspace Independent
2	Self-Management	Patnaik &Srikanta	Partridge Publishing India
3	Self-Branding	PierlorenziDott. Monica	Lulu.com
4	Self-Identity and Brand	SidiAissa Ismail	LAP Lambert Academic
5	Leadership	Saxena Sanjay	PHI Learning

Unit	Title	Hours	Contents
1	Self-discovery	8	Self-discovery: self-awareness and self-regulation; Self Criticism; Explore your biases, values, assumptions, emotions, habits, and reflect on how well you govern yourself to pursue your goals; Goals setting and different types of goals; Identifying one's strengths and weaknesses; Managing self – emotions, ego, pride.
2	Self-Branding	8	Concept of personal branding; Elements for self-analysis: Knowledge, skills, abilities and values; Concept of career planning and personal brand maintenance; Successful personal branding and career development; Tactics for Successful Career Branding; Online identity and how to use social media for personal branding – LinkedIn profile.
3	Leadership	10	What Do We Mean by Leadership? Leader: Power and Influence; Leadership, Ethics, and Values; Leadership Behavior, styles and attributes; Leadership and Change management; The Dark Side of Leadership; How do leaders influence their follower?. Role of effective communication in leadership. Role of effective communication in leadership; Team building; Issues when there is no team work, Leadership emerging through team, how to identify team players. Time management and crisis management techniques.
Learning by Doing activities: 4 Hours			

# ELECTIVES

# FINANCE ELECTIVE

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEF5423</b>	<b>FINANCIAL SERVICES</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	To explain the structure of Indian Financial System.
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Course Outcomes	
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CO1	Describe the evolution, structure and components of Indian financial system.
CO2	Use leasing as a financing option of a given organization
CO3	Examine the pros and cons of discounting and factoring financial service.
CO4	Evaluate the role of mutual funds as financial institution and service
CO5	Examine the credit rating process and services offered by agencies at national and international level.

Reference Books:
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#	Title	Author/s	Publisher
1	Financial Markets and Institutions	M.Y Khan	McGraw Hill
2	Financial Institutions and Markets	Meir Kohn	Oxford Press
3	Financial Markets & Services	Gordon and Natrajan	HPH

Learning by Doing activities [8 hours]
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CO-PO MAPPING
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COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	M					
2		M	L			
3				H		
4					H	L
5						

H=High  L=Low  M=Moderate
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<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Indian Financial System</b>	<b>14 Hours</b>
Meaning and - Evolution of Indian Financial System– Sub-Systems of Financial System. Financial Markets – Primary and Secondary – Structure- Players in the Stock Market – Merits and Demerits of Stock Markets- Stock Exchanges (BSE, OTCEI, NSE, NYSE, TSE, ASX, NASDAQ) - Listing of Securities- Stock Price Indices (Nifty, Sensex, CNX 500, BSE 100). Financial Instruments, Depositories (NSDL, CDSL)-Role and Functions.		
<b>Unit 2</b>	<b>Financial Services</b>	<b>12 Hours</b>
Merchant Banking – Meaning, nature and functions; merchant banking in India, Categories of financial services - Fund based and Non-fund based activities. Lease Finance - Nature, Types and Advantages of lease finance. Distinction between Lease and Hire purchase; Financial, Legal and Tax aspects of Leasing. Lease evaluation (Lease vs Buy and Lease vs HP), Lease structuring and Funding of lease. Factoring - Meanings - Types of Factoring - Factoring v/s Discounting, Securitization of debt – Meaning, Features, Mechanism, Types, Role of Fintech companies.		
<b>Unit 3</b>	<b>Mutual Funds</b>	<b>10 Hours</b>
Concept of Mutual Funds - Growth of Mutual Funds in India - Mutual Fund Schemes – Money Market Mutual Funds – Private Sector Mutual Funds – Evaluation of the performance of Mutual Funds – Functioning of Mutual Funds in India. AMC role and functions, Exchange Traded Funds and Index Funds.		
<b>Unit 4</b>	<b>Credit Rating</b>	<b>08 Hours</b>
Meaning – Objectives of Credit Rating-Benefits - Agencies of Credit Rating: CRISIL, ICRA, CARE, S&P, Moody's - Types of Credit Rating - Steps in Credit Rating Process – Limitations, Process of Credit Rating for individuals- Morningstar and liquid rating.		
<b>Unit 5</b>	<b>International Financial Markets</b>	<b>08 Hours</b>
FII- Regulations governing FII in India – FDI: Meaning; Introduction to DR - GDR and ADR, Meaning and Evaluation – Issue structure of GDR/ADR, Crypto Currency-Merits and Demerits.		

V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BBADEF5523</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	60 Hours	DSC	4 Hours a Week	3

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To provide conceptual framework to evaluate the characteristics of various investment avenues</li> <li>2. To familiarize students with investment decisions and portfolio management</li> </ol>
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#### Course Outcomes

CO1	Become familiar with investment process, planning and various types of securities.
CO2	Understand the concept of risk, difference between systematic and unsystematic risk and measurement of risk.
CO3	Identify the impact of economic factors on stock value and to evaluate particular industries
CO4	Experience the stock price movements in terms of Dow theory, support and resistance level
CO5	Measuring the portfolio performance

#### Reference Books:

#	Title	Author/s	Publisher
1	Security analysis & portfolio Management	Punithavathy Pandian	Vikas Publication
2	Investment and Portfolio Management	Kevin	McGraw Hill
3	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw-Hill

Learning by Doing activities [8hours]

#### CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H				
2	H	M				
3		H	H	M		
4		H		H		
5		H		L		

H=High| L=Low| M=Moderate

COURSE CONTENTS		
Unit1	<b>Introduction to Investment and Securities</b>	<b>10 Hours</b>
Investment- Meaning, Investment v/s Speculation, Hedging, Arbitrage and Gambling, Objectives, Process, Investment planning, Securities Market, Securities, Bond, Stock Derivatives, Investment Information, Financial Investment and Economic Investment, Investment Planning and Alternatives – Financial Planning and Investment Planning, Investment Avenues.		
Unit 2	<b>Risk Return Analysis</b>	<b>10 Hours</b>
Risk – Meaning, Types of Risk: Systematic & Unsystematic, Minimizing Risk Exposure, Risk measurement, Valuation of individual security based on risk and return using Mean, Standard Deviation, Coefficient of Variation and Beta -Factors influencing Valuation of Securities.		
Unit 3	<b>Fundamental and Technical Analysis</b>	<b>12 Hours</b>
Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis – Assumptions, Dow Theory, Support and Resistance levels, Charts – Types and pattern, Candlestick Chart, Elliott Wave Theory, Technical Vs Fundamental Analysis, Efficient Market Theory – The Random walk Theory – Weak form, Semi-strong Form, Strong Form.		
Unit 4	<b>Modern Portfolio Analysis</b>	<b>10 Hours</b>
Portfolio Construction – Approaches in Portfolio Construction, Determination of Objectives and Selection of Portfolio, Modern Approach, Portfolio –Markowitz Model (Mean-Variance Analysis), Simple diversification, The Markowitz Model, Markowitz Efficient Frontier, Capital Asset Pricing Theory – Capital Market Line - Security Market Line – Arbitrage Pricing Theory.		
Unit 5	<b>Portfolio Evaluation and Revision</b>	<b>10 Hours</b>
Meaning, need and process of Portfolio evaluation – Methods of Evaluation- Sharpe, Jensen and Treynor Model - problems. Portfolio revision- Meaning and strategies (Active and Passive management).		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEF6423</b>	<b>FINANCIAL MODELLING</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ul style="list-style-type: none"> <li>To understand and apply the concept of finance to MS Excel.</li> <li>To build key financial management techniques for financial planning, evaluating and controlling to achieve desired target.</li> </ul>
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#### Course Outcomes

CO1	Comprehend the various concepts of financial modeling.
CO2	Understand and evaluate the impact of business decisions on organization's performance and effectiveness.
CO3	Integrate strategic decision making to corporate finance.
CO4	Develop key analytical skills that are required to be a successful finance professional.
CO5	Use of conceptual knowledge to build up Financial Model.

#### Reference Books:

#	Title	Author/s	Publisher
1	Financial Modeling	Simon	Excel Publishers
2	International financial modeling in excel	Danielle stein Fairhurst	John Wiley India Ltd

Learning by Doing activities [8 hours]

#### CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1					H	
2	M	H	H		M	H
3		L			M	H
4			M	H		
5				H		

H=High| L=Low| M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit1</b>	<b>INTRODUCTION TO FINANCIAL MODELLING</b>	<b>12 Hours</b>
Basics of Financial Modelling, financial models, excel tools and techniques for financial modelling, referencing cells-relative and absolute referencing, naming ranges, linking in excel- external and internal.		
<b>Unit2</b>	<b>SPREADSHEET FUNCTIONS</b>	<b>8 Hours</b>
Important functions-sum, max, min, average, count and counta, round, roundup, round-down, if, and, or, countif, sumif, vlookup, hlookup, frequently used shortcuts in excel.		
<b>Unit3</b>	<b>FORECASTING AND DECISION MAKING</b>	<b>12 Hours</b>
Cost Volume Profit (CVP) analysis, Break even analysis, goal seek-(Number of units to sell to earn desired profit), scenario manager, Time value of money, Capital budgeting techniques- Practical application of NPV, IRR and payback period.		
<b>Unit4</b>	<b>BUILDING SCENARIOS AND PORTFOLIO ANALYSIS</b>	<b>12 Hours</b>
Building drop down scenario, applying sensitivity analysis with data tables-setting up the calculation-building a data table with one input and two input and applying weightage to data table. Calculation of individual risk and return, portfolio risk and returns. Constructing an optimum portfolio using market data. Calculation of beta. Portfolio evaluation using morkowitz model.		
<b>Unit5</b>	<b>CHARTING AND PRESENTING MODEL OUTPUT</b>	<b>8 Hours</b>
Data Visualization and Interpretation Deciding which data to display, charting scenarios, deciding which type of chart to use-line chart, bar chart, combo chart, pie charts, construction of histogram.		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEF6523</b>	<b>FINANCIAL AND COMMODITY MARKETS</b>	60 Hours	DSC	4 Hours a Week	3

Course Objective/s:	1. To provide students with a conceptual framework of Derivative Market, functionaries in this market and its mode of trading. 2. To expose students to the financial instruments used in commodity markets.					
Course Outcomes						
CO1	Describe the evolution and growth of Derivative market.					
CO2	Understand derivative instrument to trade in stock and commodity market.					
CO3	Examine the Contango and Backwardation market for investment decision.					
CO4	Evaluate the role of futures and options contract for hedging.					
CO5	Examine the Clearing and Settlement process offered by national and international commodity exchange.					
Reference Books:						
#	Title		Author/s		Publisher	
1	Financial Institutions and Markets: Structure, Growth & Innovation		Bhole		McGraw Hill	
2	Indian Financial Systems		M Y Khan		Tata McGraw Hill	
3	Land, Work and Resource: An Introduction to Economic Geography		J.H. Paterson		Hoddder & Stoughton Ltd	
4	Commodity Markets and Derivatives		Bharat Kulkarni		Kindle Edition	
Learning by Doing activities [8hours]						
CO-PO MAPPING						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	L		H			
2		M				
3			H	H		
		H		M		
5			L	M		
High  L=Low  M=Moderate						

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Stock Market</b>	<b>10 Hours</b>
History, Membership, Organization, Governing body, Functions of stock Exchange, on line trading, role of SEBI, Recognized Stock Exchanges in India (brief discussion of NSE and BSE).		
<b>Unit 2</b>	<b>Commodities Market</b>	<b>10 Hours</b>
Evolution of global commodity derivative market, History of commodity trading in India, Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.		
<b>Unit 3</b>	<b>Risk Management</b>	<b>12 Hours</b>
Basis and Basis Risk- Strengthening of basis, Weakening of basis, Contango, Backwardation, Types of risk. Risk management -Price risk management in the commodity market, Exchange risk management tools and measures – Price limit circuit filter, Margin requirements, Mark to Market, Pay-in and pay-out and compulsory square off.		
<b>Unit 4</b>	<b>Derivatives</b>	<b>08 Hours</b>
Derivatives - Introduction, economic benefits of derivatives - Types of derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India. Hedging: Meaning, tools of hedging – Forward, Futures, Options, Swaps. Importance and benefits of hedging.		
<b>Unit 5</b>	<b>Regulator, Quality Assurance, Warehousing Trading, Clearing and Settlement</b>	<b>12 Hours</b>
Risk mitigation by regulators – Product Analysis, Margin Calculation, VaR System (SPAN). Quality Assurance, Concepts of Quality in Commodities, Grading and Standardization, Role of clearing house, Clearing and settlement procedure.		

