Tripura University curriculum for
Bachelor in Business Administration
BBA/ BBA (Honours) /BBA (Honours with Research)
(As per AICTE Model Curriculum)

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GENERAL COURSE STRUCTURE
&
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Program Objectives

1. To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.

2. Learner to imagine their role as a manager, entrepreneur and a leader in a business management context and ability to integrate with their positive contribution for the national interest first and also to be a responsible global citizen.

3. To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.

4. To nurture an ability to articulate a business environment with clarity and mindfulness.

5. Exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.

6. To conduct and demonstrate professional and ethical behaviour.

7. To develop as an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.

8. To develop an ability to solve problems and provide solutions and facilitate informed decision making.

9. To build research skills to cultivate an in-depth understanding of Indian and Global Business Environment.

Program Outcomes

At the end of First Year: Under Graduate Certificate in Business Administration

1. To conceptualize and appreciate theoretical knowledge of management domain.
2. To appreciate the importance of effective communication skills in presenting opinions and ideas.
3. To nurture an ability to articulate a business environment
4. To identify a problem with the help of data and logical thinking

At the end of Second Year: Under Graduate Diploma in Business Administration

1. To describe the theoretical domain knowledge along with the managerial skills
2. To develop effective communication skills and logical thinking.
3. To learn and demonstrate professional conduct·
4. To appreciate the importance of group work culture.
5. To develop an ability to innovate and creative thinking.

At the end of Third Year: Bachelor in Business Administration (BBA)

1. To exhibit factual and theoretical knowledge of management in general and business in particular.
2. To critically evaluate and analyze Indian and global business environments in different contexts.
3. To recognize their role as a manager, entrepreneur and a leader in a business management
4. To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
5. To conduct and demonstrate professional and ethical behaviour.

At the fourth Year: Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

1. To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
2. To nurture an ability to articulate a business environment with clarity and mindfulness.
3. To exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
4. To be an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.
5. To develop an ability to solve problems and provide solutions and facilitate informed decision making.
6. To promote research skills to conduct in-depth study of the understanding of Indian and Global Business Environment.

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value added Courses
SEC	Skill Enhancement courses
DSE	Discipline Specific Elective
OE	Open Elective

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Course Name: Bachelor in Business Administration, Bachelor in Business Administration (Honours) and Bachelor in Business Administration (Honours with Research)

Course Level/Duration/System:

Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining BBA Research Program:

a. **One year:** Under Graduate Certificate in Business Administration
b. **Two years**: Under Graduate Diploma in Business Administration
c. **Three years**: Bachelor in Business Administration (BBA)
d. **Four years**: Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

Minimum Eligibility Criteria :

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

1. **BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

2. **For BBA (Honours)**: BBA Degree

Note : The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).

SEMESTER WISE CREDIT DISTRIBUTION:

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA *[BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH)*] PROGRAM:

Semester	Core Courses	Ability Enhance-ment Courses	Multi-Discipli-nary Elective course	Value added Courses	Skill Enhance-ment courses	Discipline Specific Elec-tive	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
BBA (Honours)							
VII	4		4		4	8	20
VIII					8	12	20
BBA (Honours with Research)							
VII	12					8	20
VIII	20						20

Category- wise distribution*

Description	Core Courses	Ability En-hance-ment Courses	Multi-Disci-plinary Elec- tive course	Value added Courses	Skill Enhance-ment courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA (Hon-ours)	70	6	10	8	30	36	160
BBA (Hon-ours with Research)	98	6	6	8	18	24	160

3 Years BBA Program	**Total Credits = 120**
4 Years BBA (Honours) and BBA (Honours with Research)	**Total Credits = 160**

Note: Students can take extra credit course from their own department or from other department as per the Admitting Body / University norms.

INDUCTION PROGRAM

The Essence and Details of Induction program can also be understood from the 'Detailed Guide on Student Induction program', as available on AICTE Portal, (Link:https://www.aicteindia.org/sites/default/files/Detailed%20Guide%20on%20Student%20Induction%20program.pdf). For more, Refer

Appendix 3.

Induction program (mandatory)	Three-week duration
Induction program for students to be offered right at the start of the first year.	• Physical activity • Creative Arts • Universal Human Values • Literary • Proficiency Modules • Lectures by Eminent People • Visits to local Areas • Familiarization to Department/Branch & Innovations

Mandatory Visits/ Workshop/Expert Lectures:

1. It is mandatory to arrange one industrial visit every semester for the students of each branch.

2. It is mandatory to conduct a One-week workshop during the winter break after fifth semester on professional/ industry/ entrepreneurial orientation.

3. It is mandatory to organize at least one expert lecture per semester for each branch by inviting resource persons from domain specific industry.

For Summer Internship / Projects / Seminar etc.

1. Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

Note: *The internal assessment is based on the student's performance in mid semester tests (two best out of three), quizzes, assignments, class performance, attendance, viva-voce in practical, lab record etc.*

Mapping of Marks to Grades

Each course (Theory/Practical) is to be assigned 100 marks, irrespective of the number of credits, and the mapping of marks to grades may be done as per the following table:

Range of Marks	**Assigned Grade**
91-100	AA/A^+
81-90	AB/A
71-80	BB/B^+
61-70	BC/B
51-60	CC/C^+
46-50	CD/C
40-45	DD/D
< 40	FF/F (Fail due to less marks)
-	F^R (Fail due to shortage of attendance and therefore, to repeat the course)

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Semester wise Structure and Curriculum for UG Course in BBA

SEMESTER - I

SEMESTER - I						
S. No.	Course Code	Course Title	L	T	P	Credit
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
1	BS100CC1	Principles and Practices of Management	3	1	0	4
2	BS101AEC1	Business Communication-I	1	1	0	2
3	BS102CC2	Financial accounting	3	1	0	4
4	BS103CC3	Business Statistics and Logic	3	1	0	4
5	BS104AEC2	General English	1	1	0	2
6	BS105MDE1	Indian Knowledge System^	2	0	0	2
7	BS106VAC1	Environmental Science and sustainability	2	0	0	2
8	BS107AEC3 TO BS107AEC11	Additional Course - Indian or Foreign Language 1-1-0)) [optional course]*	1	1	0	0*
					TOTAL	20

Note: ^Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

*Indian Languages: Sanskrit/Hindi/All Regional languages
Foreign Languages: Spanish/German/French/Korean/Mandarin

SEMESTER II

S.No.	Course Code	Course Title	L	T	P	Credit
1	BS200CC1	Human Behaviour and Organization	3	1	0	4
2	BS201CC2	Marketing Management	3	1	0	4
3	BS202CC3	Business Economics	3	1	0	4
4	BS203SEC1	Emerging Technologies and application	1	0	2	2
5	BS204MDE2	Media Literacy and Critical Thinking	1	1	0	2
6	BS205VAC2	Indian Constitution	2	0	0	2
7	BS206AEC12	Business Communication-II	1	1	0	2
8	BS206AEC13 To BS206AEC21	Additional Course - Indian or Foreign Language (1-1-0)) [optional course]*	1	1	0	0*
					TOTAL	20

Note: *Indian Languages: Sanskrit/Hindi/All Regional languages
Foreign Languages: Spanish/German/French/Korean/Mandarin

After Year 1, Students are advised to take Social Responsibility & Community Engagement - encompassing Community Engagement with an NGO in the vacation time.

An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded, if a student wishes to exit at the end of First year.

Exit Criteria after First Year of BBA Programme

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a **UG Certificate in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice- ship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

Re-entry Criteria in to Second Year (Third Semester)

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the respective University /Admitting Body schedule after earning requisite credits in the First year.

SEMESTER III

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS300CC1	Cost and Management Accounting	3	1	0	4
2	BS301CC2	Legal and Ethical issues in business	3	1	0	4
3	BS302CC3	Human Resource Management	3	1	0	4
4	BS303MDE3	Indian Systems of Health and Wellness	1	1	0	2
5	BS304SEC 2	Management Information System (MIS)	2	0	4	4
6	BS305VAC3	Yoga/Sports/NCC/NSS/Disaster Management	0	0	4	2
					TOTAL	**20**

SEMESTER IV

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS400CC1	Entrepreneurship and Startup Ecosystem	1	1	0	2
2	BS401CC2	Operations Management	3	1	0	4
3	BS402CC3	Financial Management	3	1	0	4
4	BS403CC4	Business Research methodology	3	1	0	4
5	BS404VAC4 BS404VAC5 BS404VAC6 BS404VAC7	Business environment and public policy [2-0-0] or Enterprise System and platforms [0-1-2] or Geo Politics and impact on business [2-0-0] or Public Health and management [2-0-0]				2
6	BS405CC5	International Business	2	0	0	2
7	BS406SEC3	Design Thinking and Innovation	1	1	0	2
				TOTAL		20

Note:

1. At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester.
2. An **UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION** will be awarded, if a student wishes to exit at the end of Second year.

Exit Criteria after Second Year of BBA Programme

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a **UG Diploma in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

Re-entry Criteria in to Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

SEMESTER V

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS500CC1	Strategic Management	3	1	0	4
2	BS501CC2	Logistics and Supply Chain Management	3	1	0	4
		Marketing Management				
3	BS503DSE	Advertising and Sales Promotion	3	1	0	4
4	BS504DSE	CONSUMER BEHAVIOUR	3	1	0	4
		Human Resource Management				
5	BS505DSE	Training and Development	3	1	0	4
6	BS506DSE	Team Building in Organizations	3	1	0	4
		Financial Management				
5	BS507DSE	Indirect Tax	3	1	0	4
6	BS508DSE	Banking and Insurance	3	1	0	4
7	BS501SEC	Internship/capstone Project (refer Appendix -4)	-	-	-	4
8	BS502SEC	Major Project [evaluation in sixth semester (refer Appendix -5)	-	-	-	0
9	BS509DSE* BS510DSE* BS511DSE*	E-COMMERCE MARKETING (Audit Course) Or Direct Tax (Audit Course) Or Stress and Time Management (Audit Course)	0 0 0	0 0 0	0 0 0	0 0 0
					TOTAL	**20**

Note: Discipline Elective in Finance/ Marketing/ HR/Business Analytics/Family Business/Entrepreneurship/S s / Tourism and Travel Management

L-T-P for Discipline Electives depends on the subject that the University offers

*** Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.**

SEMESTER VI

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS600CCI	Project Management	3	1	0	4
2	BS601CC2	Business Taxation	2	0	0	2
3	BS605SEC	Corporate Governance	2	0	0	2
		Marketing Management				
4	BS603DSE	Product & Brand Management	3	1	0	4
5	BS604DSE	Retail Marketing	3	1	0	4
		Human Resource Management				
6	BS605DSE	Compensation Management	3	1	0	4
7	BS606DSE	Employee Life Cycle Management	3	1	0	4
		Financial Management				
8	BS607DSE	INDIAN FINANCIAL SYSTEM	3	1	0	4
9	BS608DSE	Advance Financial Statement Analysis	3	1	0	4
10	BS602SEC	Major Project [Initiated in 5th Semester] (refer Appendix -5)	-	-	-	4
11	BS609DSE* BS610DSE* BS611DSE*	B2B Marketing (Audit Course) Or Leadership and Organizational Communication (Audit Course) Or International Financial Management (Audit Course)	0 0 0	0 0 0	0 0 0	0 0 0
					TOTAL	20

Note: 1) Discipline Elective in Finance/ Marketing/ HR/Business Analytics/ Family Business/Entrepreneurship/ Sports /Tourism and Travel Management

2) L-T-P for Discipline Electives depends on the subject that the University offers

***Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.**

Note:

1. BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded, if a student wishes to exit at the end of Third year.

Exit Criteria after Third Year of BBA Programme

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria in to Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter in to Seventh Semester for completion of the BBA (Honours) or BA (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

1. **BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
2. **For BBA (Honours)**: BBA Degree

SEMESTER VII - (BBA (Honours))

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS700 OEI	AI for Business	3	1	0	4
2	BS700 OE2	Diversity, Equity and Inclusion	3	1	0	4
3	BS700 OE3	Digital Ethnography and Online Communities	3	1	0	4
4	BS701CCI	Entrepreneurial Leadership	2	2	0	4
		Marketing Management				
5	BS702DSE	Marketing of Services	3	1	0	4
6	BS703DSE	Sales Marketing / Management	3	1	0	4
		Human Resource Management				
7	BS704DSE	Cross-Cultural Human Resource Management	3	1	0	4
8	BS705DSE	Coaching and Mentoring	3	1	0	4
		Financial Management				
9	BS706DSE	Financial Markets, Products and Services	3	1	0	4

10	BS707DSE	Management of Personal Finance	3	1	0	4
11	BS708SEC	Dissertation work [evaluation in Eight semester]	-	-	-	-
12	BS709SEC	Summer Internship –II (refer Appendix -6.1)	-	-	-	4
					TOTAL	**20**

L-T-P w.r.t Open Elective and Discipline Specific Elective depends on the Courses offered by the University

SEMESTER VIII - (BBA (Honours))

S. No.	Course Code	Course Title	L	T	P	Credit
		Marketing Management				
1	BS800DSE	Digital Marketing	3	1	0	4
2	BS801DSE	Rural Marketing	3	1	0	4
3	BS802DSE	Integrated Marketing Communication	3	1	0	4
		Human Resource Management				
4	BS803DSE	Talent Acquisition and Management	3	1	0	4
5	BS804DSE	Labor Law	3	1	0	4
6	BS805DSE	Change Management and Organizational Development	3	1	0	4
		Financial Management				
7	BS806DSE	Investment Analysis and Portfolio Management	3	1	0	4
8	BS807DSE	E-Commerce and Digital Finance	3	1	0	4
9	BS808DSE	Financial Planning	3	1	0	4
4	BS801SEC	Dissertation work [Started in Seventh semester]	-	-	-	8
					TOTAL	**20**

Note: L-T-P w.r.t Open Elective and Discipline Specific Elective depends on the Courses offered by the University

SEMESTER VII - (BBA – (Honours with Research))

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS720CC1	Advanced Data Analysis Tools	2	0	4	4
2	BS721CC2	Advanced Research Methodology	2	0	4	4
3	BS722SEC	Research Internship Report and Viva –Voce (refer Appendix -6.2)	-	-	-	4

		Marketing Management				
4	BS723DSE	Experiential Marketing	2	0	4	4
5	BS724DSE	Marketing Analytics	2	0	4	4
		Human Resource Management				
6	BS725DSE	Human Resource Analytics	3	1	0	4
7	BS726DSE	Employee Retention and Human Capital Management	3	1	0	4
		Financial Management				
8	BS727DSE	Financial Research and Data Analytics	3	1	0	4
9	BS728DSE	Contemporary Issues in Corporate Finance	3	1	0	4
					TOTAL	**20**

Note: L-T-P w.r.t Open Elective and Discipline Specific Elective depends on the Courses offered by the University

SEMESTER VIII- (BBA – (Honours with Research))

S. No.	Course Code	Course Title	L	T	P	Credit
1	BS802SEC	Dissertation (For Research Track)* (refer Appendix - 7)	-	-	-	20
					TOTAL	**20**

*The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.

Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voice and Dissertation (For Research Track).

List of Discipline Specific Elective [It's indicative, University / Institute can add as per the requirements]

S.No	Finance	Marketing	Human Resource Management	Business Analytics	International Business	Supply chain Management
1	International Financial Management	Consumer Behaviour	HRD –Systems & Strategies	Data Analytics using R /Python	International Trade Policy & Strategy	Operations Strategy
2	Banking and Insurance	Sales Marketing	Change Man-agemenpt and Organizational Development	Data Visu-alization using tableau / Powerbi	Global Busi-ness Environ-ment	Management Decision Models
3	Financial Markets Products and Services	Retail Marketing	Training & Development	Marketing Analytics	Transnational & Cross cultural Marketing	Quality Management and Business Process Improvement
4	Investment Analysis & Portfolio Management	Marketing of Services	Performance & Compensation Management	Finance Analytics	International Supply Chain Mgmt	International Supply Chain
5	Business Analysis & Valuation	Digital Marketing	Negotiation Skills	HR Analytics	International Accounting & Reporting Sys-tem	Project Management
6	Financial Planning	Supply- Chain Management	Cross Culture HRM	Social Media & Web Analytics	International Ventures, Mergers & Acquisitions	Supply Chain Analytics
7	Behavioral Finance (Neuro Finance)	International Marketing	HR Analytics		EXIM Policy and documentation	Inventory Management
8	Financial Derivatives	Rural Marketing	Team Building in the organi-zations			Logistics & Distribution Management
9	Strategic Corporate Finance	Neuro-Marketing	Behavioral testing and training for employee retention.			
10	Financial Modelling	B2B Marketing	Talent acqui-sition and management			
11	Financial Analytics	Integrated Marketing Communication	Compensation management			
12	Direct Tax		Employee Life Cycle Management			
13	Sustainable Finance		Coaching & Mentoring			

SEMESTER – I

SEMESTER – I

Principles and Practices of Management

BS100CC1	**Principles and Practices of Management**	**4L:0T:0P**	**4Credits**

Course Description:

This course introduces the student to the key aspects of management -planning, organizing, leading, and controlling by integrating both classical and contemporary management practices. Through case studies, interactive sessions, and practical exercises, students will learn to apply these principles to real-world scenarios that will prepare them for leadership roles in diverse organizational settings. The goal is to equip students with the tools and insights necessary to manage effectively and drive organizational success.

Course Objectives:

1. To understand the basic concepts, principles, and theories of management.
2. To examine the essential functions of managers.
3. To analyze the impact of globalization, diversity, and ethics on management.
4. To develop skills in strategic planning, decision-making, and leadership.

Course Content:

Unit 1: Introduction to Management

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling

Unit 2: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision-making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Unit 3: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit 4: Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

Text Books (Latest Editions):

1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications.
2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.
5. Robbins, S. P. & Coulter, M. A. Management. Pearson.

References:

1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business | Harvard Business Review Press | 5813BC-PDF-ENG | https://hbsp.harvard.edu/product/5813BC-PDF-ENG

Reflective Exercises and Cases:

1. *Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra | F. Warren McFarlan, Espen Andersen, Ramiro*

Montealegre | Harvard Business School | 308079-PDF-ENG | https://hbsp.harvard.edu/product/308079-PDF-ENG?

2. *ATH Technologies by Robert Simons and Jennifer Packard* *https://www.hbs.edu/faculty/Pages/item.aspx?num=52711*

3. Article review and discussion:

   Application of Ancient Indian Philosophy in Modern Management (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf)
4. *Review of Lincoln Electric Co. by Norman Berg.*
5. *Review of Hawthorne case.*
6. Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG | https://hbsp.harvard.edu/product/R1003G-PDF-ENG?
7. *Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhai Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad | A00135-PDF-ENG |* https://hbsp.harvard.edu/product/A00135-PDF-ENG?
8. *Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG* /https://hbsp.harvard.edu/product/W28410-PDF-ENG?
9. Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG | https://hbsp.harvard.edu/product/W36939-PDF-ENG?
10. *How Do Great Leaders Overcome Adversity? By Mayo (2024) https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity*
11. *Leadership principles from Hindu scriptures* (https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures)
12. 5 Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG | https://hbsp.harvard.edu/product/H06YSB-PDF-ENG?
13. Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing | W88C34-PDF-ENG | https://hbsp.harvard.edu/product/W88C34-PDF-ENG? http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2C Organizational Change and CEOs/LDS0028.htm

Course Outcomes:

1. Demonstrate how management principles are used to solve practical business problems

2. Compare and contrast different management theories and their effectiveness in various organizational contexts

3. Design a management strategy for a hypothetical or real organization using a mix of management theories and practices
4. Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

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BS101AEC1	**Business Communication-I**	**1L:1T:0P**	**2 Credits**

Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective communication skills in students for organizational set up. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

Course Objectives:

1. To understand the concept, process, and importance of Business Communication.
2. To help students in understanding the basic principles and techniques of business communication.
3. To train students to acquire and master written communication for the corporate world.
4. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

Course Content:

Unit 1: Introduction to Communication in Organizations
Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

Unit 2: Written Communication

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

Unit 3 - Interpersonal Communication

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Powerpoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi,Visme, Microsoft Sway, Zoho)

Unit 4 - Digital Communication
Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; introduction to personal and organizational websites.

Text Books (Latest Editions):

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley,"Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L.,Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

References:

1. Rao, M. T. (2023) Minor Hints: Lectures Delivered to H.H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
2. Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing. https://hbr.org/2021/07/the-science-of-strong-business-writing

Reflective Exercises and Cases:
1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
2. Preparing on curriculum vitae/resume and cover letter
3. Reading of annual reports
4. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press| BEP336-PDF-ENG | https://hbsp.harvard.edu/product/BEP336-PDF-ENG

5. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG| https://hbsp.harvard.edu/product/BEP334-PDF-ENG
6. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | https://hbsp.harvard.edu/product/416046-PDF-ENG?
7. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity
8. Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive Letters, Promotion letters and cover Letters; Prepare Elevator Pitch

Course Outcomes:

1. Apply the skills of effective letter writing and be able to create various kinds of Business letters.
2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.
3. Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.
4. Able to present in front of audience with confidence and expertise.

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BS102CC2	**Financial Accounting**	**4L:0T:0P**	**4 Credits**

Course Description:

This course intends to introduce basic accounting principles and practices. The students will have knowledge about the fundamental accounting processes such as journalizing, ledger posting, preparation of trial balance and final accounts in sole trading and company form of business. It also deals with providing an overview of accounting standards on sustainability accounting as value creation for business.

Course Objectives:

1. To provide an understanding of application of various principles and practice of Accounting.
2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.
3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

Course Content:

Unit– I: Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organizations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

Unit – II: Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

Unit – III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts

Unit - IV: Company Final Accounts

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical).

Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Text Books (Latest Editions):

1. Jain S.P.,& Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers.
2. Kimmel, Financial accounting, Wiley Publications
3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
4. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
6. Accounting for sustainability: www.ifac.org
7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
8. IFRS sustainability standards: www.ifrs.org

Suggested Cases

1. Smokey Valley Café
2. Irrigation Equipment's Limited
3. Monarch Trading Company

Course Outcomes:

On having completed this course student should be able to:

1. Identify the application of various principles and practice of Accounting in preparation of accounting statements.
2. Demonstrate the knowledge on the process of accounting cycle.
3. Apply the knowledge of systematic maintenance of books of accounts to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.

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BS103CC3	**Business Statistics and Logic**	**3L:1T:0P**	**4 Credits**

Course Description:

Quantitative Aptitude tests have been one of the key components in all competitive exams across the globe in recent years. All tests include such aptitude problems to assess a candidate's arithmetic precision, conceptual numerical ability, analytical ability and rational thinking applicability. Hence this course on Business Statistics and Logic has been introduced as part of BBA programs.

Business Statistics helps us to make business decisions under uncertainties. Such decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data using appropriate statistical tools and hence understanding of these techniques and models. With the business entities keen on making data-driven decisions it is essential for individuals working in this uncertain environment to possess such skills to make better decisions backed by data.

Course Objectives:

1. To establish importance of logical reasoning in human inquiry.
2. To demonstrate data handling skills and summarize data with clarity.
3. To extend an understanding of application of relevant concepts of Statistics to a given business scenario.
4. To understand business problems and make decisions using appropriate statistical models and explain trends
5. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

Pedagogy: This course could be dealt using multiple pedagogies like interactive lecture, students' discussions, case studies and experiential learning.

Unit – I: Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation.

Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit – II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning,

Unit – III: Probability and Probability distributions

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

Unit–IV: Introduction to Logic

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.

Practical Component:

Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air

quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

Readings:

Textbooks (Latest Editions):

1. Levin R. I.& Rubin D. S. *Statistics for Management*. Delhi: Pearson.
2. Pillai & Bagavathi. *Statistics, Theory and Practice,* S Chand Publishing
3. SP Gupta. *Statistical Methods*, Sultan Chand and Sons
4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House
5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.
6. Sharma J.K. Business Statistics, Vikas Publishing House

Reference Research Paper:

- Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. Interfaces, 37(6), 570-576.
- Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? Behavioral and Brain Sciences, 23(5), 645-665.

Course Learning Outcomes:

On having completed this course student should be able to:

1. Demonstrate data handling skills with clarity and logical reasoning.
2. Outline the relevant concepts of Statistics to a given context/business scenario
3. Organize business data and conduct statistical treatment.
4. Evaluate and interpret data using appropriate statistical techniques.
5. Explain data trends using appropriate statistical models.

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BS104AEC2	**General English - I**	**1L:1T:0P**	**2 Credits**

Course Objective:

1. To provide learning environment to practice listening, speaking, reading and writing skills.
2. To assist the students to carry on the tasks and activities through guided instructions and materials.
3. To effectively integrate English language learning with employability skills and training.
4. To provide hands-on experience through case-studies, mini-projects, group and individual presentations.

Course Content:

Unit- I: Vocabulary Building

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

Unit-II: Basic Writing Skills

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

Unit- III: Identifying Common Errors in Writing

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

Unit- IV: Nature and Style of sensible Writing

Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Précis Writing, Essay Writing

Unit-V: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Unit- VI: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Text/Reference Books (Latest Editions):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasly. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Alternative NPTEL/SWAYAM Course:

S.No.	NPTEL/SWAYAM Course Name	Instructor	Host Institute
1	English language for competitive exams	Prof. Aysha iqbal	IIT MADRAS
2	Technical English for engineers	Prof. Aysha iqbal	IITM

Course Outcomes: The student will acquire basic proficiency in English including reading and listening comprehension, writing and speaking skills

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BS105MDE1	Indian Knowledge System	2L:0T:0P	2 Credits

*For Detailed Course Refer APPENDIX – 2

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BS106VAC1	**Environmental Science and Sustainability**	**2L:0T:0P**	**2 Credits**

Course description:

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers. The course content is divided into four comprehensive units. Unit 1 introduces basic environmental principles, the man-environment relationship, and sustainability issues. Unit 2 focuses on ecosystems, biodiversity, and sustainable practices. Unit 3 addresses environmental pollution, waste management, and sustainable development strategies. Finally, Unit 4 explores social issues, environmental legislation, and practical applications through hands-on fieldwork. Through this holistic approach, students will gain a deep understanding of environmental processes, the importance of sustainable practices, and their role in promoting sustainability within business contexts.

Course Objective(s):

1. This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.
2. This course will equip students to make decisions that consider environmental consequences.
3. This course will enable future business graduates to become environmentally sensitive and responsible managers.

Course Content:

Unit 1: Understanding Environment, Natural Resources, and Sustainability

Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.

Unit 3: Environmental Pollution, Waste Management, and Sustainable Development

Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.

Unit 4: Social Issues, Legislation, and Practical Applications

Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.

Readings:

Text Books (Latest Editions):

- Poonia, M.P. *Environmental Studies,* Khanna Book Publishing Co.
- Bharucha, E. *Textbook of Environmental Studies*, Orient Blackswan Private Ltd.
- Dave, D., & Katewa, S. S. *Text Book of Environmental Studies.* Cengage Learning India Pvt Ltd.
- Rajagopalan, R. *Environmental studies: from crisis to cure* , Oxford University Press.

- Miller, G.T. & Spoolman S. *Living in the Environment*. Cengage.
- Basu, M., & Xavier Savarimuthu, S. J. *Fundamentals of environmental studies*. Cambridge University Press.
- Roy, M. G. *Sustainable Development: Environment, Energy and Water Resources*. Ane Books.
- Pritwani, K*Sustainability of business in the context of environmental management.* CRC Press.
- Wright, R.T. & Boorse, D.F. *Environmental Science: Toward A Sustainable Future* (13th ed,). Pearson.

References

Web links:

- https://www.ourplanet.com
- https://www.undp.org/content/undp/en/home/sustainable-development-goals.html
- www.myfootprint.org
- https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html

Course Outcome(s):

1. Explore the basic environmental concepts and issues relevant to the business and management field.
2. Recognize the interdependence between environmental processes and socio-economic dynamics.
3. Determine the role of business decisions, policies, and actions in minimizing environmental degradation.
4. Identify possible solutions to curb environmental problems caused by managerial actions.
5. Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.

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SEMESTER–II

SEMESTER –II

BS200CC1	Human Behaviour and Organization	4L:0T:0P	4 Credits

Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

Course Objectives:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

Course Content:

Unit 1: Introduction to Human Behavior and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development;

Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.

Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit 3: Group &Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power.

Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Readings:

Text Books (Latest Editions):

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand &Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

Reflective Exercises and supplementary readings:

Unit 1

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Personality assessment through Indian scriptures.
3. Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17

Unit 2

1. Assess the ways of self-directed Learning.

Unit 3

1. Watch the movie "Ruka hua Faisla"/12 Angry Men on group decision-making.

2. Reflective essay on group behaviour on "Draupadi Cheer Haran"

3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.

4. Understanding Belbin Individual Team Roles

   https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf.

Unit 4

1. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
2. HBR, *2022: How Great Leaders Communicate.*
3. (https://hbr.org/2022/11/how-great-leaders-communicate)
   https://www.researchgate.net/publication/340607402_LEADERSHIP_AND_INNOVATION__AT_APPLE_INC

Unit 5

1. Practice stress management techniques

2. *Leading strategic and organizational change at Tata Steel: the role of culture* https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and- organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A6E343

Learning Outcomes:

After completing this Course Students will be able to:

1. Describe individual and group behavior in organizational settings.

2. Demonstrate theoretical knowledge of human behavior in human life setting in management.

3. Judge the lacunae in the system to be able to improve the organization health and other OB outcomes.

4. Formulate a more productive system and high-performance work culture operating on the principles of OB.

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BS201CC2	**Marketing Management**	**4L:0T:0P**	**4 Credits**

Course Description:

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

Course Objective(s):

1. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.
2. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives
3. It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.

Course Content:

Unit 1:
Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)

Unit 2:
Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer

Unit 3:

Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price.

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit 4:

Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Readings:

Text Books (Latest Editions):

1. Kotler P., Keller K., et al. *Marketing Management* (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | *Marketing Management.* Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. *Principles of Marketing* (17th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context Global Perspective* (6th edition). Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge.
7. Percy, L. *Strategic Integrated Marketing Communications*. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (7th edition). Pearson Higher Education.

9. Biswas A. K. *Strategic Market Management: Managing Markets for profit and growth* Notion Press.
10. Schmitt, B. *Experiential marketing*. Bilbao: Deusto.
11. Kumar, N. *Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation*. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. *The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market*. Basic Books.
13. Treacy, M. *Double-digit Growth: How Great Companies Achieve It--No Matter what*? Penguin.
14. Capon, N. The marketing mavens. Crown Business.
15. Levitt T. Marketing Myopia.
16. Hamel & Prahalad Competing for the Future
17. Peter Doyle : Value-Based Marketing
18. Forsyth, Gupta, Haldar : A Segmentation You Can Act on.
19. Daniel Yankelovich and David Meer (HBS) : Rediscovering Market Segmentation
20. C. K. Prahalad : The Fortune at the Bottom of the Pyramid
21. Al Ries & Jack Trout : Positioning: The battle for your mind

Course Outcome(s):

1. Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context.
2. Recognize various elements marketing mix for effective functioning of an organization.
3. Critically analyze an organization's marketing strategies.
4. Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.
5. Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.

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Business Economics

BS202CC3	**Business Economics**	**4L:0T:0P**	**4 Credits**

Course Objective:

Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.

- It equips students with fundamental concepts of microeconomics.
- Business economics delves into the complexities of market structures, helping students navigate
- challenges such as competition, regulatory environments, and technological disruptions.
- It fosters critical thinking by analyzing real-world case studies, enabling students to propose
- innovative solutions to business problems.
- A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts
- seeking to thrive in today's dynamic and interconnected business landscape.

Course Content:

Unit-1: Fundamentals and Basic elements of Microeconomics

- The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.
- Scope of Study and Central Problems of Micro and Macroeconomics
- Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.
- Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit-2: Producer And Consumer Behavior

- Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.
- Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.

- Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3: Analysis of Market

- Concept of Market and Main Forms of Market.
- Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-4: National Income and Various Indian Economy Challenges

- Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.
- A Brief Introduction of Indian Economy - Pre-and Post-Independence.
- Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic
- Business Environment, Trade with Various Nations, Sustainable Economic Development.

Readings:

Text Books (Latest Editions):

1. Varian. H.R: Micro Economics A modern Approach
2. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
3. Ahuja, H.L. Advanced Economic theory
4. Jain K.P. Advanced Economic theory
5. Jhingan M.L. Modern Micro Economics
6. J. Shapiro: Macro Economic Theory and Policy
7. W.H. Bransin: Macro-Economic Analysis
8. M.L. Jhingan: Macro-Economic Theory and Policy
9. M.C. Vaishya: Macro-Economic Theory
10. Sunil Bhaduri: Macro Economic Analysis
11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.
12. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
13. A.N. Agarwal: Indian Economy.
14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India.
16. D.M. Mithani: Macro Economics; Himalaya Publishing House.
17. Macroeconomics" by N. Gregory Mankiw

18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez
19. Macroeconomics" by Olivier Blanchard

References

Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course):

- Different methods of teaching and media to be used to attain classroom attention.
- Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
- 15-20% of the topics which are relatively simpler of descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projects may be given to group of students for hand-on experiences.
- Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

Course outcomes:

At the end of the course students will be able to:

1. Understand basic concepts of microeconomics and solve the problem of reallocation and
2. distribution of the scarce resources.
3. To analyze the form and nature of the market and their pricing strategies.
4. Understand the calculation of national income and true measure for increasing economic welfare.
5. Understand various challenges associated with the Indian economy and help to balance the economy

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BS203SEC1	Emerging Technologies and Applications	1L:0T:2P	2 Credits

Course Objective:

- To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.
- To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.

Contents:

Unit-1: Cloud Computing

Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) - Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks

Unit-2: Internet of Things (IoT) & Industry 4.0

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization

Unit-3: Block chain Technology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations

Unit-4: Augmented Reality (AR) and Virtual Reality (VR)

Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.

Practical (Suggestive List):

- Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.

- Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Readings:

Text Books (Latest Editions):

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing.
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing.
5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
8. Block Chain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing.
9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma.
10. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.