# INTERNATIONAL BUSINESS ELECTIVE

Department of Management						
V SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEI5423</b>	<b>INTERNATIONAL BUSINESS</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ul style="list-style-type: none"> <li>To understand the challenges and opportunities of conducting business in a globalized economy.</li> <li>To develop the knowledge and skills required for successful international business operations.</li> </ul>
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## Course Outcomes

CO1	Identify the different modes of entry into international markets and develop strategies to expand business globally.
CO2	To analyze the political, legal, economic, and cultural factors that impact international business
CO3	To understand the theories of international trade, analyze trade policies and regulations.
CO4	To analyze the different types of FDI, assess the advantages and disadvantages of FDI
CO5	To be able to identify emerging trends and issues in international business

## Reference Books:

#	Title	Author/s	Publisher
1	International Business: Strategy, Management, and the New Realities	Tamer Cavusgil, Gary Knight, and John Riesenberger	(Pearson Education)
2	International Business: Competing in the Global Marketplace	Charles W. L. Hill and G. Tomas M. Hult	(McGraw-Hill Education)
3	International Business: The Challenges of Globalization	John J. Wild, Kenneth L. Wild, and Jerry C. Y. Han	(Pearson Education)
4	International Business: A Managerial Perspective	Ricky W. Griffin and Michael W. Pustay	(Pearson Education)

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

<b>Unit 1</b>	<b>INTRODUCTION TO INTERNATIONAL BUSINESS</b>	<b>10 Hours</b>
International Business: Meaning, Evolution, Importance, Advantages and Disadvantages-Stages of Internationalization, MNC, TNC- Theories of International Trade, Mercantilism, Absolute Advantage, Comparative Advantage and Heckher -Ohlin Theory. Product Life Cycle theory, Global Strategic Rivalry theory and Porter's diamond model. - FDI, Types of FDI -Challenges faced in International Business		
<b>Unit 2</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>	<b>10 Hours</b>
International Business and Globalization, Globalization and its impact on business, society and the environment- International business environment factors, Micro and macro factors- Political Environment, Legal Environment, Economic Environment, Cultural Environment, Technological Environment, Natural Environment, Social Environment, Global Competitiveness Index		
<b>Unit 3</b>	<b>MODES OF ENTRY</b>	<b>12 Hours</b>
Overview of international trade: Definition, importance, factors affect international trade - Modes of entry into international business-: Exporting, Licencing, Franchising, Contract Manufacturing, Management Contract, Turn Key, Green Field Strategy, Merger, Acquisition, Joint Venture, Strategic Alliance- Balance of trade– Tariffs and Non-tariff Barriers of Trade- Export and Import Procedure in India, International payment methods		
<b>Unit 4</b>	<b>INTERNATIONAL ECONOMIC INTEGRATION AND TRADING BLOCS</b>	<b>10 Hours</b>
World Trade Organization (WTO): structure, role and functions - Regional Economic Integration purpose and limitations, Trading Blocs and their Significance, EU, SAARC, USMCA, ASEAN, OPEC, OECD, BRICS- International Financial Institutions: - IMF, functions, SDRs Allocation- World Bank structure and functions - Global value chains (GVCs)		
<b>Unit 5</b>	<b>EMERGING TRENDS AND ISSUES IN INTERNATIONAL BUSINESS</b>	<b>10 Hours</b>
Sustainable Development and Environmental Issues in International Business, Digitalization and E-commerce in International Business, Regionalization and localization, Corporate Social Responsibility (CSR) in International Business, Innovation and Technology Transfer in International Business, IPR in international business, Political and Economic Instability in Emerging Markets, Global Talent Management and Diversity in International Business, Cybersecurity and Privacy Concerns in International Business, Changing Global Consumer Trends and Preferences		

Department of Management						
SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
>	<b>BADEI5523</b>	<b>FOREX MANAGEMENT</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ul style="list-style-type: none"> <li>To develop an understanding of the foreign exchange market, its functions, and operations.</li> <li>To provide students with the knowledge and skills required for managing foreign exchange risk and exposure in international business.</li> </ul>
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## Course Outcomes

CO1	To understand the fundamentals of foreign exchange management and its importance in international business.
CO2	To identify and analyze the various foreign exchange instruments, markets, and trading strategies.
CO3	To apply their understanding of currency derivatives and hedging strategies to manage currency risks effectively.
CO4	To identify and evaluate the risks associated with foreign exchange transactions and develop effective risk management strategies.
CO5	To understand the role of treasury management in global business, including cash and liquidity management, working capital management, and risk management.

## Reference Books:

#	Title	Author/s	Publisher
1	Foreign Exchange Operations	P.K. Gupta	Taxmann Publications
2	Global Financial Markets and Instruments	Ian H. Giddy	Addison Wesley
3	International Financial Management	Madura Jeff	Cengage Learning
	Foreign Exchange International Finance and Risk Management	V. Sharan	Excel Books

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

<b>Unit 1</b>	<b>INTRODUCTION TO FOREX MANAGEMENT</b>	<b>10 Hours</b>
Meaning and Scope of Forex Management, History and Evolution of Foreign Exchange Markets, Participants in the Foreign Exchange Markets, Exchange Rates and Quotations, Determination of Exchange Rates, Exchange Rate Risk and Exposure, The Role of Central Banks in Foreign Exchange Markets, The International Monetary System, Balance of Payments and International Trade, Foreign Exchange Market Regulations and Practices.		
<b>Unit 2</b>	<b>FOREIGN EXCHANGE MARKETS AND INSTRUMENTS</b>	<b>10 Hours</b>
Exchange Rates, Exchange Rate Systems, Types of Exchange Rates - Fixed, Floating and Managed, Exchange rate Theories, Forex Trading Platforms and Electronic Trading, Interbank Market and Retail Market, Cross Currency Trading and Arbitrage, Money Market Instruments and their Use in Forex, Capital Market Instruments and their Use in Forex, Derivatives Market Instruments and their Use in Forex, Exchange Control, Objectives and methods of Exchange Control.		
<b>Unit 3</b>	<b>CURRENCY DERIVATIVES AND HEDGING STRATEGIES</b>	<b>12 Hours</b>
Introduction to Currency Derivatives, Types of Currency Derivatives - Forwards, Futures, Options and Swaps, Currency Futures, Currency options (Trading and Hedging), Using Forward - Contracts for Hedging, Using Options- Contracts for Hedging, Using Swaps for Hedging- Pros and Cons, Comparing Hedging Strategies, Speculating with Currency Derivatives, Managing Risks Associated with Currency Derivatives.		
<b>Unit 4</b>	<b>FOREIGN EXCHANGE RISK MANAGEMENT</b>	<b>10 Hours</b>
Overview of Foreign Exchange Risk Management, Types of Foreign Exchange Risks - Transaction, Translation, and Economic Risks, Identification and Measurement of Foreign Exchange Risks, Risk Exposure and Risk Assessment (Netting, leading and lagging), Managing Foreign Exchange Risk using Internal Techniques, Managing Foreign Exchange Risk using External Techniques, Managing risk in international trade and investment.		
<b>Unit 5</b>	<b>GLOBAL TREASURY MANAGEMENT</b>	<b>10 Hours</b>
Introduction to Treasury Management, Functions and Objectives of the Treasury Department, Treasury Organizational Structure, Cash Management and Cash Forecasting, Short-Term Funding and Working Capital Management, Investment Management and Capital Preservation.		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEI6423</b>	<b>CROSS CULTURAL MANAGEMENT</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ul style="list-style-type: none"> <li>Develop a deep understanding of cultural differences and their implications for international business.</li> <li>Equip students with the skills and knowledge needed to effectively manage cross-cultural teams and relationships.</li> </ul>
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## Course Outcomes