Readings:

- Abdi, S., Kitsara, I., Hawley, M. S., & de Witte, L. P. (2021). Emerging technologies and their potential for generating new assistive technologies. Assistive Technology, 33(sup1), 17–26. https://doi.org/10.1080/10400435.2021.1945704
- Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emerging technological ideas has greater scientific impact, Research Policy, Volume 48, Issue 9, 2019, 103834, https://doi.org/10.1016/j.respol.2019.103834.
- Philip, **J.** (2022), "A perspective on embracing emerging technologies research for organizational behavior", Organization Management Journal **,** Vol. 19 No. 3, pp. 88-98. https://doi.org/10.1108/OMJ-10-2020-1063

Case Studies

1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy, https://hbsp.harvard.edu/product/IMB889-PDF-ENG?Ntt=emerging%20technologies
2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani, https://hbsp.harvard.edu/product/W14007-PDF-ENG?Ntt=emerging%20technologies

Course Outcomes:

1. Students will **understand** foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.
2. Students will **analyze** the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.
3. Students will **evaluate** the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.
4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.

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BS204MDE2	Media Literacy and Critical Thinking	1L:1T:0P	2 Credits

This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

Course Objective(s):

1. Develop critical thinking skills to analyse various media forms effectively and identify underlying biases.
2. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
3. Explore media production dynamics and ownership structures in the Indian context.
4. Address ethical and regulatory considerations in media practices.
5. Enhance digital media literacy for responsible online engagement and combating misinformation.

Course Content:

Unit 1: Foundations of Media Literacy and Critical Thinking

Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3: Media Consumption and Production Dynamics
Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns

Unit 4: Ethics, Regulation, and Digital Media Literacy

Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.

Text Books (Latest Editions):

1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
7. Barbour, K., & Marshall, J. The media literacy handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A practical guide to making better decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change (30th anniversary ed.) Simon & Schuster.

Course Outcome(s):

1. Demonstrate proficiency in analysing media texts and identifying implicit messages and ideologies.
2. Apply media literacy principles to make informed decisions about media consumption and production.
3. Understand the complexities of media production, distribution, and audience behavior.
4. Adhere to ethical standards in media content creation and consumption.
5. Promote responsible digital citizenship by navigating online information critically and combating misinformation.

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BS205VAC2	Indian Constitution	2L:0T:0P	2 Credits

Course Description:

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

Course Objective(s):

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Content:

Unit 1: An Economic History of the Constitution of India
Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice

Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit 3: Fiscal Federalism

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit 4: Constitutional battles that shaped the economy

This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies

Readings:

References:

- The Oxford Handbook of the Indian Constitution, Oxford university press.

Cases

- Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248
- State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)
- Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
- Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
- Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)
- T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79
- Harman Singh v. RTA, Calcutta, AIR 1954 SC 190
- Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224
- State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699
- Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801

- State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
- G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375
- Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406

Course Outcome(s):

1. Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business

2. They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business

3. Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.

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BS206AEC12	Business Communication-II	1L:1T:0P	2 Credits

Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective written and oral communication skills in students. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

Course Objectives:

1. To understand the concept, process, and importance of business communication with a strategic imperative.
2. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills
3. To train students to acquire and master intra and interorganizational communication
4. To train students for communicating effectively for the purpose of gaining employment.

Course Content:

Unit 1: Written communication: intra organizational/ departmental/ workplace communication

Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting;

Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis-Communication; Managing communication during change; Culture as communication

Unit 2: Oral Communication, Professionalism and team work

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Converzations, Radio Presentation, Public address and Podcast.

Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3: Negotiation Skills and Cross-Cultural Communication

Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation;

Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.

Unit 4: Contemporary Communication

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts.

Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

Readings:

Text Books (Latest Edition):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.
4. Mukerjee H. S.,Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L. et al., Business Communication Today, Pearson.

References:

1. Culture as Communication (2001) by Stever Robbins https://hbsp.harvard.edu/product/C0108A-HCB-ENG
2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press| BEP336-PDF-ENG | https://hbsp.harvard.edu/product/BEP336-PDF-ENG

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
   a. https://online.hbs.edu/blog/post/how-to-communicate-organizational-change
10. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG| https://hbsp.harvard.edu/product/BEP334-PDF-ENG

11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | https://hbsp.harvard.edu/product/416046-PDF-ENG?
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
    a. https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation | Matthew Koschmann| FO0001-HTM-ENG|https://hbsp.harvard.edu/product/FO0001-HTM-ENG
14. Three Rules for Communicating During a Crisis | Nancy Koehn| 5238AV-AVO-ENG | https://hbsp.harvard.edu/product/5238AV-AVO-ENG https://hbsp.harvard.edu/product/5238AV-AVO-ENGNtt=BUSINESS COMMUNICATION

Course Outcomes:

1. Apply the skills for writing various workplace written communications.
2. Effectively analyze and evaluate Business Reports.
3. Demonstrate competence in delivering impressive power- point presentations.
4. Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.

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SEMESTER–III

SEMESTER –III

BS300CC1	**Cost and Management Accounting**	**4L:0T:0P**	**4 Credits**

Course Description:

This course covers the fundamental concepts and various aspects in Cost as well as Management accounting. This course discusses how to prepare a cost sheet, costing for materials, labour cost and overheads. This course also talks about financial statement analysis using various tools like comparative and common size Income Statements and Balance Sheet, Trend Analysis, Ratio Analysis, Cash Flow Statement, Budgets and Budgetary Control. It also throws some light on Management Reporting in general. And thus this course as a part of the Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost and management accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.

Course Objectives:

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
3. To provide with the basic understanding of budgetary control
4. To develop the knowledge of the learners to understand and prepare a management report.

Course Content:

Unit-I: Introduction to Cost and management accounting

Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production-pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.

Unit II: Marginal Costing and Budgetary control

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and

Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,

Unit-III: Financial Statement Analysis

Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.

Unit-IV: Cash flow statement and Management Reporting

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments.

Management Reporting – Meaning and Definitions of reports- Objectives and Purpose- Reports to top level management – Reports to lower level management- Sample Reports

Readings:

Text Books (Latest Edition):

- Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
- Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
- Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
- Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
- Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
- Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

Course Outcomes:

On having completed this course student should be able to:

1. Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations.
2. Ascertain Material and Labor cost, allocation and apportionment of overheads.
3. Interpret the financial statements for managerial decision making and preparation of management reports

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BS301CC2	Legal and Ethical issues in business	4L:0T:0P	4 Credits

Course Description:

This course provides a comprehensive exploration of the key legal concepts, regulations, and ethical dilemmas that businesses face across various sectors. Through lectures, case studies, and interactive discussions, students will develop the ability to critically analyze legal scenarios and ethical issues, and make informed decisions that align with both legal requirements and ethical business practices.

Course Objectives:

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students analyze ethical dilemmas in business decisions
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisatons.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics

Course Content:

Unit 1: Introduction to Business Law

Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law

Unit 2: Sales and Leasses

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability;

Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

Unit 3: Introduction to Business Ethics

The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business;

Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.

Unit 4: The Ethical Decision-making process

Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.

Readings:

Text Books (Latest Edition):

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

References:

1. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing| https://hbsp.harvard.edu/product/W17258-PDF-ENG
2. www.https://scroll.in/tag/competition-commission-of-India
3. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India
4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.
5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP
6. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform
7. Laasch, O. (2022). Principles of Management. Sage Textbook

Suggested Exercises and Cases
Unit 1
Cases:

1. *Salomon Vs. Salomon & Co. Ltd*
2. *Balfour Vs. Balfour*
3. *Durga Prasad Vs. Baldeo*

Unit 2

Cases:

1. *Mool Chand Ram Bhagat v. Harish Chandra*
2. *Coop. Cane Unions Federations v. West U.P. Sugar Mills Assn. (2004).*
3. *State of Maharashtra v. Champalal (1971).*
4. *Union of India v. Martin Lottery Agencies Ltd. (2009).*
5. *Camera House, Bombay v. State of Maharashtra (1969)*

Unit 3

1. Reflective exercise on ethics and morality in the context of Mahabharata.
2. Reflective exercise on integral humanism as given by Indian thought leaders.

Cases:

1. *Corporate America and Sarbanes-Oxley Act: Costs Vs. Benefits*
2. Apple: Privacy vs. Safety (A)| By: Henry W. McGee, Nien-he Hsieh, Sarah McAra, Christian Godwin| Harvard Business School| 321004-PDF-ENG https://hbsp.harvard.edu/product/321004-PDF-ENG
3. Quick Case: Is Legal Compliance Good Enough? By: Bonnie Peter| Harvard Business Publishing| https://hbsp.harvard.edu/product/8268-HTM-ENG

Unit 4

Reflective and review Exercise: Karam Yog (Bhagvad Gita): lessons in ethics and self-leadership

Cases:

1. *CEO Compensation and Corporate Governance at NYSE*
2. *ICICI Bank: Restoring Faith in Corporate Governance* https://hbsp.harvard.edu/product/W19323-PDF-ENG
3. *The Dance of Dharma: On the Difficulty of Being Good* https://hbsp.harvard.edu/product/821058-PDF-ENG
4. Blind Spots: The Roots of Unethical Behaviour in Life and Work | Max H. Bazerman, Ann E. Tenbrunsel | Rotman Management | ROT140-PDF-ENG | https://hbsp.harvard.edu/product/ROT140-PDF-ENG
5. *Leadership Simulation: Patient Zero* https://hbsp.harvard.edu/product/7215-HTM-ENG
6. *Eliot Spitzer: A Crusader of Corporate Reform*
7. *Sterlite copper plant shutdown*
8. *Facebook–Cambridge Analytica data scandal*

Course Outcomes:

1. Recall major laws and regulations and ethical principles that guide business conduct.
2. Analyse case studies to identify legal and ethical challenges within business operations.
3. Evaluate the effectiveness of existing legal frameworks in governing business practices
4. Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility

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BS302CC3	**Human Resource Management**	**4L:0T:0P**	**4 Credits**

Course Description: Human Resource Management course will deal with HR policy, and HR Function in detail. HR planning, HRD, HR career Management, Performance, compensation and global HRM will be integral part of this course. Industrial relations, compliance and employment relations, HR analytics and Use of AI in HRM to reimagine HR Processes are the content of the course.

Course Objective(s):

1. The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management.
2. Understand the difference between functional and strategic role of HR
3. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs
4. Understand the innovation in HRM and best practices

Course Content:

Unit 1: The Nature of HRM

Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management

Unit 2: Plan, Acquire, Develop, Career Management

Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team

Unit 3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations

Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations

Unit 4: Technology, HR Analytics, Innovation

Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM , Green HRM and challenges.

Readings:

Text Books (Latest Editions):

1. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning
2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms
3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi
4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi

Reference Books:

1. Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)
2. relevant cases-*1. Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The Happy Turtle: Womanpreneur and Talent in a Circular Economy, published, Richard Ivey School Case collection, Product Number Product# W25373
3. Bohra, Rakesh and Bhatnagar, Jyotsna, (2022) One Employee Went Freelance. Now Everyone Wants the Same Deal, Harvard Business Review, March, 2022, (ABDC/A / FT 50)
4. Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A)

Practical Exercises resources:

1. Innovations In People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)
2. Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A)

Course Outcome(s):

This course will equip a student to:

1. Explain how Functional HRM contributes in organizational management.
2. Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management
3. Apply HR analytics, HR with innovation
4. Create sustainable goals with diversity, Inclusion and wellness

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BS303MDE3	**Indian Systems of Health and Wellness**	**1L:1T:0P**	**2 Credits**

Course Objective(s):

1. To understand the importance of a healthy lifestyle
2. To familiarize students about physical and mental health
3. To create an awareness of various lifestyle related diseases
4. To provide understanding of stress management

Course Content:

Unit 1: Introduction to Health & Wellness

- Definition of Health
- Importance of health in everyday life
- Components of health – physical, social, mental, spiritual and its relevance
- Concept of wellness
- Mental health and wellness
- Determinants of health behaviour

Unit 2: Mind Body and Well-Being

- Mind body connection in health – concept and relation
- Implications of mind-body connection
- Wellbeing – why it matters?
- Digital wellbeing

Unit 3: Deficiency & Diseases

- Malnutrition, under nutrition and over nutrition
- Body system and common diseases
- Sedentary lifestyle and risk of disease
- Modern lifestyle and associated health risks

Unit 4 : Indian system of well being

- Health beliefs of India
- Health systems in India – AYUSH.
- Perspective of indigenous people towards health
- Happiness and well-being in India

Exercises: - Visit to nearby Vipasana centre

Text Books / References:

- Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
- C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

Course Outcome(s):

After completion of this course the learner will be able to -

- Explain the concept and nature of health, wellness and its various implications
- Demonstrate adequate knowledge on well-being and promotion of healthy behavior.

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BS304SEC2	**Management Information System (MIS)**	**4L:0T:0P**	**4 Credits**

Course Objective

The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.

Course Outcomes:

1. Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.
2. Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.
3. Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies.

4. Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era.

Course Content:

Unit 1: Fundamentals concepts of MIS

Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era

Unit 2: Data base management system:

Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)

Unit 3 : Information system applications:

MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

Unit 4: Managing Projects

Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.

Practical Work List (Suggestive)

- Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present findings using written and visual formats.
- Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
- Design and build an e-commerce website, incorporating features of digital markets, digital goods, and e-commerce business models.
- Manage a mock project using agile methodologies, including roles, meetings, user stories, and risk management.

Text Book – (Latest Edition):

1. Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
2. Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning.
3. Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.
4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications.
5. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY
6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, **J.J.** Sutherland
7. Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.

Case Studies

1. Developing MIS for National Innovation Foundation: Choosing Process, Product and Vendor, Sanjay Verma; Priyanka Sharma, https://hbsp.harvard.edu/product/A00137-PDF-ENG?Ntt=MIS
2. Enterprise-Wide Business-IT Engagement In An Empowered Business Environment: The Case Of FedEx Express EMEA, Stijn Viaene; Steven De Hertogh, https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS
3. From Products to Product-Service Systems: IT-Driven Transformation of a Medical Equipment Manufacturer, Jens Fahling; Felix Kobler; Jan Marco Leimeister; Helmut Krcmar, https://hbsp.harvard.edu/product/JIT062-PDF-ENG?Ntt=MIS

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BS305VAC3	**Yoga and Physical fitness /Sports/NCC/NSS/Disaster Management**	**0L:0T:4P**	**2 Credits**

Note: All the theoretical contents shall be delivered through the practical workshop mode only. No class room teaching is encouraged in this course.

YOGA

Yoga course is designed to provide students with a comprehensive understanding of physical fitness, wellness, and nutrition. This course explores the meaning and importance of yoga in the modern era, the role of sports in maintaining physical fitness, and the various components of physical wellness. Students will also learn about the significance of nutrition and weight management, equipping them with the knowledge to promote a healthy and balanced lifestyle. Through this course, students will gain insights into the holistic approach to health and well-being.

Course Objective(s):

i. Understand yoga's significance and its practical applications for holistic well-being.

ii. Explore subtle energy systems and their role in enhancing health through yogic practices.

iii. Examine various paths of yoga to foster self-realization and spiritual growth.

iv. Master the Eight Limbs of Yoga for physical, mental, and spiritual harmony.

v. Apply yogic principles to manage psycho-somatic ailments and promote resilience.

Course Content:

Unit-I

- Yoga: Meaning and definition
- Importance of yoga in 21st century
- Introduction to Yogic Anatomy and Physiology
- Yoga & sports, Yoga for healthy lifestyle
- Types of Yoga: - Hatha yaga, laya yoga, mantra yoga,
- bhakti yoga, karma yoga, jnana yoga, raj yoga
- Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in Yogic practices.
- Ashtang Yoga: - Yama, niyama, asana, pranayama, Pratyahar, dharna, dhyan, Samadhi : Benefits, Utilities & their psychological impact on body and mind. According to yoga concept of normality in modern psychology, concept of personality & its development, yogic management of psycho-somatic ailments: frustration, anxiety, depression

Unit- 2

- Sports for Physical Fitness: Meaning and definition
- Physical Activity – Concept, Benefits of Participation in Physical Activities
- Components and Significance of Physical Fitness -Health, Skill and Cosmetic Fitness
- Types of Physical Activities – Walking, Jogging, Running, Calisthenics, Rope Skipping, Cycling, Swimming, Circuit Training, Weight training, Adventure Sports
- Principles of Physical Fitness, Warming Up, Conditioning, Cooling Down, Methods to Develop and Measure Health and Skill related components of Physical Fitness
- Measurement of Health Related Physical Fitness (HRPF)

Unit -3

- Physical Wellness: Concept, Components
- Types of wellness: psychological, social, emotional, and spiritual.
- Significance with reference to Positive Lifestyle 2.2
- Concepts of Quality of Life and Body Image
- Factors affecting Wellness
- Wellness Programmes

Unit-4: Nutrition and Weight Management

- Concept of Nutrients, Nutrition, Balanced Diet, Dietary Aids and Gimmicks
- Energy and Activity- Calorie Intake, Energy Balance Equation
- Obesity - Concept, Causes, Obesity Related Health Problems
- Weight Management through Behavioural Modifications

Text Books / References (Latest Edition):

- Anand O P. Yog Dawra Kaya Kalp. Sewasth Sahitya Perkashan. Kanpur.
- Brown, J.E. Nutrition Now Thomson-Wadsworth.
- Corbin et.al.Fitness & Wellness-Concepts. McGraw Hill. Publishers. New York.U.S.A
- Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness: Active Lifestyle for Wellness. McGraw Hill, New York, USA.
- Hoeger, W W K and S.A. Hoeger. Principles and Labs for Fitness and Wellness, Thomson Wadsworth, California, USA.
- Hoeger, W.W. & S. Hoeger Fitness and Wellness. 7th Ed. Thomson Wadsworth, Boston, USA.
- Kamlesh, M. L. & Singh, M. K., Physical Education (Naveen Publications).
- Kansal, D.K. Text book of Applied Measurement, Evaluation & Sports Selection. Sports & Spiritual Science Publications, New Delhi.