CO1	Develop a deep understanding of the importance of cultural differences and their implications for international business.
CO2	To understand the cultural differences that exist across countries and their implications for business practices.
CO3	Equip students with the skills and knowledge needed to effectively manage cross-cultural teams and relationships.
CO4	Develop an understanding of the cultural differences in negotiation styles and strategies and learn how to effectively negotiate across cultures.
CO5	Develop the skills and knowledge needed to effectively lead and manage teams from different cultures.

## Reference Books:

#	Title	Author/s	Publisher
1	Cross-Cultural Business Behavior: Marketing, Negotiating and Managing Across Cultures"	Richard R. Gesteland	Wiley
2	Managing Cultural Diversity in Technical Professions	Lionel Laroche and Caroline Yang	Wiley

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

<b>Unit 1</b>	<b>INTRODUCTION TO CROSS-CULTURAL MANAGEMENT</b>	<b>10 Hours</b>
Culture, Levels of culture- Cross Cultural, meaning – Cross culture management - Importance of cross culture management – Challenges in Cross Cultural Management- Ethnocentrism and Stereotyping- Cultural Intelligence, components of cultural intelligence-types of cultural intelligence -Importance of cultural intelligence in the workplace		
<b>Unit 2</b>	<b>CULTURAL DIFFERENCES AND THEIR IMPLICATIONS</b>	<b>10 Hours</b>
Cultural dimension- Hofstede's cultural dimensions theory, Power Distance and Hierarchy, Masculinity and Femininity, Individualism and Collectivism, Uncertainty Avoidance and Risk-Taking- Trompenaars dimensions of culture - Corporate culture -values, beliefs religious and social customs in corporate culture - Cameron and Quinn's types of organization culture- Effects of Cultural Dimensions in global Business Strategy- Ethical practices in global business		
<b>Unit 3</b>	<b>MANAGING CROSS-CULTURAL TEAMS</b>	<b>12 Hours</b>
Cross-Cultural Teams, Definition and Importance and benefits, Types of teams- The Belbin model of different stages team development – Strategies for building effective cross-cultural teams, Cultural Synergy- Managing Virtual and Global Teams, Challenges of Managing Cross-Cultural Teams. Team Conflict – conflict resolution methods - Expatriate, Expatriate management - Culture shock, Four Common Stages of Cultural Adjustment- Cross-Cultural Training and Development- steps to develop cross-cultural training program- techniques/ method of cross culture training		
<b>Unit 4</b>	<b>CROSS-CULTURAL NEGOTIATION</b>	<b>10 Hours</b>
Cross-Cultural Negotiation, meaning, importance - Factors influencing cross-cultural negotiations -Five Types of Negotiation Styles- Stages in negotiation - Global Negotiation- negotiation practices, cultural norms, and business etiquette in various region- Challenges in cross culture Negotiation -Cross culture communication- Richard D. Lewis Model in cross culture communication, Barriers to effective communication		
<b>Unit 5</b>	<b>CROSS-CULTURAL LEADERSHIP</b>	<b>10 Hours</b>
Cross-Cultural Leadership, meaning, features and Importance - Leadership Styles and Approaches, Adaptive Leadership, Culturally Endorsed Implicit leadership theory -Key Competencies for Global Leadership- Challenges in Cross-Cultural Leadership- Cultural Differences in Leadership and management styles across different countries-Diversity and inclusion in global leadership – women in corporate leadership – Ethical practice and challenges global Leadership		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEI6523	<b>EXIM POLICIES AND PROCEDURES</b>	60 Hours	DSE	4 Hours a Week	3

Course Objective/s:	<ul style="list-style-type: none"> <li>To enable students to understand the policies and procedures governing international trade and their impact on businesses operating in the global marketplace.</li> <li>To provide students with the knowledge and skills necessary to navigate the complex regulatory environment of international trade, including import/export documentation, customs regulations, and trade finance.</li> </ul>
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#### Course Outcomes

CO1	To understand the fundamentals of Exim policy and its objectives.
CO2	To understand the various export promotion schemes and incentives provided by the government to promote exports and identify the most suitable scheme for a particular export venture.
CO3	To understand the fundamentals of import policy and its objectives.
CO4	To understand the various trade liberalization policies and their impacts.
CO5	To understand the current trends and issues in Exim policy and their implications.

#### Reference Books:

#	Title	Author/s	Publisher
1	Export-Import Management	Francis Cherunilam	University Press India
2	Export Import Procedures and Documentation	Donna Bade	Thomson Learning
3	The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments, and Currency Management	Anders Grath	Kogan Page

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

<b>Unit 1</b>	<b>OVERVIEW OF EXIM POLICY</b>	<b>10 Hours</b>
Introduction to EXIM Policy and its objectives, Evolution of EXIM Policy in India, Trends in Import and Export of Goods Since 1985 EXIM Policy of India. Exim Policy and Its influence upon Trends of Country's Share in Global Trade. Export Inspection and Quality Control under EXIM Policy, Free Trade Agreements (FTAS), Foreign Trade Policy (FTP) and its relation to EXIM Policy, Recent updates, and changes in EXIM Policy.		
<b>Unit 2</b>	<b>EXPORT PROMOTION SCHEMES</b>	<b>10 Hours</b>
Introduction to Export Promotion Schemes, Export Promotion Capital Goods (EPCG) Scheme, Duty-Free Import Authorization (DFIA) Scheme, Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), Advance Authorization Scheme, Export Oriented Units (EOUS) and Electronic Hardware Technology Parks (EHTP), Special Economic Zones (SEZS) and their export promotion incentives, Market Access Initiative (MAI) Scheme, Export Credit Guarantee Corporation (ECGC) and its role in export promotion. Export promotion councils- Objectives and forms.		
<b>Unit 3</b>	<b>IMPORT POLICY</b>	<b>12 Hours</b>
Need for Imports. Definition and meaning of Imports. How to read Import, Export Policy, and Procedures? Procedures for Imports: Import finance. Opening of Import Letter of credit. External commercial Borrowings. Buyers Credit / Trade Credit. Direct Imports. Retirement of Import documents under an LC or otherwise on collection. FEMA provision regarding Imports. Customs duties. Customs clearance of export goods.		
<b>Unit 4</b>	<b>TRADE LIBERALIZATION POLICIES</b>	<b>10 Hours</b>
Definition and benefits of trade liberalization, Historical context of trade liberalization. Types of trade liberalization policies-Tariff reductions and elimination, non-tariff barriers reduction and elimination, Subsidies elimination, Trade facilitation measures. Impacts of trade liberalization policies- Economic growth, Employment, Income distribution, Environment, Cultural impact. Criticisms and challenges of trade liberalization-Job losses and inequality, Environmental concerns, Loss of national sovereignty, Impact on small businesses and farmers, Unequal bargaining power between developed and developing countries. Trade liberalization in different regions: - NAFTA, EU, APEC, AFCFTA		
<b>Unit 5</b>	<b>RECENT TRENDS AND ISSUES IN EXIM POLICY</b>	<b>10 Hours</b>
Digitalization of Exim procedures and documentation, Rationale for Export Import Documents; Kinds and Functions of Documents; a) Commercial Documents, b) Legal Regulatory Documents, c) Documents for Claiming Incentives, Commercial Invoices, Bill of lading, Airway Bill, Post Parcel Receipt, Insurance Policy Certificate, Bill of Exchange, Shipping Bills.		

# MARKETING ELECTIVES

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEM5423</b>	<b>CONSUMER BEHAVIOUR</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	1. To acquire an understanding of the process of consumer buying behaviour. 2. To understand the impact of marketing strategy on consumer behaviour
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**Course Outcomes**

CO1	Understand the various disciplines contributing to consumer behaviour
CO2	Analyse how perceptions, learning, memory, personality, and attitudes influence consumption behaviour
CO3	Analyse the impact of socio-cultural environment on consumer behaviour
CO4	Critically evaluating the process of consumer decision making.
CO5	Identify the importance of customer relationship management and mechanisms of consumer redressal

**Reference Books:**

#	Title	Author/s	Publisher
1	Consumer Behaviour	Zubin Sethna, Jim Blythe	SAGE Publications
2	Consumer Behaviour	Jay, D. Lindquist & Joseph Sirgy, Biztantra	Wiley Publications
3	Consumer Behaviour	Sontakki. C. N	Himalaya Publications

**Learning by Doing activities [8 hours]**

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H		H			H
2			H			
3			M	H		
4		M	H			
5		M	H		M	

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit1</b>	<b>Introduction</b>	<b>8 Hours</b>
Meaning and Scope – Consumer and customer – Various disciplines involved in the study of consumer behaviour–relevance in marketing–trends–market segmentation and Consumer Behaviour–VALS psychographic segmentation		
<b>Unit2</b>	<b>Individual Determinants of Consumer Behaviour</b>	<b>12 Hours</b>
Needs and Motivation: Meaning of Needs and Goals – Types & Systems of Needs- Maslow's Hierarchy of needs, Personality & Consumer Behaviour: Meaning and nature of Personality – Freudian and Trait theories of Personality. Learning & Cognitive Process: Meaning of Learning–Learning theories– Memory, attitude: Nature of consumer attitudes–components of attitudes –attitude formation and change.		
<b>Unit3</b>	<b>Socio-Cultural Environment</b>	<b>12 Hours</b>
Reference groups and group dynamics – Cultural, sub-cultural and cross cultural influences – Implications of social class on consumer behavior-Impact of social media on consumer behaviour–Family decision making and role of children in Consumer- Family Life Cycle Stages-Nature of Family Purchases and Decision-making, Parent-child Influences, Consumer Socialization of Children-Rural Buying Behaviour, e-WOM.		
<b>Unit4</b>	<b>Consumer Decision Making Process</b>	<b>10 Hours</b>
Stages in the consumer decision making process–personal influence and opinion leadership – Post purchase Behaviour– Cognitive Dissonance – Diffusion of innovations –Models of Consumer Behaviour.		
<b>Unit5</b>	<b>CRM</b>	<b>10 Hours</b>
Introduction to customer Relationship Management -Customer Satisfaction and Loyalty – Relationship and Retention –Services Marketing and CRM-Consumerism and Public Policy —Ethical, Safety and environmental issues; Consumer Protection Act2019–Consumer Redressal cell-Rights of Consumers.		

Department of Management						
V SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEM5523	<b>MARKETING RESEARCH</b>	60 Hours	DSE	4 Hours a Week	3

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To introduce the basic concepts of research and methodology of conducting researches in marketing domain.</li> <li>2. To prepare students in both how to identify and obtain appropriate marketing information for strategic and tactical marketing decisions.</li> </ol>
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**Course Outcomes**

CO1	Engage in research and apply statistical tools and techniques for problem solving and decision making
CO2	Apply and evaluate different sources of marketing information
CO3	Apply and evaluate various methods of data analysis
CO4	Formulate, organise and conduct a marketing research project
CO5	Apprehend report formulation and presentation

**Reference Books:**

#	Title	Author/s	Publisher
1	Fundamentals in Marketing Research	Scott smith and Gerald Albaum	
2	Research methods for business students	Naresh Malhotra and Satyabhusan Das	Pearsons
3	Marketing Research: Text and Cases	Rajendra Nargundkar	McGraw Hill

**Learning by Doing activities [8 hours]**

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H		H			
2			H			
3			M	H		
4		M	H			
5		M	H		M	