- Kumari, Sheela, S., Rana, Amita, and Kaushik, Seema,, Fitness, Aerobics and Gym Operations, Khel Sahitya, New Delhi
- Lumpkin, A. Introduction to Physical Education, Exercise Science and Sports Studies, McGraw Hill, New York, U.S.A.
- Sarin N) Yoga Dawara Rogon Ka Upchhar.Khel Sahitya Kendra
- Savard, M. and C. Svec The Body Shape Solution to Weight Loss and Wellness: The Apples & Pears Approach to Losing Weight, Living Longer, and Feeling Healthier. Atria Books, Sydney, Australia.
- Siedentop, D. Introduction to Physical Education, Fitness and Sport, McGraw Hill Companies Inc., New York, USA.
- Sri Swami Ramas. Breathing. Sadhana Mandir Trust.Rishikesh.
- Swami Ram Yoga & Married Life Sadhana Mandir Trust. Rishikesh

Course Outcome(s):

i. Gain a comprehensive understanding of yoga and its modern applications for holistic well-being.
ii. Demonstrate proficiency in yogic anatomy and physiology, enhancing yoga practice and promoting physical and energetic balance.
iii. Master the Eight Limbs of Yoga and comprehend their psychological impact, fostering personal growth and self-realization.
iv. Integrate yoga principles into sports and physical fitness activities to enhance performance and prevent injuries.
v. Develop skills in wellness management and nutrition

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SPORTS

Sports course offers undergraduate students a comprehensive introduction to the field, covering key principles, organizational structures, and ethical considerations. It also includes marketing, sponsorship, financial management techniques, and the use of analytics and technology in sports to enhance strategic decision-making and fan engagement.

Course Objective(s):

i. Understand the fundamental principles and concepts of sports management,including its scope, organizational structure, and ethical considerations.
ii. Analyse the role of marketing and sponsorship in the sports industry, with a focus on branding, target audience segmentation, and event management.
iii. Develop proficiency in financial management techniques specific to the sports industry, including revenue generation, cost management, and investment strategies.
iv. Apply theoretical knowledge to practical scenarios through case studies and projects, fostering critical thinking and problem-solving skills in sports management contexts.
v. Explore the application of analytics and technology in sports, including performance evaluation, strategic decision-making, and fan engagement.

Course Title: Sports I

Course Content (Any Two out of 4 Units):

Unit -1:Introduction to Physical Education in The Contemporary Context (Any Two)
Learn and demonstrate the technique of Suryanamaskar
Develop Physical Fitness through Calisthenics / Aerobics / Circuit-Training / Weight-Training and demonstrate the chosen activity
Select any one game available in the college and learn different techniques involved in its play

Unit -2:Core Physical Education-: Fitness, Wellness and Nutrition (Any Two)
Measurement of Fitness Components – Leg-raise for Minimal Strength (Muscular Strength); Sit-ups Muscular Endurance); Harvard Step Test, Run and Walk Test (Cardiovascular Endurance); Sit and Reach Test (Flexibility) Measuring height, weight, waist circumference and hip circumference Calculation of BMI (Body Mass Index) and Waist-Hip Ratio
Engage in at least one wellness programme and write a report on it.

Unit-3:Core Physical Education-: Posture, Athletic Care and First Aid (Any Two)
Demonstrate Stretching and Strengthening Exercises for Kyphosis, Scoliosis, Lordosis, Knock Knees, Bow Legs, Flat Foot, Back Pain and Neck Pain
Illustration and Demonstration of Active and Passive Exercises
Asanas with Therapeutic Value (Any five asanas): Karnapeedasana, Padmasana, Dhanurasana, Sarvangasana, Paschimottanasana, Chakrasana, Halasana, Matsyasana, Ardhmatsyendrasana, Usthrasana, Mayurasana, Shirshasana, Vajrasana, Practice P.R.I.C.E. in First Aid.

Unit-4:Sports Administration & Management (Any Two)

- Demonstration of Supervision activities in Sports Management.
- Demonstration of skills of Management.
- Demonstration of fixtures of various kinds in sports competitions.
- Demonstration of technical and non-technical purchase procedure.

Text Books: (latest Edition)

1. Teaching Children Physical Education: Becoming a Master Teacher. Graham, G., Human Kinetics, Champaign,Illinois, USA.
2. Concepts of Physical Fitness: Active Lifestyle for Wellness, Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk,McGraw Hill, New York, USA.
3. Teaching Today Health, Anspaugh, D.J., G. Ezell and K.N. Goodman, Mosby Publishers.
4. Drug Education Handbook on Drug Abuse in Sports, Beotra, Alka, Applied Nutrition Sciences, Mumbai
5. Sports Facility Management, Ammon,R., Southall , R.M. and Blair, D.A., West Virginia, USA: Fitness Information Technology Publishers

Course Title: Sports II

Course Contents (Any Two out of 4 Units)

Unit 1: Sports for all (Any Two)
To participate in any intramural Tournaments (one team game and one Individual Game) of choice. To participate/ attend at least 15 hours in Fitness training at Field or at Gymnasium. Participate in at least one track and one field event on Annual Sports day.
To participate in Inter College Tournament

Unit 2: Media and Careers in Physical Education (Any Two)
Organize an event / intramural / tournament in your college. Prepare a News Report of an observed Sports competition.
Create a presentation on any topic from Physical Education using an audio-visual aid.
Demonstrate Warming-up / Conditioning / Cooling-down exercises.

Unit -3: Management of Aerobics & Group Training (Any Two)
Measurement of Fitness Components – Leg-raise for Minimal Strength (Muscular Strength); Sit-ups (Muscular Endurance); Harvard Step Test or Run and Walk Test (Cardiovascular Endurance); Sit and Reach Test (Flexibility)
Measurement of Pulse Rate / Heart Rate at Radial Artery and Carotid Artery, Calculation of Target Heart Rate Developing a 5-10-minute routine of aerobics with appropriate music for each component of health related physical fitness

Unit -4:Sports Industry & Marketing (Any Two)
Identify an issue or a trend in the sports industry: Players in professional or college sports or Ownership Marketing Plan: Environmental Factors and Product Plan Draft, Paper bibliography/ works cited, Sponsorship proposal, Developing a budget plan for an event Athlete branding

Text Books: (latest Edition)

1. 7 Habits of Highly Effective People, Covey, S., Covey Publications, USA
2. Motor Learning and Control: Concepts and Applications,Magill, R.A., McGraw Hill Publication.
3. Principles and Practices of Sport Management, Masteralexis, L.P., C. Barr and M. Humms,Jones and Bartlett Publisher
4. Fitness through Aerobics, Bishop, J.G., Benjamin Cummings USA.
5. Physical Activity and Health: An Interactive Approach, Brown K.M., Jones and Bartlett Publisher
6. Sponsorship in marketing: Effective communications through sports, arts and events, Cornwell. T.B, Routledge Publishers
7. Sports Marketing: A Practical Approach, DeGarris, L., Routledge Publishers, USA

Course Title: Physical Education, Health and Sports

Course Content (Any Two out of 4 Unit)

Unit 1: Physical Education
Concept of physical education, its relation with technical education, health and recreation Scope and importance of physical education

Unit -2: Health
Concept and factors affecting health
Physical Fitness-Concepts and factors affecting physical fitness, sources of fitness Types of physical fitness, Elements of fitness-speed strength, power, endurance, flexibility, agility;Warming up and cooling down

Unit-3: Posture
Concept and values of good posture Causes of poor posture;Postural deformities, their causes and remedies

Unit-4: Sports (Practical)
Every student shall opt minimum of three athletics events.
Each student shall opt minimum one game major/minor i.e. athletics, badminton, basketball, cricket, football, table tennis, volleyball, kabaddi, Lawn Tennis, Chess;Participation in mini marathon, annual athletics meet, physical fitness and cardio respiratory efficiency test

Text Books: (latest Edition)

1. `Fitness through Aerobics, Bishop, J.G., Benjamin Cummings USA.
2. Physical Activity and Health: An Interactive Approach, Brown K.M., Jones and Bartlett Publisher
3. Sponsorship in marketing: Effective communications through sports, arts and events, Cornwell. T.B, Routledge Publishers
4. Sports Marketing: A Practical Approach, DeGarris, L., Routledge Publishers, USA

Course Outcome(s):

i. Demonstrate a comprehensive understanding of sports management principles, including organizational structures, legal issues, and ethical considerations.

ii. Evaluate marketing strategies and sponsorship opportunities in the sports industry, devising effective branding and promotional campaigns.

iii. Apply financial management techniques to analyze revenue streams, control costs, and make informed investment decisions in sports organizations.

iv. Utilize sports analytics tools and technology to enhance performance evaluation, strategic planning, and fan engagement initiatives.

v. Synthesize course concepts through practical applications, demonstrating the ability to address real-world challenges in sports management scenarios.

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National Cadet Corps (NCC)

This course develops essential skills in discipline, leadership, and tactical operations through structured curriculum and practical exercises. It emphasizes the role of drills in fostering discipline, leadership, and teamwork, and includes comprehensive weapon handling training with a focus on safety protocols. The course teaches map reading, understanding topographical features, and navigating diverse terrains. Practical units cover the history and objectives of the National Cadet Corps (NCC), various maneuvers, parade formations, saluting protocols, and field and battlecraft techniques. By the end, learners will master discipline, leadership, weapon handling, and tactical decision-making, effectively utilizing terrain features for strategic advantages.

Course Objective(s):

1. Understand the foundational role of drill in fostering discipline and leadership within a group, enabling effective command towards achieving common goals.
2. Appreciate the importance of grace and dignity in executing foot drill movements, recognizing their significance in enhancing performance and teamwork.

3. Comprehend the criticality of weapon handling and detailed safety measures, emphasizing the importance of accident prevention through strict adherence to safety protocols.
4. Develop an awareness of diverse terrain types and their strategic significance in battle craft, enabling informed decision-making and effective utilization of terrain features for tactical advantage.

Course Content (Practical):

Unit 1:

Overview of NCC, its history, aims, objectives, and organizational structure, Incentives and duties associated with NCC cadetship; Maneuvers: Foot drill, Word of Command, Attention, and stand at ease, and Advanced maneuvers like turning and sizing; Parade formations: Parade line, open line, and closed line; Saluting protocols, parade conclusion, and dismissal procedures. Marching styles: style march, double time march, and slow march

Unit 2:

Weapon Training, Handling firearms, Introduction and characteristics of the .22 rifle; Handling Firearm techniques, emphasizing safety protocols and Best practices.

Unit 3:

Map Reading (MR): Topographical forms and technical terms, including relief, contours, and gradients, crucial for understanding terrain features; Cardinal points , magnetic variation and grid convergence

Unit 4:

Field Craft & Battle Craft (FC & BC): Fundamental principles and techniques essential for effective field and battle craft operations; Methods of judging distance, including estimation, pacing, and visual cues

References: (Latest Editions)

- DGNCC Cadet's Hand Book - Common Subjects -All Wings
- Tiwari, R. NCC: Grooming Feeling of National Integration, Leadership and Discipline among Youth. Edwin Incorporation.
- Chhetri, R.S. Grooming Tomorrows Leaders, The National Cadet Corps.
- Directorate General National Cadet Corps . National Cadet Corps, Youth in Action.
- Vanshpal, Ravi, The NCC Days, Notion Press.

Course Outcome(s):

1. Mastery of Discipline and Leadership through Drill Learners would demonstrate the ability to effectively command a group, foster discipline, and work collaboratively towards achieving shared objectives.

2. Mastery of Grace and Dignity in Foot Drill Performance Learners would demonstrate an understanding of how these qualities enhance performance and foster teamwork within a group setting.
3. Proficient Weapon Handling and Safety Adherence Learners would showcase a thorough understanding of the criticality of safety measures, emphasizing accident prevention through strict adherence to safety protocols.
4. Enhanced Tactical Awareness and Strategic Decision-Making Learners would gain the ability to make informed decisions and effectively utilize terrain features to gain tactical advantage during operations.

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National Service Scheme (NSS)

This course provides students with an in-depth understanding of the National Service Scheme (NSS), including its history, philosophy, aims, objectives, and organizational structure. It equips students with knowledge about various NSS programmes and activities, emphasizing their relevance and importance. The course also develops skills in community mobilization, teaching students effective techniques for engaging and mobilizing community stakeholders. Additionally, it cultivates an appreciation for volunteerism and shramdan (voluntary labor), highlighting their role in community development initiatives. By the end of the course, students will have a comprehensive understanding of NSS, enhanced leadership and team-building skills, and a strong sense of social awareness and patriotism.

Course Objective(s):

1. To provide students with an understanding of the history, philosophy, and basic concepts of the National Service Scheme (NSS).
2. To familiarize students with the aims, objectives, and organizational structure of NSS.
3. To equip students with knowledge about NSS programmes, activities, and their relevance.
4. To develop an understanding of community mobilization techniques and their importance in NSS activities.
5. To cultivate an appreciation for volunteerism, shramdan (voluntary labor), and their role in community development initiatives.

Course Content:

Unit 1: Introduction and Basic Concepts of NSS

National Service Scheme (NSS) - history, philosophy, and fundamental concepts, aims and objectives, providing clarity on the organization's overarching goals. Symbols of NSS - Emblem, flag, motto, song, and badge; Organizational structure of NSS

Unit 2: NSS Programmes and Activities

Diverse programmes and activities conducted under the aegis of the National Service Scheme (NSS); Significance of commemorating important days recognized by the United Nations, Centre, State Government, and University; Examination of the methodology for adopting villages/slums and conducting surveys; Financial patterns of the NSS scheme

Unit 3: Community Mobilization

Dynamics of community mobilization within the framework of the National Service Scheme (NSS); Functioning of community stakeholders; The conceptual lens of community development

Unit 4: Volunteerism and Shramdan in the Indian Context: Roles and Motivations within the NSS Framework

Ethos of volunteerism and shramdan (voluntary labor) within the cultural context of India and the framework of the National Service Scheme (NSS); Motivations and constraints shaping volunteer engagement; Role of NSS volunteers in initiatives such as the Swatch Bharat Abhiyan and Digital India

References:

1. Ministry of Youth Affairs and Sports, Government of India. (2022). National Service Scheme (NSS) Manual.
2. Agarwalla, S. (2021). NSS and Youth Development. Mahaveer Publications
3. Bhattacharya, P. (2024). Stories Of NSS (English Version). Sahityasree.
4. Borah, R. and Borkakoty, B. (2022). NSS in Socioeconomic Development. Unika Prakashan.
5. Wondimu, H., & Admas, G. (2024). The motivation and engagement of student volunteers in volunteerism at the University of Gondar. *Discover Global Society*, *2*(1), 1-16.
6. Saha, A. K. (2002). Extension Education–The Third Dimension Needs and Aspirations of Indian Youth. *Journal of Social Sciences*, *6*(3), 209-214.
7. Mills, S. (2013). "An instruction in good citizenship": scouting and the historical geographies of citizenship education. *Transactions of the Institute of British Geographers*, *38*(1), 120–134. http://www.jstor.org/stable/24582445
8. Mishra, S. K., Sachdev, S., Marwaha, N., & Avasthi, A. (2016). Study of knowledge and attitude among college-going students toward voluntary blood donation from north India. *Journal of blood medicine*, 19-26.
9. Mukherji, B. (2007). Community Development in India. Orient Longmans.
10. History Background of NSS and its Philosophy, Aims and Objectives

11. https://www.osmania.ac.in/NSS%20URL/9.%20%20Historical%20Background%20of%20NSS%20and%20its%20Philosophy,%20Aim.pdf
12. In Defence of Nationalism https://www.mkgandhi.org/indiadreams/chap03.htm
13. Unlocking Youth Potential for Nation Building: Strengthening NYKS and NSS
14. https://www.undp.org/india/projects/strenghtening-nyks-and-nss

Course Outcome(s):

1. Students will demonstrate an understanding of the history, philosophy, and objectives of the National Service Scheme (NSS), thereby fostering increased social awareness and patriotism among them.
2. Students will be able to organize and conduct various NSS programmes and activities effectively and through it understand the importance of leadership and team building.
3. Students will develop skills in community mobilization and partnership building.
4. Students will appreciate the importance of volunteerism and shramdan in societal development and thus, be able to understand role of community participation.

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DISASTER MANAGEMENT

In our rapidly evolving 21st-century world, challenges emerge in diverse forms, transcending borders and intertwining economic, societal, and environmental realms. These challenges profoundly affect vulnerable communities, magnifying their susceptibility to climate-related shocks and disasters. As we navigate through these complexities, it becomes increasingly evident that aligning strategies with global Sustainable Development Goals (SDGs) across various geographical scales is paramount. This alignment incorporates perspectives of environmental sustainability, climate adaptation, and disaster resilience. In light of these considerations, this course aims to equip students with the knowledge and skills necessary to address and mitigate the impacts of disasters in a holistic manner.