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction</b>	<b>10 Hours</b>
Introduction to Marketing Research – definitions – importance and role of research in marketing- Significance - classification – marketing research process – nature of marketing – Types of market Research, Research approaches, Market research process, Criteria of good marketing research, Problems encountered by marketing research in India, ethics issues in marketing research		
<b>Unit 2</b>	<b>Research Design</b>	<b>8 Hours</b>
Research Design – definition – classification – exploratory research – descriptive research – casual research – interrelationships – usages – significance, Marketing Research Design (pre-test and post-test)		
<b>Unit 3</b>	<b>Measurement and scaling techniques</b>	<b>12 Hours</b>
Measurements and scaling – non comparative scaling techniques – itemized rating scales – likert scale – semantic differential scale – staple scale – multi-item scales – Sampling designs and procedures – Non probability sampling Techniques – Probability Sampling techniques – Sample size determination.		
<b>Unit 4</b>	<b>Data Collection methods and tools</b>	<b>15 Hours</b>
Data Collection: Objectives – data sources – data types – primary versus secondary data – classifications of primary and secondary data – accuracy and errors – qualitative and quantitative data – their advantages and disadvantages – Data collection methods – data instruments – administration of data instruments – surveys- observations – interviews.		
<b>Unit 5</b>	<b>Data analysis and Report</b>	<b>15 Hours</b>
Data analysis and reporting: Nature of field work – data checking and editing – data cleaning – frequency distribution – cross-tabulation – hypothesis testing – chi-square, other statistics – usage of SPSS – report writing – executive summary – final technical report. Preparing marketing research report and presentation.		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEM6423</b>	<b>ADVERSITEMENT AND MEDIA MANAGEMENT</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	To help the students to develop an understanding and experience on the production, marketing, finance, and operations in the field of media.
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### Course Outcomes

CO1	Students should be able to understand the basic nature and purpose of Advertising and its advantages and disadvantages to business.
CO2	To be able to understand the purpose of Advertising for a product /service of organization and evolve advertising campaign plan.
CO3	To be able to work out Advertising Budget.
CO4	To be able to understand different Advertising Media Strategy.
CO5	To be able to understand the role functions of Advertising Agencies.

### Reference Books:

#	Title	Author/s	Publisher
1	Foundations of Advertising	S.A. Chunawalla, KC Sethia	Himalayan Publishing House
2	Advertising: An Introduction Text	S. A. Chunawalla	Himalayan Publishing House
3	Advertising Management	Dr. Varma & Aggarwal	King Books

### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	<b>INTRODUCTION TO ADVERTISING</b>	10 Hours
History of advertising, advertising purpose and functions; Economic, Social and ethical aspects of advertising. Advertising as a marketing tool. Types of advertising reasons (pros) for advertising, Criticism of advertising, Advertising as a communication process.		
Unit 2	<b>ADVERTISING AND CAMPAIGN PLANNING</b>	10 Hours
Marketing strategy and situation analysis; advertising plan; Advertising objectives; DAGMAR approach; Advertising campaign planning process. I Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.		
Unit 3	<b>CREATIVE STRATEGY &amp; ADVERTISING BUDGET</b>	10 Hours
Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development. The art of copywriting; Advertising copy testing; Creativity in communication; motivational approaches; types of appeals used in advertising; Advertising budget process.		
Unit 4	<b>ADVERTISING MEDIA STRATEGY</b>	12 Hours
Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling. Role of Media; types of media, their advantages; and disadvantages; media planning, selection & scheduling strategies.		
Unit 5	<b>CHOOSING THE RIGHT AGENCY</b>	10 Hours
Role of agencies- Types and functions of ad agencies, client agency relationship; selection and coordination of advertising agency.		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEM6523</b>	<b>SOCIAL MEDIA MARKETING</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To understand the foundations of social media and its role in marketing</li> <li>2. To develop competency in students to design marketing strategy using various online tools available to manage prospect consumers for business..</li> </ol>
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### Course Outcomes

CO1	Understand social media marketing goals for successful online campaigns
CO2	Develop skills required to understand online marketing and various trends in digital world
CO3	Analyze the effective social media marketing strategies for various types of industries and businesses
CO4	Design social media content and create strategies to optimize the content's reach to the target audience.
CO5	Demonstrate the use of Affiliate marketing & content marketing strategies in capturing the customers.

### Reference Books:

#	Title	Author/s	Publisher
1	Social Media Marketing For Dummies (3e)	Singh and Diamond	Wiley
2	Digital Marketing Strategic Planning & Integration	Annmarie Hanlon	SAGE Publication
3	E- Marketing	Strauss.J and Frost	Pearsons

### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	L			
2	H	H		H		L
3	H	H	H	H	H	
4	H		M	H	M	
5	H				M	

H=High | L= Low | M=Moderate

<b>COURSE CONTENTS</b>		
<b>Unit 1</b>	<b>Introduction to Social Media Marketing</b>	<b>12 Hours</b>
Meaning, importance, Advantages & disadvantages, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social media analytics; Impact of online reputation; Social Technology and its marketing influence in India. Social media and its role within Marketing		
<b>Unit 2</b>	<b>Search Engine Optimization</b>	<b>11 Hours</b>
Search Engine Optimisation (SEO) Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media v/s Social Media, Recent trends and challenges in Social Media marketing.		
<b>Unit 3</b>	<b>Social Media Marketing Strategy and Planning</b>	<b>12 Hours</b>
Rules of engagement for Social media marketing-Target audience – Influencers – Message/Content Developing a Social media marketing plan streaming, webinars, User Insights, Benefits and Challenges		
<b>Unit 4</b>	<b>Facebook-Instagram Marketing</b>	<b>15 Hours</b>
Scope and marketing utility of blogging, micro-blogging, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, setting a theme and flow on Instagram, and generating Leads. Marketing through Facebook– Community building and engagement Marketing through LinkedIn – B2B lead generation and personal branding Marketing through Twitter		
<b>Unit 5</b>	<b>You -tube Marketing</b>	<b>10 Hours</b>
YouTube marketing, creating a YouTube channel, posting content, YouTube analytics, Google Pages for YouTube Channels – Driving traffic and conversations Marketing through YouTube – Viral marketing Marketing through Instagram – Visual story telling Planning and creating multi-channel Social media strategy.		

# HUMAN RESOURCE ELECTIVE

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEH5423</b>	<b>Human Resource Development</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To understand the concept of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies.</li> <li>2. To have an in-depth knowledge about HRD processes, application and competitive advantage</li> </ol>
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Course Outcomes	
CO1	Understanding the functioning of HRD.
CO2	Identify the types of training methods and the impact of HRD programs.
CO3	Understand the need for socialization, counselling and coaching.
CO4	Evaluate the strategies of HRD for competitive advantage
CO5	Comprehend the Global effect on HRD practices

## Reference Books:

#	Title	Author/s	Publisher
1	Strategic Human Resource Management-	Randall S. Schuler, Susan E. Jackson,	Blackwell Publishing
2	Human Resource Development	- Jon M. Werner & Randy L. DeSimone ,	4th edition, Thomson South Western
3	Human Resource Management-	Robert L. Mathis & John H. Jackson	10th edition, Thomson South Western.
4	The learning enterprise	, Alexandria, V.A: Carnevale, A.P., & Gainer, L.J..	The American Society for Training and Development, Washington, D.C: Government printing office
5	Human Resources Management and Human Relations -Dr. Archana Srivatsava, V.P. Michael, Himalaya Publishing House	Kauffman BE	ILR Press

## Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1			M			
2	H				M	
3						M
4		M				
5	H		M		M	H

H=High | L= Low | M=Moderate

<b>UNIT 1</b>	<b>INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT</b>	<b>8 HOURS</b>
HRD -Meaning, Definition - Evolution of HRD -Relationship with HRM- HRD functions - Roles and competencies of HRD professionals -Challenges to organization and HRD professionals.- Ethical Issues in HRD.		
<b>UNIT 2</b>	<b>FRAME WORK OF HUMAN RESOURCE DEVELOPMENT</b>	<b>12 HOURS</b>
HRD processes, Assessing HRD needs, designing effective HRD program, Creating HRD programs, Implementing HRD programs- Training design Training methods and techniques, training delivery, Training Evaluation (Kirk Patrick Model).-Evaluating HRD programs, frame work of evaluation, assessing the impact of HRD programs- HR Auditing.		
<b>UNIT 3</b>	<b>HUMAN RESOURCE DEVELOPMENT APPLICATIONS</b>	<b>12 HOURS</b>
Career Planning, management, and development:, role of individual and organization and challenges - Coaching- need, benefits – Mentoring , Role of mentoring in development benefits – Employee counselling , employee assistance programme, stress management, employee wellness and health promotion ,Issues in employee counselling -Socialization, models of socialization.		
<b>UNIT 4</b>	<b>TALENT MANAGEMENT</b>	<b>10 HOURS</b>
Performance Management - Work force management, Employee reduction ,Employee realignment, employee retention -downsizing and outplacement services, - Employee Engagement, Nature and Benefits of Employee Engagement. -Talent management and succession planning		
<b>UNIT 5</b>	<b>RECENT TRENDS IN HRD</b>	<b>10 HOURS</b>
Globalization of Workforce, Diversity and inclusion, Cross-cultural communication and training, International HRD challenges- Global assignment management- Expatriate & Repatriate support and development-Remote Workforce, HRD programs for remote employees- Virtual And digital learning – Upskilling Reskilling.		

Department of Management						
V semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEH 5523	<b>Organizational Leadership and Change Management</b>	60 Hours	DSE	4 Hours a Week	3

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To have an understanding on leadership styles, skills and their impact on organizational effectiveness to make effective decisions as a leader.</li> <li>2. To learn the models of change management, to develop skills in identifying and assessing the need for change within an organization and analyse its application in organizational contexts.</li> </ol>
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#### Course Outcomes

CO1	To understand various theories of leadership .
CO2	To Identify the types of approaches of leadership and relation with employee motivation .
CO3	To analyses team leadership, group dynamics and application in team building .
CO4	To learn organizational culture, diversity, equity, and inclusion within the organization and its relation to change management
CO5	Comprehend contemporary leadership practices and trends

#### Reference Books:

#	Title	Author/s	Publisher
1	Team Building and Leadership,	Ms. Neelam S. Bhargava	, Himalaya Publishing house
2	Change Management ,	, Byshi Panikar Booma Halpeth,	Himalaya Publishing house
3	Organizational Leadership , -	Dr. Tejas B Vyas , Mr. Vikrant Verma,	, Thakur Publication .
4	Organizational Leadership: Bridging the Leadership Gap	Mitchell Webb B.S. M.S. Ed.D. ABD	Kindle Edition
5	Leadership Theory and Practice,	Northouse, Peter G.	8th Edition. Sage Publications, Inc. Thousand Oaks, CA. ISBN: 978-1-5063-6231-1

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1			M			
2	H			L	M	
3					H	M
4		M				M
5	H		M		M	H

H=High | L= Low | M=Moderate

<b>UNIT 1</b>	<b>INTRODUCTION TO ORGANIZATIONAL LEADERSHIP</b>	<b>10 HOURS</b>
Organisational Leadership: Introduction, role and elements of organizational Leadership. Leadership Traits - management versus leadership -Theories in leadership , Great Man" Theories trait theory, Transactional leadership theory Transformational theory of leadership Contingency theory of leadership- Servant Leadership Theory - Visionary Leadership, Qualities for visionary leader- Leadership Framework, McKinsey's 7 S framework.		
<b>UNIT 2</b>	<b>LEADERSHIP STRATEGIES AND TOOLS</b>	<b>10 HOURS</b>
Strategic leadership, Role of strategic Leader, Approaches to Managing People- Leadership and motivation- transactional analysis, TA Applications in Motivation- techniques of organizational leadership- Kaizen model , Lean Six Sigma, Total Quality Management, participative management- business networking, Networking as a Strategic Tool- Positive Psychology & self-leadership. .- Ethics in Leadership, Leadership and corporate social responsibility		
<b>UNIT 3</b>	<b>TEAM LEADERSHIP</b>	<b>12 HOURS</b>
Team Leadership, meaning ,features - Leader / Follower Relations, Self-Managed Teams-Team building: Stages of team development, team building exercises, managing team conflicts. Group Dynamics- stewardship leadership -Power and Politics -Power, Types of power- Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics- Inclusive Leadership		
<b>UNIT 4</b>	<b>CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE</b>	<b>12 HOURS</b>
Understanding organizational culture-Managing organizational change- Levels of Change Management, group, team, individual level change – Need for change , factors influence change in organization Change management principles- Kotter's 8 Steps to Change Management – resistance to change ,Overcoming resistance to change-Change Agent, Roles of a Change Agent Types of Change Agent, Challenges in change management.		
<b>UNIT 5</b>	<b>CONTEMPORARY LEADERSHIP PRACTICES AND TRENDS</b>	<b>10 HOURS</b>
Corporate Leadership ,Emerging Trends in Corporate Leadership, Collaborative Leadership, Agile Leadership, Design Thinking - Global and Resilient, Leadership in Remote working-Woman Leadership, Importance, challenges ,Glass Ceiling- Succession Planning		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEH6323</b>	<b>EMPLOYEE RELATION AND LABOUR WELFARE</b>	<b>60 Hours</b>	<b>VOC</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:	<ol style="list-style-type: none"> <li>1. To acquaint students with concepts on employee relation and labour welfare</li> <li>2. To enable students to analyse the impact of labour laws on employee-employer relationships and workplace policies and effectiveness of employee welfare programs and conflict resolution strategies.</li> </ol>
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#### Course Outcomes