Course Objective(s):

- to provide understanding of the concepts related to disaster
- to highlight the importance and role of disaster management

- to enhance awareness of institutional processes and management strategies to mitigate the impacts of disasters

Course Content:

Unit 1: Concepts and Terminologies
Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made); Global trends in disasters - Impacts (Physical, Social, Economic, Political, Environmental and Psychosocial); Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability)

Unit 2: Key concepts of Disaster Management Cycle
Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community based disaster risk reduction

Unit 3: Initiatives at national and international level
Disaster Risk Management in India and at international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives

Unit 4: Emergency Management
Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) - Stampede and conflicts

Training and Demonstration Workshops (at least two workshops) be organized in association with the NIDM, NDRF, NCDC, Param Military, Fire Brigade, CISF, local administration etc.

Readings (Latest Editions):
1. Sharma, S.C. , Disaster Management, Khanna Book Publishing.
2. Clements, B. W.,: Disasters and Public Health: Planning and Response, Elsevier Inc.
3. Dunkan, K., and Brebbia, C. A., (Eds.) : Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes, WIT Press, UK.
4. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi.
5. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi.
6. Modh, S. Managing Natural Disaster: Hydrological, Marine and Geological Disasters, Macmillan, Delhi.
7. Carter, N. Disaster Management: A Disaster Management Handbook. Asian Development Bank, Manila.

8. Govt. of India Vulnerability Atlas of India. BMTPC, New Delhi.
9. Govt. of India Disaster Management in India. Ministry of Home Affairs, New Delhi.
10. Matthews , J.A., Natural Hazards and Environmental Change, Bill McGuire, Ian Mason.

E-Resources

http://www.ndma.gov.in/en/
http://nidm.gov.in/
https://www.unisdr.org/
http://www.emdat.be
https://www.weather.gov/safety/
https://www.preventionweb.net/risk/vulnerability

Course Outcomes:

Upon successful completion of this course, students will be able to:

i. Articulate the critical role of disaster management in reducing risks and enhancing resilience

ii. Identify and describe key institutional frameworks and processes in disaster management.

iii. Conduct risk assessments and develop disaster management plans for specific scenarios

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SEMESTER–IV

SEMESTER –IV

BS400CC1	Entrepreneurship and Startup Ecosystem	1L:1T:0P	2 Credits

Course Objective(s):

- To understand Entrepreneurship and its types
- To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea
- To understand different type of finances available and financing methods
- To be able to draft business plans on an identified idea
- To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
- To know what is a Family Business and how is it different from Entrepreneurship

Course Content:

Unit 1: Introduction to Entrepreneurship & Family Business

- Definition and Concept of entrepreneurship
- Entrepreneur Characteristics
- Classification of Entrepreneurs
- Role of Entrepreneurship in Economic Development –Start-ups
- Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.

Unit 2: Evaluating Business opportunity

- Sources of business ideas and opportunity recognition
- Guesstimating the market potential of a business idea
- Feasibility analysis of the idea
- Industry, competition and environment analysis

Unit 3: Building Blocks of starting ventures

- Low cost Marketing using digital technologies
- Team building from scratch
- Venture Funding
- Establishing the value-chain and managing operations
- Legal aspects like IPR and compliances

Unit 4: Start-up Ecosystem

- Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc.
- Know various govt. schemes like Start-up India, Digital India, MSME etc.

- Sources of Venture Funding available in India
- Source of Technology, Intellectual Property management

Text Books (Latest Edition):

1. *Startup India Leaning Program* by Start Up India available at www.startupindia.gov.in
2. *Entrepreneurship*, Rajeev Roy, Oxford University Press
3. *Entrepreneurship: Successfully Launching New Ventures* by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. *Family Business Management* by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari , "Mapping the Startup Ecosystem in India", *Economic & Political Weekly*
6. Ramachandran, K, *Indian Family Businesses: Their survival beyond three generations*, ISB Working Paper Series

References

Course Outcome(s):
At the end of the course, the student would be able to -

- Understand basic building blocks of creating a venture
- Be able to identify a business opportunity and translate it into a viable business model
- Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents
- Know the legacy of family businesses and key differentiations from entrepreneurship

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BS401CC2	**Operations Management**	**3L:1T:0P**	**4 Credits**

Course Description:

Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently. This course covers various production systems, process design, quality management, and emerging trends in operations management. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.

Course Content:

Unit 1: Introduction to Operations Management

Operations management is the backbone of any organization, involving the planning, organizing, and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling.

Unit 2: Process Design and Analysis

This unit delves into the strategic decisions involved in selecting and designing processes and layouts. Students will learn to analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. The unit also covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.

Unit 3: Quality Management

Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

Unit 4: Emerging Trends in Operations Management

The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.

Textbooks (latest Edition):

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

Case Topics:

- Case study on Toyota's Production System: Exploring Lean Manufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

Reference Paper

Jaboob, A. S., Awain, A. M. B., & Ali, K. A. M. (2024). Introduction to Operation and Supply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52-80). IGI Global.

References

Course Outcomes:

1. Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.
2. Analyze different production systems and develop strategies aligned with business objectives.

3. Optimize operational processes through effective process design, layout decisions, and capacity planning.
4. Implement quality management principles to enhance product/service quality and reduce defects.
5. Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.

Pedagogy

This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

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BS402CC3	Financial Management	3L:1T:0P	4 Credits

Course Description:

Financial Management is offered with intent to equip the students with the basic knowledge of finance theory and its application to develop relevant financial strategies pertinent to profit-seeking organizations. The theme of financial management is structured around three decision making financial areas: Investment- long and short term, Financing and Dividend policy. This imbibes students with analytical and decision-making skills in managing finance through application of theoretical questions and practical problems.

Course Objectives:

1. To apply the knowledge in taking finance decisions
2. To develop analytical skills to identify financial management problems and solve them.
3. To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. To assess a firm's requirement for long-term assets by applying capital budgeting techniques.

Course Content:

Unit I: Introduction to Financial Management

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in

Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditorship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.

Unit II: Capital Structure & Capitalization

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems

Unit III: Cost of Capital, Leverages and Managing Working Capital

Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.

Unit IV: Capital Budgeting and Dividend policy

Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

Readings:
Textbooks (Latest Editions):

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.
5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.
6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

Course Outcomes:

On having completed this course, student should be able to:

1. Summarize the motives behind financial decision making.
2. Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance.
3. Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. Evaluate projects for profitability

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BS403CC4	Business Research Methodology	3L:1T:0P	4 Credits

Course Description: Business Research Methodology provides an in-depth understanding of the fundamental concepts and applications of research methods in business. This course covers various research designs, data collection methods, statistical techniques, and the process of writing research reports. Through this curriculum, students will develop the skills required to design sound research, effectively collect and analyze data, and communicate research findings comprehensively.

Course Objectives:

1. To grasp the fundamentals of research methodology and apply them in various research or project works.
2. To identify and utilize appropriate research methods aligned with research objectives.
3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.
4. To learn the intricacies of interpreting data and writing comprehensive research reports.

Course Contents:

Unit 1: Introduction to Research

This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.

Unit 2: Formulating the Research Problem

Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.

Unit 3: Measurement and Data Collection

This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.

Unit 4: Data Analysis and Interpretation

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.

Suggested Case Topics:

- Using Market Research to Assess Willingness to Pay for Pricing Decisions by: Kamel Jedidi, Robert J. Morais (2023) - https://hbsp.harvard.edu/product/CU378-PDF-ENG

Textbooks and (Latest Edition):

1. *Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.*
2. *Research Methodology* by Ranjit Kumar.
3. *Research Methods for Business* by Uma Sekaran.
4. *Methodology of Research* by C.R. Kothari.

Suggested Pedagogy:

The course utilizes a combination of lectures, hands-on projects, case studies, and practical assignments to provide a comprehensive learning experience. Students are encouraged to engage with statistical software for data analysis and participate in group discussions to enhance their understanding and application of research methodologies.

References

Course Outcomes:

1. Prepare a detailed research plan covering all essential aspects of a research project.

2. Construct and administer effective research instruments like questionnaires.
3. Execute data collection strategically to gather relevant information.
4. Apply advanced statistical techniques for data interpretation.
5. Draft comprehensive research reports tailored to specific audience needs.

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BS404VAC4	**Business Environment and Public Policy** **Or** **Enterprise System and Platforms** **Or** **Geo Politics and impact on Business** **Or** **Public Health and Management**	**2L:1T:0P** **0L:1T:2P** **2L:1T:0P** **2L:1T:0P**	**2 Credits**

Business Environment and Public Policy

Course Objective(s):

The objective of this course is to give an orientation to the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations. Additionally, delving into public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.

Course Content:

Unit 1:
Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.

Unit 2:
Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.

Unit 3:
Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.

Unit 4:
Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.

Unit 5:
Emerging Trends in Business: Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.

Text Books / References:

1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House.
3. A. C. Fernando: Business Environment, Pearson.
2. Dr. S Sankaran: Business Environment, Margham Publications.
3. Dr V Murali Krishna: Business Environment, Spectrum Publications.
4. Namitha Gopal: Business Environment, McGraw Hill.

Course Outcome(s):

At the end of the course student will be able to:

1. Understand relationship between environment and business, different concepts & its implementation.
2. Integration of business environment principles and strategies into domestic and international business.
3. In-depth knowledge of public policies and reforms since independence.
4. Apply the knowledge to analyse the current situations and take prudent decisions.

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Enterprise System and Platforms

Course Objective:

The course aims to provide students with comprehensive knowledge and practical skills in the field of Enterprise Resource Planning (ERP). Students will learn to design, implement, and manage ERP systems, as well as understand advanced ERP features and future trends, using various free or student-accessible tools.

Course Content:

Unit 1: Introduction to Enterprise Resource Systems

Overview of Enterprise Resource Planning (ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules (Finance, HR, Supply Chain, etc.), Common Challenges and Solutions

Unit 2: ERP System Design and Architecture

ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions

Unit 3: ERP Implementation and Management

Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post-Implementation Activities, Training and Support, Continuous Improvement and Maintenance

Unit 4: Advanced Topics and Future Trends in ERP

Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, Emerging Trends in ERP, Internet of Things (IoT) and ERP Integration, Artificial Intelligence and Machine Learning in ERPs, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation

Practical Work List (Suggestive)

- Create a comprehensive report and presentation on the evolution, key drivers, core modules, technical architecture, and business benefits of ERP systems using any software or platform. Explore an ERP system to understand core modules such as Finance, HR, and Supply Chain. Detail the benefits and challenges of using ERP systems in a demonstration report.
- Design the architecture of an ERP system, illustrating the Three-Tier Architecture and integration with other systems, using any software or platform. Compare features, benefits, and costs of major ERP vendors. Prepare a comparison report and present findings.

- Develop a detailed project plan for ERP implementation, including phases like planning, data migration, risk management, and post-implementation activities using any software or platform. Manage a mock ERP implementation project, including planning, execution, risk management, and progress tracking.
- Explore cloud-based ERP solutions to understand their features and benefits. Create a report on the implementation and management of cloud ERP systems.

Textbooks (Latest Edition):

- "Enterprise Resource Planning" by Alexis Leon
- "Modern ERP: Select, Implement, and Use Today's Advanced Business Systems" by Marianne Bradford
- "ERP Demystified" by Alexis Leon
- "Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk" by Daniel E. O'Leary
- Fundamentals of Enterprise Resource Planning", Author: Ellen Monk, Bret Wagner

Reference

Readings

1. Yu Chung Wang, W., Pauleen, D., & Taskin, N. (2022). Enterprise systems, emerging technologies, and the data-driven knowledge organisation. Knowledge Management Research & Practice, 20(1), 1–13. https://doi.org/10.1080/14778238.2022.2039571
2. Arshad, N. I., Bosua, R., Milton, S., Mahmood, A. K., Zainal Abidin, A. I., Mohd Ariffin, M., & Mohd Aszemi, N. (2021). A sustainable enterprise content management technologies use framework supporting agile business processes. Knowledge Management Research and Practice, 1–18. https://doi.org/https://doi.org/10.1080/14778238.2021.1973352
3. Alhanof Almutairi, M. Asif Naeem, Gerald Weber, Understanding enterprise systems adaptability: An exploratory survey, Procedia Computer Science, Volume 197, 2022, Pages 743-750, https://doi.org/10.1016/j.procs.2021.12.196.
4. Buonanno G., P. Faverio, F. Pigni, A. Ravarini, D. Sciuto, M. Tagliavini, "Factors affecting ERP system adoption: A comparative analysis between SMEs and large companies.", Journal of Enterprise Information Management, 18 (2005), pp. 384-426
5. Ignatiadis, I., Nandhakumar, J. The impact of enterprise systems on organizational resilience. **J** Inf Technol 22, 36–43 (2007). https://doi.org/10.1057/palgrave.jit.2000087

Case Studies

1. Radically Simple IT, David M. Upton and Bradley R. Staats, https://hbr.org/2008/03/radically-simple-it
2. Putting the Enterprise into the Enterprise System, Thomas H. Davenport, https://hbr.org/1998/07/putting-the-enterprise-into-the-enterprise-system
3. Delhivery: Leveraging the Platform, R. Srinivasan, Sreecharan Rachakonda, Raj Kovid KR,

   https://hbsp.harvard.edu/product/IMB789-PDF-ENG?Ntt=Delhivery%3A%20Leveraging%20the%20Platform

Course Outcomes:

1. Students will **understand** the key concepts, components, and evolution of ERP systems, including the drivers for ERP implementation and the challenges and solutions associated with ERP systems.
2. Students will **apply** knowledge of ERP system design and architecture by using tools to create system diagrams, compare ERP solutions, and evaluate the integration of ERP with other systems.
3. Students will **analyze and evaluate** ERP implementation strategies, project management techniques, and risk management approaches, including the planning, execution, and post-implementation phases of ERP projects.
4. Students will **create** business intelligence reports and dashboards and assess the impact of advanced ERP features such as cloud-based solutions, IoT integration, and AI/ML on business strategy and digital transformation.

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Geopolitics and impact on Business

Course Objectives:

The course aims to help students to Understand the role and significance of geopolitics and global dimensions of international business and examine the changing nature of global geopolitics and its potential effects of global and persistent geopolitical conflicts on political economy

Course Content:

Unit 1: Introduction to Geopolitics

Definition, Nature and Scope of Geopolitics, Theories of Geopolitics- Mackinder's Heartland Theory, Sea Power (Alfred Thayer Mahan), Rimland Theory (Nicholas J Spykman), Robert D Kaplan.

Contemporary Issues in Geopolitics- Global Environmental Issues, Geopolitics of Energy and Natural Resources, Geoeconomics, Geopolitics of Technology, Globalization and geopolitics, Border Disputes, Popular Culture and Geopolitics, Geopolitics and Risk Analysis. Rise of Protectionism, and Geopolitical Tensions

Unit 2: Globalization and International Political Economy in geopolitical scenario

Post-War International Economic Order- IMF, World Bank, WTO; New International Economic Order- BRICS, North-South, South-South Cooperation; Globalization, National Differences in Political Economy.

Unit 3: Global Trade and Monetary Systems

Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions and Management. Case studies on the Suez Canal, COVID Pandemic, US-China trade war, Russia- Ukraine, Israel-Palestine and China-Taiwan conflict.

Unit 4: Emerging Trends and Issues in Geopolitics and Business

Ethics and Culture in International Business, Differences and Challenges in International Business trade wars, unfair trade practices by developed and developing economies, anti-dumping, Tariff wars, MNCs and their lobbying and influence in domestic politics, Cyber Warfare and Cyber Attacks and anti-piracy law, Global and Sustainable Trade Practices and its impact on national economies, Issues in Brexit, World Recession, Inflationary Trends

Text Books (Latest Edition):

1. Kline, J. Ethics for International Business: Decision-making in a global political economy. London: Routledge.

2. Dodds, Klaus, Geopolitics in a Changing World, Prentice Hall: Essex, England.

3. Mearsheimer, J. J. The tragedy of great power politics. W. W. Norton & Company.

4. Kaplan, R. D. The revenge of geography: What the map tells us about coming conflicts and the battle against fate. Random House.

5. Black, **J.** ,Geopolitics and the Quest for Dominance. Bloomington: Indiana University Press.

6. Ikenberry, G. J. The Illusion of Geopolitics. Foreign Affairs, 93(3), 80.

7. Cavusgil, S.T., Knight, G., & Riesenberger, J.R., International Business: The New Realities, Prentice Hall.

Articles

1. Navigating Troubled Waters: Impact to Global Trade of Disruption of Shipping Routes in the Red Sea, Black Sea and Panama Canal. (2024). In UNCTAD Policy Brief. https://doi.org/10.18356/27082822-114a.

2. O'Sullivan, M., Overland, I., & Sandalow, D. (2017). The Geopolitics of Renewable Energy. Social Science Research Network. https://doi.org/10.2139/ssrn.2998305.

3. Doz, Y., & Prahalad, C. K. (1980). How MNCs Cope with Host Government Intervention. Harvard Business Review.

4. Schwarzenberg, A. B. (2018b). U.S. Trade Debates: Select Disputes and Actions. https://digital.library.unt.edu/ark:/67531/metadc1311958/m2/1/high_res_d/IF10958_2018Aug28.pdf

5. Abbott, Kenneth and Snidal, Duncan, (1998), 'Why States Act Through Formal International Organizations', Journal of Conflict Resolution.