CO1	Understand the importance of employee relations and labour welfare in the workplace.
CO2	Analyze the impact of labour laws
CO3	Evaluate the various Social and Wage Legislation
CO4	Analyse the employer-employee relationship and various welfare programs
CO5	Develop strategies to resolve workplace conflicts and disputes

#### Reference Books:

#	Title	Author/s	Publisher
1	Labour Relations: Striking a balance.	Budd	McGraw Hill
2	Employee Relations and Labour Laws	P.Subba Rao	Himalaya Publishing House
3	Industrial Relations and Labour Welfare	H.L Kumar	Himalaya Publishing House
4	Industrial Relations, Trade Unions and Labour Legislation	T.N Chhabra	Dhanpat Rai Publications
5	Theoretical Perspective on Work and the Employment Relations	Kauffman BE	ILR Press

#### Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			H	H	H
2	M		M	H	H	M
3	M		M	M	M	M
4	H		M	H	H	H
5	H		H	H	H	H

H=High | L= Low | M=Moderate

<b>UNIT 1</b>	<b>INTRODUCTION TO EMPLOYEE RELATION AND LABOUR WELFARE</b>	<b>10 HOURS</b>
Definition of employee relation and labour welfare; importance; evolution of employee relation and labour welfare, changing nature of work and impact on employee relation; key stakeholders in employee relations and labour welfare-employers, employee, unions, government and society.		
<b>UNIT 2</b>	<b>LABOUR LAWS</b>	<b>10 HOURS</b>
Labour laws and regulations; Fair Labour Standards act, National Labour Relations Act and Occupational Safety and Health Act, Role of unions in the development and enforcement of labour laws; challenges and criticisms of labour laws. POSH Law.		
<b>UNIT 3</b>	<b>Social Security Legislation and Wage Legislation</b>	<b>15 HOURS</b>
Employee State Insurance Act 1948, Maternity Benefit Act 1961, Payment of gratuity act 1972, Workmen Compensation Act 1923, Employee Provident Fund and Miscellaneous Provision Act 1952, The Payment of Wage Act 1936, The Minimum Wage Act 1948, The Payment of Bonus Act 1965.		
<b>UNIT 4</b>	<b>EMPLOYEE WELFARE PROGRAMS</b>	<b>10 HOURS</b>
Overview of employee welfare programs, including those related to health and safety, retirement, leave and other benefits; effectiveness of employee welfare programs in improving employee morale, job satisfaction and productivity; Legal requirements and guidelines for implementing employee welfare programs; role of employee participation and communication in the success of employee welfare programs.		
<b>UNIT 5</b>	<b>CONFLICT RESOLUTION AND DISPUTE HANDLING</b>	<b>7 HOURS</b>
The Industrial Disputes Act 1947, Trade Unions, Common sources of workplace conflict and disputes including those related to performance, interpersonal relationships, and organisational change; techniques and strategies for resolving conflicts and disputes, including mediation, negotiation, and arbitration; role of employee relation in promoting effective conflict resolution and dispute handling.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	<b>BADEH6523</b>	<b>HR ANALYTICS</b>	<b>60 Hours</b>	<b>DSE</b>	<b>4 Hours a Week</b>	<b>3</b>

Course Objective/s:		1. To introduce the fundamental concepts and techniques for HR analytics, data collection, preparation, and analysis techniques. 2. To develop ability to use HR analytics to make data-driven decisions, by analyzing key HR metrics and KPI’s, forecasting trends, and identifying potential risk factors for turnover and attrition.				
Course Outcomes						
CO1	Understand the importance, application and types of HR Analytics.					
CO2	Develop skills for collecting and preparing HR data for analysis.					
CO3	Understand to analyse data using descriptive analytics.					
CO4	Apply predictive analysis technique in human resource.					
CO5	Understand prescriptive analytics in human resource.					
Reference Books:						
#	Title		Author/s		Publisher	
1	HR Analytics Handbook		Laurie Bassi and Rob Carpenter		John Wily & Sons, Inc	
2	Human Resource Analytics: Methods and Applications		Pradeep Kumar and Rameshwar Dubey		Sage Publications, Inc	
3	Workforce Analytics: Using Data to improve Human Resource		Mark Graham Brown		John Wiley & Sons	
4	People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent		Jean Paul Isson & Jesse Harriott		John Wiley & Sons	
5	Data Analytics for HR: An essential guide for HR professionals and data scientists		Kumar Saurabh		SAGE Publications India Pvt Ltd	
Learning by Doing activities [8 hours]						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M		H	M	H
2	H	H		M	M	
3	H	H	M	H	M	H
4	H			H	H	
5	H			H	M	
H=High   L= Low   M=Moderate						

<b>UNIT 1</b>	<b>INTRODUCTION TO HR ANALYTICS</b>	<b>10 HOURS</b>
Definition and scope of HR Analytics, Benefits and challenges of HR Analytics, Types of HR Analytics-descriptive, predictive and prescriptive analytics, Data sources for HR analytics-employee data, survey, and external data sources; Key HR metrics and KPI's-turnover rate, absenteeism rate, employee satisfaction and productivity		
<b>UNIT 2</b>	<b>DATA COLLECTION AND PREPARATION</b>	<b>10 HOURS</b>
Data collection, methods and techniques, data cleaning and transformation, handling missing data and outliers, data validation and quality control.		
<b>UNIT 3</b>	<b>DESCRIPTIVE ANALYTICS IN HUMAN RESOURCE</b>	<b>12 HOURS</b>
Descriptive statistics and data visualisation techniques; analysis of workforce demographics and diversity; analysis of employee engagement and satisfaction; analysis of recruitment and retention metrics.		
<b>UNIT 4</b>	<b>PREDICTIVE ANALYSIS IN HUMAN RESOURCE</b>	<b>10 HOURS</b>
Predictive modelling technique, analysis of workforce trends and forecasting, predicting employee turnover and attrition, identifying high-potential employees and future leaders,		
<b>UNIT 5</b>	<b>PREScriptive ANALYTICS IN HUMAN RESOURCE</b>	<b>10 HOURS</b>
Optimization techniques and decision making models; identifying areas for improvement and intervention; creating HR policies and programs based on data insights; implementing and evaluating HR interventions and initiatives.		