References

Case Study

1. Universal Pictures: Film Cut Dilemma Amid Geopolitical Conflict by Harvinder Singh; Rakesh Gupta, Harvard Business Publishing

2. Ukraine: On the Border of Europe and Eurasia by Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi, Harvard Business Publishing

Course Outcomes:

1. Demonstrate a comprehensive understanding of global events and their implications on geopolitics
2. Identify the role and impact of geopolitics on the International political economic variables in international business
3. Analyse and evaluate the application of knowledge of Global trade and monetary systems to develop competitive strategies in regional, and global markets
4. Assess and predict how emerging trends in geopolitics impact strategic decisions of international business

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Public Health and Management

Course Objective(s):

- Create a basic understanding of fundamentals of public health.
- Know the health system of India along with public health planning and implication of policy making.
- Provide an overall exposure to contemporary issues of Indian Public Health and know the recent policy initiatives to address those challenges.

Course Content:

Unit 1: Public Health - Key concepts, approaches, frameworks & measures

- Concept of Public Health and its role in society
- Evolution of Public Health
- Global Health Framework - Understanding health and disease
- Health equity and social determinants of Health

Unit 2: Health systems in India

- History of public health in India
- Organization of health systems in India
- Health system in India : Key Issues

- Major Contemporary Health Schemes and Programmes as case studies - National Health Mission, Integrated Child Development Services (ICDS), Janani Suraksha Yojana, Ayushman Bharat Scheme, POSHAN Abhiyan etc.

Unit 3: Concepts and practices of management & health planning

- Basic concepts of planning – macro to micro
- Tool for planning
- Health management in a district

Unit 4: Monitoring & Evaluation

- Introduction to Monitoring & Evaluation
- Health system frameworks
- Application of health system frameworks

Text Books / References:

- Goldsteen RL, Goldsteen K, Dwelle TL*Introduction to Public Health: Promises and Practices*, Springer Publishing Company
- Sen A , "Health in Development",*Bulletin of the World Health Organization*, Vol. 77(8)
- Balarajan Y, Selvaraj S, Subramanian SV, "Health care and equity in India", *The Lancet*, Vol. 377(9764)
- R N Batta ,("Public health management in India: Concerns and options",*Journal of Public Administration and Policy Research*, Vol. 7(3)
- National Health Policy 2017, Ministry of Health and Family Welfare, Govt. of India

Course Outcome(s):

After completing this course, students would be able to:

- Understand the fundamental concepts, approaches, frameworks and key measures related to population health
- Comprehend patterns of key population health indicators and respective policy efforts made by the Indian Government
- Understand the process of developing evidence-based public health planning and nuances of policymaking

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BS405CC5	International Business	0L:1T:2P	2 Credits

Course Objectives:

The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

Course Contents :

Unit 1: Introduction to International Business

Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses

Unit 2: Introduction of Foreign Direct Investment

Introduction Foreign Direct Investment in the World Economy, Trends in FDI

Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.

Unit 3: Economic Integration

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.

Unit 4: Emerging Trends in International Business

International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues

Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.

Text Books (Latest Edition):

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.

4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

References

Research articles

1. Cuervo-Cazurra, A. (2006). Who cares about corruption? Journal of international business studies, 37, 807-822.
2. Hofstede, G. (2006). What did GLOBE really measure? Researchers' minds versus respondents' minds. Journal of international business studies, 37, 882-896.
3. Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. Journal of business research, 116, 188-192.
4. Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. International Business Review, 29(4), 101660.
5. Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. Journal of International Management, 27(1), 100737.
6. Krueger, A. O. (1990), "Trends in Trade Policies of Developing Countries" in C. S. Pearson and James Riedel (eds.), The Direction of Trade Policy (Cambridge, MA.: Basil Blackwell).

Case Study

1. The Battle in Seattle and the Anti-Globalization Movement Pg 82 International Business, Managing Globalization, John S. Hill
2. Making the Apple iPhone International Business, Eleventh Edition (McGraw Hill 2019), by Charles W.L. Hill, G. tomas M. Hult, Rohit Mehtani
3. Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020
4. Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

Course Outcomes:

1. Demonstrate and interpret the fundamental theories of international business and trade.
2. Develop an understanding of the concept of Foreign Direct Investment and its impact on various world economy

3. Analyse the significance of economic Integration in International Business
4. Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement

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BS406SEC3	**Design Thinking and Innovation**	**1L:1T:0P**	**2 Credits**

Course Objectives:

Operating under turbulent and uncertain business environment, 'innovation' has become the key driver of organizational success for all companies. Managers are expected to be leading this change by navigating companies into rapid evolution of new products/services and business models.

The primary focus of DTI is to help learners develop creative thinking skills and apply design based approaches/tools for identifying and implementing innovation opportunities into implementable projects. Following a learning-by-doing approach, the objectives of the course are –

1. Introduce students to design-based thinking approach to solve problems
2. Observe and assimilate unstructured information to well framed solvable problems
3. Introduce student to templates of ideation
4. Understand the importance of prototyping in the innovation journey
5. Implementing innovation projects

Course Content:

Unit 1: Basics of Design Thinking

1. Understand the concept of innovation and its significance in business
2. Understanding creative thinking process and problem solving approaches
3. Know Design Thinking approach and its objective
4. Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product.
5. Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc.
6. Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

Unit 2: Learning to Empathize and Define the Problem

1. Know the importance of empathy in innovation process – how can students develop empathy using design tools
2. Observing and assimilating information
3. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences.
4. What are wicked problems
5. Identifying wicked problems around us and the potential impact of their solutions

Unit 3 : Ideate, Prototype and Implement

1. Know the various templates of ideation like brainstorming, systems thinking
2. Concept of brainstorming – how to reach consensus on wicked problems
3. Mapping customer experience for ideation
4. Know the methods of prototyping, purpose of rapid prototyping.
5. Implementation

Unit 4 : Feedback, Re-Design & Re-Create

1. Feedback loop, focus on User Experience, address ergonomic challenges, user focused design
2. Final concept testing,
3. Final Presentation – Solving Problems through innovative design concepts & creative solution

Text Books (Latest Edition):

1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company
2. Tim Brown,“Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation”, *Harvard Business Review*
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing

Reference Book

1. Design Thinking by Nigel Cross, Bloomsbury

Course Outcome(s):

By the end of the course, students will be able to –

- Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.
- Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.
- Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products

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SEMESTER–V

SEMESTER –V

BS500CC1	Strategic Management	3L:1T:0P	4 Credits

Course Objective(s):

The objectives of this course are:

1. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.

2. Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Course Content:

Unit 1: Introduction to Strategy

The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage.

Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management

Readings:

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15^{th} Edition, Pearson. [Chapter 1, 2 and 3].
Frank T Rothaermel (2023). Strategic Management – 5^{th} Edition (Indian), McGraw Hill. [Chapters 1 and 12].

Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. *Academy of Management Perspectives*, *19*(4), 51-62.
Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, *84*(12), 78-92.

Unit 2: Strategic Analysis
The objective of the unit are to evaluate the value-capturing ability of incumbents in an industry using the industry analysis tools, to forecast industry profitability from shifts in underlying conditions and forces; to understand the industry for strategy formulation.

Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

Readings:

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill.

Porter, M. E. The five competitive forces that shape strategy. *Harvard business review*, *86*(1), 78.

Collis, D. J., & Montgomery, C. A. Competing on resources. *Harvard business review*, *86*(7/8), 140.

Unit 3: Strategy Formulation

The objectives of the Unit are to review corporate strategy for a diversified firm and identify the sources of corporate advantage; to understand the mechanism of diversification leading to value creation. It also helps to develop understanding about the different corporate strategies which are crucial for the survival, growth and expansion of the business.

Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

Readings:

Thomas L Wheelen, **J** David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 6,7,8]

Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 6 , 7, 8 and 9]

Kim, W. C. (2005). Blue ocean strategy: from theory to practice. *California management review*, *47*(3), 105-121.

Unit 4: Strategy Implementation and Control

The objectives of this topic are to understand the importance of internal alignment and learn to leverage temporary opportunities into sustainable advantages; the topic also dwells in Value Innovation, Business Delivery System Innovation and Eco System Innovation for sustainable business performances.

Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies-Strategy Evaluation and Control - Operational Control - Overview of Management Control.

Readings:

Thomas L Wheelen, **J** David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 9,10,12 and 12]

Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 11]

Text Books (Latest Edition):

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal. Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

Frank T Rothaermel. Strategic Management – 5th Edition (Indian), McGraw Hill.

Suggested Readings:

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education
5. Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234-255). Macmillan Education UK.

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BS501CC2	**Logistics and Supply Chain Management**	**3L:1T:0P**	**4 Credits**

Course Description: Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

Course Objectives:

1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
2. To explore the design and optimization of supply chain networks, particularly for e-commerce.

3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
4. To develop skills in coordinating and managing supply and demand in a globalized market environment.

Course Content:

Unit 1: Introduction to Supply Chain Management

This unit explores the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.

Unit 2: Supply Chain Network Design

Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

Unit 3: Sourcing and Pricing Strategies

This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.

Unit 4: Demand and Supply Coordination

Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.

Textbooks and References (Latest Editions):

1. *Supply Chain Management: Strategy, Planning, and Operation*, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. *Logistics & Supply Chain Management*, 5th ed., by Martin Christopher, Pearson.

Suggested Case Topics:

- Dell's direct model in PC manufacturing: Integration of supply chain and e-business.

- Starbucks' sustainable sourcing practices: A supply chain perspective.
- Walmart's supply chain management strategies for global dominance.

Course Outcomes:

1. Design and manage effective supply chains that enhance organizational competitiveness.
2. Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.
3. Understand how digital transformation affects supply chain strategies and operations.

Suggested Research Paper Reading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

Suggested Pedagogy:

This course employs various pedagogical methods, including interactive lectures, student discussions, presentations, engagement with research articles, case studies, and simulation exercises to provide a rich learning environment that fosters understanding and application of supply chain management principles.

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BS503DSE	**Advertising and Sales Promotion**	**3L:1T:0P**	**4Credits**

Course Outcome: The objective for this course to examine the importance of market segmentation, position and action objectives to the development of an advertising and sales promotion program and to develop creative strategies for advertising, plan media strategy, scheduling, and vehicle selection and to assess strategic uses of sales promotions.

Unit 1: Introduction, Nature and Importance of Advertising:

Different Advertising Functions, Types of Advertising, Economic Aspects of Advertising, Legal and Ethical Aspects of Advertising, Criticism of Advertising, Setting Advertising Objectives and Budget. Advertising and Communication (Communication Model – Basic and Advertising Communication Model), Role of Source, Encoding & Decoding of Messages, Media, Audience, Feedback, Noise.
Creative aspects of Advertising: Introduction, The Planning and Managing Creative Strategy, Copy (Concept, How to Write Copy for Print and Broadcast Media), Advertising Appeals, Layout Planning.

Unit 2: Advertising Media and Planning:

Introduction, Different Types of Media, Media Planning and Scheduling, Advertising Campaign Planning.
Roles of Advertising Agency: Introduction, Types, Function, Layout, Advertising Agency and Client Relationship
Impact of Advertising: Consumer Behaviour and Advertisement: Introduction, Cultural, Social and Behavioural Influence on Consumer Decision

Unit 3: Introduction to Sales Promotion:

Concept, Nature, Function, Limitations of Sales Promotion, Reasons for Rapid Growth, Types of Sales Promotion Schemes.
Sales Promotion Objectives, Pull and Push Strategies, Sales Promotion and Consumer Behaviour: Theories (Classical Conditioning, Instrumental Conditioning, Dissonance Theory), Consumer Decision Making Related to Sales Promotion

Unit 4: Sales Promotion Design:

Promotion Choice, Approaches, Product Choice, Market Areas, Timing, Duration and Frequency; Sales Promotion Budget: Concept, Various Techniques of Fund Allocation; Characteristics Successful Sales Promotion; Sales Promotion Effectiveness Sales Promotion Schemes: Sample, Coupon, Price Off, Premium, Contests, POP, Trade Fairs and Exhibitions, Internet Promotion

SUGGESTED BOOKS:

1. Advertising Principles and Practice Wells, Moriarty, Burnett Pearson Publication
2. Advertising Management Jethwaney and Jain Oxford University Press
3. Advertising and Sales Promotion Kazmi and Batra Excel Books
4. Advertising and Promotion Belch and Belch Tata McGraw Hill

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BS504DSE	**Consumer Behaviour**	**3L:1T:0P**	**4Credits**

Course Outcome: The objective for this course to provide the basic concepts and models of consumer behavior, make the students able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results and to distinguish the relationship between consumer behavior and marketing practices.

Unit 1: Introduction to Consumer Behaviour

Introduction to Consumer Behaviour; Meaning, definition, nature, and importance of Consumer Behaviour; Evolution of Consumer Behaviour; Development of Consumer Behaviour as a field of study; Factors affecting Consumer Behaviour; Internal and external factors influencing consumer decisions; Scope and Application of Consumer Behaviour; Role of Consumer Behaviour in marketing decisions; Consumer Behaviour and marketing strategy; Models of Consumer Behaviour; Nicosia Model of Consumer Behaviour; Howard-Sheth Model of Consumer Behaviour; Consumer decision-making approach in behavioural models; Communication and Consumer Behaviour; Role of marketing communication in influencing consumer attitudes and purchase decisions.

Unit 2: The Influencing Factors on Consumer Behaviour

Personality: Introduction to Personality; Nature and characteristics of Personality; Role of Personality in Consumer Behaviour; Theories of Personality; Freudian Theory of Personality; Neo-Freudian Theory of Personality; Trait Theory of Personality; Brand Personality; Dimensions and importance of Brand Personality in consumer preferences.

Motivation: Introduction to Motivation; Meaning and importance of Motivation in Consumer Behaviour; Dynamics of Motivation; Motives and consumer needs; Hierarchy of Need Theory; Application of Maslow's Hierarchy of Needs in consumer decisions; Motivational Research; Methods and applications of Motivational Research.

Learning: Introduction to Consumer Learning; Elements of Consumer Learning; Theories of Learning; Classical Conditioning Theory; Operant Conditioning Theory; Observational Learning Theory; Application of Learning Theories in Consumer Behaviour; Measurement of Consumer Learning.

Perception: Introduction to Consumer Perception; Elements of Perception; Dynamics of Perception; Selective attention, selective distortion, and selective retention; Product Positioning; Perceptual mapping and positioning strategies; Perceived Price-Quality Relationship; Factors influencing perceived value; Perceived Risk; Types and reduction of perceived risk.

Attitude: Introduction to Attitude; Nature and characteristics of Consumer Attitudes; Attitude Models; Tri-component Attitude Model; Attitude-Towards-the-Ad Model; Attitude Formation; Factors influencing attitude formation and attitude change.

Unit 3: Consumer in Their Social and Cultural Setting

Culture: Introduction to Culture; Meaning, characteristics, and role of culture in Consumer Behaviour; How Cultures are Learned; Cultural values, beliefs, and traditions; Measurement of Culture; Influence of culture on consumption patterns.

Social: Introduction to Social Influences on Consumer Behaviour; Social groups and reference groups; Social class and consumer behaviour; Different Social Classes in India; Characteristics of Indian social classes and their impact on buying behaviour; Measurement of Social Class; Influence of family, social groups, and social status on consumer decisions.

Situational: Introduction to Situational Influences; Meaning and importance of situations in Consumer Behaviour; Types of Situations; Purchase Situations; Consumption Situations; Communication Situations; Situational Influences on Consumer Behaviour; Impact of time, physical environment, and social environment on consumer decisions.

Unit 4: Consumer Decision-Making Process and Current and Related Issues

Introduction to Consumer Decision-Making Process; Meaning and importance of consumer decision-making; Levels of Consumer Decision Making; Extensive, limited, and routine decision-making behaviour; Model of Consumer Decision Making; Problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase evaluation; Gifting Behaviour; Meaning and importance of gifting behaviour; Factors influencing gifting decisions; Post Purchase Behaviour; Customer satisfaction, dissatisfaction, and post-purchase responses.

Organisational Buying Behaviour: Introduction to Organisational Buying Behaviour; Meaning and characteristics of organisational buying; Differences between consumer buying and organisational buying; Organisational Buyer Characteristics; Factors influencing organisational buying decisions; Organisational Buying Process; Stages of organisational purchase decision-making.

Consumerism: Meaning and concept of Consumerism; Growth and importance of Consumerism; Consumer rights and protection; Role of consumer awareness.

E-Commerce and Consumer Behaviour: Introduction to E-Commerce and digital consumer behaviour; Impact of online platforms on consumer decision-making; Changing consumer behaviour in digital environments; Online purchase behaviour and emerging trends.

SUGGESTED BOOKS:

1. Consumer Behaviour Schiffman and Kanuk PHI
2. Consumer Behaviour and Marketing Action Henry AssaelCengage Learning
3. Consumer Behaviour in Indian Context P.C.Jain and Monika Bhatt S.Chand
4. Consumer Behaviour-Text & Cases Satish K. Batra & S. H. H. Kazmi Excel Books

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BS505DSE	**Training and Development**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to provide students with a comprehensive understanding of training and development as a strategic human resource function. It focuses on the identification of training needs, design and delivery of training programmes, learning theories, employee development strategies, and evaluation of training effectiveness in contemporary organizations.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concepts, significance, principles, and strategic role of training and development in organizations.
- Conduct training needs assessment and design appropriate training programmes based on organizational requirements.
- Apply various training methods, learning theories, and instructional techniques for effective employee development.
- Evaluate training effectiveness using contemporary models and performance measurement frameworks.
- Develop employee development and career enhancement strategies aligned with organizational goals and future workforce requirements.

Unit I: Foundations of Training and Development

Concept, nature and importance of training and development; Difference between training, education, learning and development; Evolution of training and development; Strategic role of training in organizational effectiveness; Training as a tool for competitive advantage; Objectives and benefits of training and development; Principles of adult learning; Challenges in training and development; Role of HR managers and training professionals; Emerging trends in employee learning and development; Training Need Assessment

(TNA): Meaning and significance; Organizational analysis, task analysis and person analysis.

Unit II: Training Need Assessment and Training Design

Competency mapping and skill gap analysis; Methods of identifying training needs; Training policy and planning; Designing training programmes; Formulation of training objectives; Training budget preparation; Developing training content and materials; Learning objectives and instructional design; Training schedules and logistics management; Learning theories and their application in training; On-the-job training methods: Coaching, mentoring, job rotation, apprenticeship, internship and understudy assignments.

Unit III: Training Methods and Employee Development

Off-the-job training methods: Lectures, case studies, role playing, simulations, sensitivity training, management games and conferences; Technology-enabled learning: E-learning, virtual learning, blended learning and mobile learning; Experiential learning and action learning; Employee engagement through learning initiatives; Employee development: Meaning and significance; Career planning and career development; Management development programmes; Leadership development and succession planning; Coaching and mentoring as development tools; Talent management and high-potential employee development; Learning organizations and continuous learning culture; Knowledge management and organizational learning; Professional development in the digital workplace; Developing future-ready workforce competencies.

Unit IV: Training Evaluation and Contemporary Issues in Learning and Development

Need and importance of training evaluation; Models of training evaluation; Kirkpatrick's Four-Level Evaluation Model; Phillips ROI Model; Measuring learning outcomes and training effectiveness; Transfer of training and learning retention; Training audit; Learning analytics and data-driven training decisions; Challenges in evaluating training programmes; Artificial Intelligence and Learning Management Systems (LMS); Future trends in training and development; Case studies on successful corporate learning and development initiatives.

Reference Books

1. Employee Training and Development – Raymond A. Noe.
2. Effective Training: Systems, Strategies and Practices – P. Nick Blanchard & James W. Thacker.
3. Human Resource Development – Jon M. Werner & Randy L. DeSimone.
4. Training and Development – Tanuja Agarwala.
5. Human Resource Development – T.V. Rao.

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BS506DSE	**Team Building in Organizations**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to provide students with a comprehensive understanding of team dynamics, team development processes, leadership, communication, and collaborative work practices. The course focuses on developing the knowledge and skills required to build, manage, and sustain high-performance teams in contemporary organizations.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concepts, principles, and importance of team building in organizational effectiveness.
- Analyze team dynamics, group behavior, and factors influencing team performance.
- Apply team-building techniques and leadership practices to foster collaboration and employee engagement.
- Evaluate team conflicts and implement appropriate conflict resolution and communication strategies.

- Design and manage high-performance teams capable of achieving organizational goals in dynamic work environments.

Unit I: Foundations of Team Building and Group Dynamics
Concept and significance of teams; Difference between groups and teams; Evolution of team-based organizations; Importance of teamwork in modern organizations; Types of teams: Functional teams, cross-functional teams, self-managed teams, virtual teams, project teams and task forces; Characteristics of effective teams; Team building as an organizational development intervention; Group dynamics and its relevance in organizations; Team roles and responsibilities; Challenges in team formation and management; Stages of team development: Forming, Storming, Norming, Performing and Adjourning; Team effectiveness models.

Unit II: Team Development and Effectiveness
Factors influencing team performance; Trust and psychological safety in teams; Team norms and cohesiveness; Diversity and inclusion in teams; Team decision-making processes; Team motivation and commitment; Managing team productivity; Building collaborative work cultures; Assessing and measuring team effectiveness; Leadership and team performance; Leadership styles and their impact on teams; Transformational and servant leadership in team settings; Role of team leaders and facilitators.

Unit III: Leadership, Communication and Team Building Interventions
Communication processes in teams; Barriers to effective communication; Interpersonal communication and active listening; Feedback mechanisms in teams; Emotional intelligence and team relationships; Building trust and collaboration through communication; Managing remote and virtual team communication; Nature and sources of team conflict; Functional and dysfunctional conflict; Conflict resolution techniques; Negotiation and mediation in teams; Managing interpersonal differences; Team-building interventions and activities; Experiential learning and outdoor team-building exercises; Problem-solving and decision-making workshops; Enhancing team cohesion and morale; Managing stress and burnout within teams; HR's role in facilitating team effectiveness.

Unit IV: High-Performance Teams and Contemporary Challenges
Concept of high-performance teams; Characteristics of successful teams; Team performance measurement and evaluation; Agile teams and project-based work structures; Managing virtual and global teams; Technology-enabled collaboration and digital teamwork; Team innovation and creativity; Knowledge sharing and organizational learning; Ethical considerations in team management; Future trends in team building and workforce collaboration; Case studies of successful organizational teams.

Reference

1. The Wisdom of Teams – Jon R. Katzenbach & Douglas K. Smith.
2. Team Building: Proven Strategies for Improving Team Performance – Dyer, Dyer & Dyer.
3. Organizational Behavior – Robbins & Judge.
4. Groups: Process and Practice – Corey, Corey & Corey.
5. Teamwork and Teamplay – John Adair.

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BS507DSE	Indirect Taxes	3L:1T:0P	4Credits

Course Description

This course provides an understanding of the concepts, principles, and practices of indirect taxation in India. It focuses on the framework of Goods and Services Tax (GST), customs duty, and other indirect tax provisions. The course covers the structure, registration, compliance procedures, tax assessment, and practical applications of indirect taxes in business operations.

Course Objectives

1. Understand the concepts, nature, and significance of indirect taxes in India.
2. Develop knowledge of the structure, provisions, and compliance requirements of Goods and Services Tax (GST).
3. Understand the procedures related to registration, tax payment, input tax credit, returns, and assessment under GST.
4. Examine the concepts and procedures related to customs duty and international trade taxation.
5. Develop an understanding of the role of indirect taxes in business decision-making and economic development.

Unit 1: Introduction to Indirect Taxes and GST Framework

Introduction to Indirect Taxes; Meaning, nature, and characteristics of indirect taxes; Difference between direct and indirect taxes; Importance and role of indirect taxes in the economy; Evolution of indirect taxation in India; Introduction to Goods and Services Tax (GST); Concept, objectives, and features of GST; Advantages and challenges of GST implementation; GST structure in India; Central GST (CGST), State GST (SGST), Integrated GST (IGST), and Union Territory GST (UTGST); GST Council and its role; Taxable supply under GST; Concept of goods and services under GST.

Unit 2: GST Registration, Input Tax Credit and Compliance

GST Registration; Persons liable for GST registration; Procedure for GST registration; Cancellation and amendment of registration; GST tax invoice and documentation requirements; Input Tax Credit (ITC); Meaning and importance of ITC; Eligibility and conditions for claiming ITC; Blocked credits under GST; Reverse Charge Mechanism (RCM); Composition Scheme under GST; GST returns; Types of GST returns and filing procedures; Payment of GST and electronic tax payment system.

Unit 3: GST Assessment and Administration

GST Valuation; Concept and methods of valuation under GST; Transaction value and related provisions; Time and place of supply under GST; Tax liability determination; GST assessment procedures; Self-assessment, scrutiny assessment, and other assessment mechanisms; GST audit and inspection; Demand and recovery provisions; Offences, penalties, and appeals under GST; Role of GST authorities and compliance management.

Unit 4: Customs Duty and Emerging Issues in Indirect Taxation

Introduction to Customs Duty; Meaning, objectives, and importance of customs duty; Types of customs duties; Basic Customs Duty, Additional Customs Duty, and other duties; Import and export procedures; Customs valuation and classification of goods; Role of customs in international trade; Overview of other indirect taxes and their relevance; Impact of indirect taxes on business decisions; Digitalization and technology in tax administration; Recent trends and challenges in indirect taxation.

Suggested Readings/Textbooks

1. Singhania, V. K. & Singhania, Monica. *Students' Guide to Income Tax, GST and Customs*. Taxmann Publications.
2. Gupta, S.S. *GST: How to Meet Your Obligations*. Taxmann Publications.
3. Datey, V.S. *Indirect Taxes: GST and Customs Law*. Taxmann Publications.
4. Mehrotra, H.C. & Goyal, S.P. *Indirect Taxes*. Sahitya Bhawan Publications.
5. B.B. Lal & N. Vashisht. *Direct and Indirect Taxes*. Pearson Education.

6. Bare Acts: *Central Goods and Services Tax Act, 2017; Integrated Goods and Services Tax Act, 2017; Customs Act, 1962*.

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BS508DSE	Banking and Insurance	3L:1T:0P	4 Credits

Course Description

This course provides an in-depth understanding of modern banking and insurance systems with emphasis on risk management, financial innovations, regulatory frameworks, and strategic issues. It covers advanced concepts in banking operations, credit risk, asset-liability management, insurance underwriting, and emerging trends like digital banking and InsurTech.

Course Outcomes

1. Analyze the structure, functions, and evolving role of banking and insurance sectors.
2. Evaluate banking risks and apply advanced risk management techniques.
3. Understand credit appraisal, asset-liability management, and regulatory norms.
4. Analyze insurance products, underwriting practices, and risk pricing.
5. Examine emerging trends such as digital banking, fintech, and InsurTech.

Unit I: Banking System, Regulation & Financial Stability Framework

Structure of Banking System in India and Global Context; Role and Functions of Central Bank with Special Reference to RBI; Evolution and Reforms in the Banking Sector; Banking Sector Reforms in India; Basel Norms including Basel I, Basel II, and Basel III; Capital Adequacy Requirements and Risk-Based Supervision; Prudential Norms including Income Recognition, Asset Classification, and Provisioning; Regulatory Framework for Banking Operations.

Unit II: Credit Management, Asset Quality & Risk Management in Banking

Credit Management Process and Credit Appraisal Techniques; Types of Credit Facilities including Fund-Based and Non-Fund-Based Facilities; Credit Assessment and Evaluation Models; Credit Risk Analysis and Management; Non-Performing Assets (NPAs): Meaning, Causes, Impact, and Management Strategies; Risk Management in Banks including Credit Risk, Market Risk, and Operational Risk; Measures for Improving Asset Quality and Financial Stability.

Unit III: Asset-Liability Management, Treasury & Insurance Operations

Concept and Importance of Asset-Liability Management (ALM); Interest Rate Risk and Liquidity Risk Management; Gap Analysis and Duration Analysis; Treasury Management in Banks; Investment Portfolio Management of Banks; Principles of Insurance including Utmost Good Faith, Indemnity, Subrogation, Contribution, and Insurable Interest; Types of Insurance including Life Insurance and General Insurance; Insurance Underwriting and Risk Pricing; Reinsurance: Concept and Types; Claims Management and Settlement Process.

Unit IV: Digital Transformation, Financial Inclusion & Emerging Trends in Banking and Insurance

Digital Banking and Financial Innovation; FinTech Applications in Banking Services; Payment Banks and Digital Financial Services; InsurTech and Digital Insurance Platforms; Financial Inclusion and Microinsurance; Role of Technology in Expanding Financial Access; Regulatory Developments including IRDAI Guidelines and RBI Digital Initiatives; Emerging Challenges in Digital Banking and Insurance Services.

Suggested Readings / Reference Books

1. Indian Institute of Banking & Finance (IIBF) – *Principles and Practices of Banking*

2. B. S. Bodla, M. C. Garg & K. P. Singh – *Insurance Management: Principles and Practices*, Deep & Deep Publications
3. S. Sundharam& K. P. M. Sundharam – *Banking Theory, Law and Practice*, Sultan Chand
4. T. N. Manoharan – *Banking: Theory, Law and Practice*, Snow White Publications
5. Nalini Prava Tripathy & Prabir Pal – *Insurance: Theory and Practice*, PHI Learning

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BS509DSE (AUDIT)	**E-commerce Marketing**	**3L:1T:0P**	**4 Credits**

Course Outcome: This course explores the intersection of electronic commerce and marketing strategies. Students will develop an understanding of how businesses leverage digital platforms to enhance marketing efforts, build online presence, and drive sales. The course covers various aspects of e-commerce, including online consumer behavior, digital marketing strategies, e- commerce technologies, and ethical considerations.

Unit 1: Introduction to E-Commerce in Marketing

Overview of E-Commerce; Meaning, concept, and evolution of E-Commerce; Growth and development of E-Commerce in business and marketing; Role of E-Commerce in modern marketing; Importance of digital platforms in marketing activities; Benefits of E-Commerce in marketing; Challenges and limitations of E-Commerce in marketing; Online Consumer Behaviour; Understanding online consumer psychology; Characteristics of online consumers; Factors influencing online purchasing decisions; Consumer trust and digital buying behaviour; Customer journey in the digital age; Stages of online customer journey; Digital touchpoints and customer engagement.

Unit 2: E-Commerce Content Strategy

Concept and importance of content strategy in E-Commerce; Content marketing and its role in online selling; Storytelling in E-Commerce marketing; Developing effective content strategies for digital platforms; Creating compelling product descriptions; Importance of product images, videos, and visual content; User-generated content and customer reviews; Role of ratings, testimonials, and online feedback in influencing purchase decisions.

Unit 3: E-Commerce Technologies and Platforms

E-Commerce platforms and their features; Types of E-Commerce platforms; Content Management Systems (CMS) and their role in online business; Selection and management of E-Commerce platforms; Payment gateways and online payment systems; Security considerations in E-Commerce transactions; Data security, customer privacy, and fraud prevention; Mobile Commerce (M-Commerce); Growth and importance of mobile-based shopping; Emerging technologies in E-Commerce; Role of artificial intelligence, automation, and digital innovations in E-Commerce; Cross-border E-Commerce and Global Marketing; Expanding business reach through international E-Commerce; Opportunities and challenges in global online markets; Cultural considerations and localization strategies; Adaptation of products and marketing communication for international markets; Logistical challenges in global E-Commerce; International supply chain and delivery management.

Unit 4: Legal and Ethical Issues in E-Commerce Marketing and Future Trends in E-Commerce and Marketing

Legal issues in E-Commerce marketing; Privacy and data protection in online transactions; Consumer protection in digital marketplaces; Online advertising regulations and disclosure requirements; Ethical issues in E-Commerce marketing; Responsible use of consumer data; Transparency and trust-building in online marketing; Future trends in E-Commerce and Marketing; Emerging technologies and their impact on E-Commerce; Role of artificial intelligence, augmented reality, virtual reality, and automation in future marketing; Sustainability and ethical E-Commerce practices; Green marketing initiatives in digital commerce; Changing consumer behaviour and market dynamics; Anticipating future developments in E-Commerce and digital marketing.

SUGGESTED BOOKS:

1. E-commerce 2020: Business, Technology, Society by Kenneth C. Laudon and Carol Traver, Publisher: Pearson

2. E-commerce: Business, Technology, Society" by Paul T. Kidd and Michael P. Papazoglou by Paul T. Kidd, Michael P. Papazoglou, Publisher: Wiley

3. E-commerce: A Managerial and Social Networks Perspective" by Efraim Turban, Jon Outland, David King, and Jae Kyu Lee by Efraim Turban, Jon Outland, David King, Jae Kyu Lee, Publisher: Springer

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BS510DSE (AUDIT)	**Stress and Time Management**	**3L:1T:0P**	**4 Credits**

Course Objectives

The course aims to provide students with an understanding of stress dynamics and time management techniques essential for personal effectiveness and organizational productivity. It focuses on identifying sources of stress, developing coping strategies, enhancing emotional resilience, and applying time management tools to improve performance, well-being, and work-life balance in professional environments.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concepts, causes, and consequences of stress and the significance of effective time management in organizational settings.
- Analyze various sources of personal and workplace stress and evaluate their impact on individual and organizational performance.
- Apply stress management techniques and coping mechanisms to improve well-being and productivity.
- Utilize time management tools and techniques to prioritize tasks, improve efficiency, and achieve organizational goals.
- Develop integrated stress and time management plans for enhancing personal effectiveness, leadership capability, and work-life balance.

Unit I: Foundations of Stress and Time Management

Concept and nature of stress; Eustress and distress; Historical development of stress management; Meaning and importance of time management; Relationship between stress and time management; Significance of stress and time management in organizations; Stress in contemporary workplaces; Importance of personal effectiveness and productivity; Role of managers in managing workplace stress; Emerging trends in employee well-being and productivity management; Theories and models of stress; Sources of stress at individual, group and organizational levels; Occupational stress and workplace stressors; Role ambiguity, role conflict and work overload.

Unit II: Stress, Its Consequences and Management Interventions
Technostress and digital fatigue; Work-life imbalance; Stress and employee health; Psychological, physiological and behavioral consequences of stress; Burnout syndrome and employee exhaustion; Organizational impact of stress on productivity, absenteeism and turnover; Stress diagnosis and assessment; Coping mechanisms and resilience building; Cognitive and behavioral approaches to stress management; Emotional intelligence and stress control; Relaxation techniques, mindfulness and meditation; Yoga and wellness practices; Work-life balance strategies; Employee Assistance Programmes (EAPs); Organizational interventions for stress reduction; Building a healthy and supportive workplace culture; Concept and significance of time management; Time as a strategic resource.

Unit III: Time Management Principles and Techniques
Time audit and self-assessment; Goal setting and prioritization; Planning and scheduling techniques; Time management tools and applications; Pareto Principle (80/20 Rule); Eisenhower Matrix; Delegation and workload management; Managing procrastination and distractions; Meeting management and productivity enhancement; Developing effective work habits; Personal productivity and performance management; Time management for leaders and managers; Stress management in leadership roles; Managing remote and hybrid work environments; Digital productivity and technology-enabled time management.
Unit IV: Personal Effectiveness, Productivity and Contemporary Challenges
Building resilience and adaptability; Work-life integration in the modern workplace; Organizational wellness initiatives; Future trends in stress and productivity management; Case studies on workplace stress, resilience, and effective time management practices.
Reference

- Stress Management for Life – Michael Olpin & Margie Hesson.
- The Relaxation and Stress Reduction Workbook – Davis, Eshelman & McKay.
- Managing Stress – Brian Luke Seaward.
- Time Management from the Inside Out – Julie Morgenstern.
- The 7 Habits of Highly Effective People – Stephen R. Covey.

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BS511DSE (AUDIT)	**Direct Tax**	**3L:1T:0P**	**0 Credits**

Course Description
This course introduces the basic concepts of direct taxation in India, focusing on the Income Tax Act. It covers computation of income under different heads, determination of total income, tax liability, and practical aspects of filing income tax returns (e-filing).

Course Outcomes
1. Understand the basic concepts and framework of direct taxation in India.
2. Compute income under different heads as per the Income Tax Act.
3. Calculate capital gains and income from other sources.
4. Determine total income and tax liability of individuals, and
5. Perform basic e-filing of income tax returns.

Unit I: Fundamentals of Income Tax and Tax Framework
Introduction to Direct Taxes and the Income Tax Act; Basic Concepts and Important Definitions including

Assessee, Person, Income, Previous Year, and Assessment Year; Residential Status and Scope of Total Income; Exempted Incomes under the Income Tax Act (Overview); Classification of Income under Different Heads; Basic Principles of Computation of Taxable Income.

Unit II: Computation of Income under Different Heads
Income from Salary: Components of Salary, Allowances, Perquisites (Basic Concepts), and Deductions from Salary; Income from House Property: Annual Value, Computation of Annual Value, Deductions including Standard Deduction and Interest on Housing Loan, and Computation of Income from House Property; Income from Other Sources: Meaning, Scope, Types of Income Covered including Interest Income, Dividend Income, Gifts, Lottery Winnings, and Other Sources of Income; Basic Deductions and Computation of Income from Other Sources.

Unit III: Capital Gains and Taxable Income Computation
Capital Gains: Meaning, Nature, and Classification into Short-Term and Long-Term Capital Gains; Transfer of Capital Assets; Cost of Acquisition and Cost of Improvement; Basic Concept of Indexation; Exemptions under Capital Gains including Overview of Sections 54 and 54F; Computation of Capital Gains; Aggregation of Income; Set-Off and Carry Forward of Losses (Basic Concepts).

Unit IV: Tax Liability, Tax Planning & E-Filing of Returns
Deductions under Chapter VI-A including Sections 80C, 80D, and Other Important Deductions; Computation of Gross Total Income, Total Income, and Tax Liability; Overview of Income Tax Slabs under Old and New Tax Regimes; Basics of Tax Planning and Tax-Saving Investment Options; Introduction to E-Filing of Income Tax Returns; PAN and Aadhaar Linking; Types of ITR Forms; Basic Steps in Online Return Filing; TDS and Form 26AS (Overview).

Suggested Readings / Reference Books

1. Vinod K. Singhania – *Direct Taxes Law and Practice*, Taxmann
2. Girish Ahuja & Ravi Gupta – *Systematic Approach to Income Tax*, Bharat Law House
3. Dr. Vinod Singhania – *Students' Guide to Income Tax*, Taxmann
4. T. N. Manoharan – *Direct Taxes*, Snow White Publications
5. Income Tax Department – E-filing Portal Tutorials & User Guides
6. ICAI Study Material (Foundation / Intermediate Level – Relevant Sections)

SEMESTER–VI

SEMESTER –VI

BS600CC1	Project Management	3L:1T:0P	4 Credits

Course Description: Project Management is a core course designed to introduce students to the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools, particularly Microsoft Project, to manage timelines and resources efficiently. Through exploring risk management, stakeholder communication, and Agile methodologies, students will develop the critical thinking and practical skills necessary for successful project management.

Course Objectives:

1. To provide a comprehensive understanding of the project management lifecycle from inception to closure.
2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
3. To explore effective stakeholder management and communication strategies critical for project success.
4. To analyze risk management strategies and their application to ensure project success under varying circumstances.

Course Content:

Unit 1: Fundamentals of Project Management

This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.

Unit 2: Project Planning and Tools

Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.

Unit 3: Executing and Monitoring Projects

This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.

Unit 4: Concluding Projects and Agile Methodologies

The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.

Suggested Case Topics:

- The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project.
- The launch of Apple's iPhone: Managing high-stakes technology projects.
- Project management in non-profits: The case of the Global Fund's initiatives.

Suggested Research Paper Reading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. World Journal of Advanced Research and Reviews, 21(1), 656-677.

Textbooks (Latest Edition):

1. *Information Technology Project Management*, by Kathy Schwalbe, Cengage Learning.
2. *Project Management: A Managerial Approach*, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.

References

Course Outcomes:

1. Understand and apply the key principles of project management to various project environments.

2. Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.
3. Develop skills in stakeholder management and communication strategies essential for project success.
4. Explore and apply risk management techniques to mitigate potential project issues.

Suggested Pedagogy:

This course utilizes various teaching methodologies such as interactive lectures, student discussions, PowerPoint presentations, engagement with research articles, case studies, and simulation exercises to provide a comprehensive learning experience.

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BS601CC2	**Business Taxation**	**2L:0T:0P**	**2 Credits**

Course Description:

This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts, and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

Course Objective(s):

1. Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.
2. Examine the tax implications of GST and Customs Duty on different business activities.
3. Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations.
4. Orient with the practical application of GST and Customs Duty in business decision-making processes.
5. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly.

Course Content:

Unit 1: Goods and Service Taxes (GST) – Overview and Concepts

Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages.

Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).

Unit 2: Levy, Collection and Input Tax Credit

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.

Unit 3 : Filing of GST Returns and Audit

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 - GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery.

Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP**;** Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level**;** Defining GST Rate at Transaction Level**;** Accounting of GST Transactions; Creation of GST Duty ledgers**;** GST Reports; Generating GSTR**;** Exporting GSTR**;** Uploading of GSTR on GST portal.

Unit 4: Customs Duty

Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports -

Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.

Readings:
Textbooks (Latest Editions)
1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.

Course Learning Outcome(s):
On successful completion of the course students will be able to:

1. Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.
2. Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.
3. Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.
4. Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.
5. Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty regulations.

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BS605SEC	Corporate Governance	2L:0T:0P	2 Credits

Course Description:
This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation

Course Objectives:

1. To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.

3. To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.
4. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common governance problems in these failures.

Course Content:

Unit 1: Conceptual Framework of Corporate Governance

Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards

Unit 2: Corporate Governance and Role of Stakeholders

Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance

Unit 3: Global Corporate Failures and International Codes

Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.

Unit 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India

Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.

Suggested Readings: (Latest Editions)

- Act, S. O. (2002). Sarbanes-Oxley act. Washington DC.
- Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69.
- Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons.

- Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
- Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
- Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.
- Note: Latest edition of readings may be used and latest amendments to the regulations shall be referred to.
- Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Practical Exercises:

The learners are required to:

1. Research and present on the application of different theories of corporate governance in real-world companies.
2. Analyse a recent case of insider trading or shareholder activism and discuss its impact on the company's corporate governance.
3. Research and present on the impact of a major corporate failure on the development of international codes of corporate governance.
4. Analyse the impact of a specific regulation on corporate governance practices in India.
5. Research and present on a major corporate failure in India and the governance problems that contributed to this failure.

Course Outcomes: After completion of the course, learners will be able to:

1. Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.
2. Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.
3. Relate major global corporate failures and the international codes that were developed in response.
4. Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.

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BS603DSE	Product & Brand Management	3L:1T:0P	4 Credits

Course Outcome:

After the completion of the course the students will be able to examine the brand concepts in real-life setting by articulating the context and the rationale for the application. The course will help students understand how a new product is developed and maintained. Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value. Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Unit 1: Basics of Product Management

Introduction to Product Management; Concept, meaning, and importance of Product Management; Product Planning; Product Development Process; Product Life Cycle (PLC) Theory; Stages of Product Life Cycle; Product versus Brand; Differences between Product and Brand; Product Portfolio Analysis; Product Portfolio Mapping; Understanding Company Products and Brands; Competitive Brand Market Position; Analysis of product and brand performance in the market.

Unit 2: Product Market Analysis, Concept of Brand and Its Relevance in Business Scenario

Product Market Analysis; Concept of Product Market Orientation; Importance of market orientation in product decisions; Challenges faced by companies during branding phases; Concept of Brand; Meaning and definition of Brand; Relevance of Brand in business scenario; Why Brand? Importance and benefits of branding; What does Brand Building involve? Elements and process of brand building; Identification of opportunities for branding; Brand Management Process; Stages involved in brand management; Factors affecting brand success; Why Does Brand Wither? Reasons for brand decline and failure.

Unit 3: Brand Positioning and Repositioning

Concept of Brand Positioning; Importance of effective brand positioning; Developing brand positioning strategies; Concept of Brand Repositioning; Need and situations requiring brand repositioning; Sustaining a brand for long-term success; Branding at different stages of market evolution; Scope for branding; Role of branding at different stages of market development; Branding strategies required at different stages of market evolution; Brand Architecture; Types and importance of brand architecture; Managing brand relationships and brand structures.

Unit 4: Strategic Brand Management Process and Managing Brand Equity

Strategic Brand Management Process; Managing a Large Portfolio; Challenges in managing large brand portfolios; Multi-Brand Portfolio Management; Brand Hierarchy; Importance and levels of brand hierarchy; Revitalizing Brands; Brand Re-launch; Brand Rejuvenation; Managing brands when the brand is dying or stagnating; Managing brands when the market is dying or stagnating; Managing Brand Equity; Meaning and importance of brand equity; Building brand equity; Choosing brand elements to build brand equity; Customer-Based Brand Equity (CBBE); Understanding Customer-Based Brand Equity; Measuring Brand Equity; Monitoring Brands; Sources of Brand Equity; Brand Awareness; Brand Personality; Brand Loyalty; Perceived Quality; Brand Associations.

SUGGESTED BOOKS:

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.
3. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
4. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
5. Startegic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
6. Building Brand Value: Five Steps of Building Powerful Brands, M. G.Parameswaran, 2006, New Delhi: Tata McGraw Hill
7. Brand Management, H. V. Verma, 2004, New Delhi: Excel Books

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BS604DSE	**Retail Marketing**	**3L:1T:0P**	**4 Credits**

Course Objective(s):

The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

Course Content:

Unit 1: Introduction to Retailing

Introduction to Retailing; Meaning and definition of retailing; Characteristics and functions of retailing; Theories of Retailing; Evolution and development of retailing; Emerging trends in retailing; Evolution of retailing in India; Growth and development of the Indian retail industry; Factors responsible for changes in the Indian retail industry; Retail Formats; Retail institutions based on ownership; Independent retailers; Chain retailers; Franchising and other ownership formats; Retail institutions based on store-based strategy mix; Food retailers; General merchandise retailers; Specialty stores; Department stores; Discount stores; Convenience stores; Web-based retailing; Non-store-based retailing; Direct selling; Catalogue retailing; Other forms of non-traditional retailing; Retail consumers; Characteristics of retail consumers; Consumer behaviour in retailing.

Unit 2: Retail Marketing Mix and Merchandise Management

Retail Marketing Mix; Components of retail marketing mix; Retail product strategy; Retail pricing strategy; Retail promotion strategy; Retail place and distribution strategy; Advertising and Sales Promotion in retailing; Role and importance of advertising in retail; Sales promotion techniques in retail; Store Positioning; Concept and importance of store positioning; Retail image and positioning strategies; Retail Merchandising; Meaning and importance of merchandising management; Buying organization formats and processes; Merchandise buying decisions; Merchandise planning; Devising merchandise plans; Merchandise assortment planning; Inventory planning; Shrinkage in retail merchandise management; Causes and control of retail shrinkage; Mark-up and Markdown in merchandise management; Merchandise Pricing; Concept of merchandise pricing; Pricing objectives; External factors affecting retail price strategy; Pricing strategies; Types of pricing methods; Retail People Strategy; Importance of employees in retailing; Managing retail personnel; Customer service and employee roles in retail.

Unit 3: Retail Finance, Location and Store Planning Strategy

Retail Finance Strategy; Importance of financial planning in retailing; Retail budgeting and financial management; Retail Location Strategy; Importance of location decisions in retailing; Choosing a store location; Trading-area analysis; Characteristics of trading areas; Site selection process; Types of retail locations; Location and site evaluation; Theories and applications of retail location decisions; Store Planning; Importance of store design and planning; Store layout design; Types of store layouts; Introduction to Visual Merchandising; Principles and elements of visual merchandising; Retail Image Mix; Components of retail image; Effective retail space management; Floor space management; Space allocation and utilization strategies.

Unit 4: Contemporary Issues and Strategies in Retail Management

Buying and Merchandising Strategy; Role and importance of buying and merchandising management; Merchandise sourcing and planning strategies; Service Strategy; Importance of services in retail as a competitive strategy; Dimensions of retail services; Customer Relationship and Customer Experience; Concept of relationship marketing in retail; Customer relationship management; Creating and managing customer experience; Information Technology in Retailing; Role of IT in retail operations; Technology applications in retail management; E-Tailing; Concept and growth of electronic retailing; Online retail strategies; Integration of digital platforms in retail; Quick Commerce; Concept, growth, and impact of quick commerce; Digital strategies adopted by online retail players; Contemporary issues and emerging trends in retail management.

Readings:

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8) Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter1, 2, 3, 4)

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach(2018), Pearson Education (Chapter 4,5,6,11,14,15,17)
Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter5, 9.14, 15)

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9,10, 16, 18,19)
Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw HillEducation

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)
Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter3, 11, 13, 18)

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BS603DSE	**Product & Brand Management**	**3L:1T:0P**	**4 Credits**

Course Outcome:

After the completion of the course the students will be able to examine the brand concepts in real-life setting by articulating the context and the rationale for the application. The course will help students understand how a new product is developed and maintained. Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value. Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Unit 1: Basics of Product Management

Introduction to Product Management; Concept, meaning, and importance of Product Management; Product Planning; Product Development Process; Product Life Cycle (PLC) Theory; Stages of Product Life Cycle; Product versus Brand; Differences between Product and Brand; Product Portfolio Analysis; Product Portfolio Mapping; Understanding Company Products and Brands; Competitive Brand Market Position; Analysis of product and brand performance in the market.

Unit 2: Product Market Analysis, Concept of Brand and Its Relevance in Business Scenario

Product Market Analysis; Concept of Product Market Orientation; Importance of market orientation in product decisions; Challenges faced by companies during branding phases; Concept of Brand; Meaning and definition of Brand; Relevance of Brand in business scenario; Why Brand? Importance and benefits of branding; What does Brand Building involve? Elements and process of brand building; Identification of opportunities for branding; Brand Management Process; Stages involved in brand management; Factors affecting brand success; Why Does Brand Wither? Reasons for brand decline and failure.

Unit 3: Brand Positioning and Repositioning

Concept of Brand Positioning; Importance of effective brand positioning; Developing brand positioning strategies; Concept of Brand Repositioning; Need and situations requiring brand repositioning; Sustaining a brand for long-term success; Branding at different stages of market evolution; Scope for branding; Role of branding at different stages of market development; Branding strategies required at different stages of market evolution; Brand Architecture; Types and importance of brand architecture; Managing brand relationships and brand structures.

Unit 4: Strategic Brand Management Process and Managing Brand Equity

Strategic Brand Management Process; Managing a Large Portfolio; Challenges in managing large brand portfolios; Multi-Brand Portfolio Management; Brand Hierarchy; Importance and levels of brand hierarchy; Revitalizing Brands; Brand Re-launch; Brand Rejuvenation; Managing brands when the brand is dying or stagnating; Managing brands when the market is dying or stagnating; Managing Brand Equity; Meaning and importance of brand equity; Building brand equity; Choosing brand elements to build brand equity; Customer-Based Brand Equity (CBBE); Understanding Customer-Based Brand Equity; Measuring Brand Equity; Monitoring Brands; Sources of Brand Equity; Brand Awareness; Brand Personality; Brand Loyalty; Perceived Quality; Brand Associations.

SUGGESTED BOOKS:

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.
3. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
4. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
5. Startegic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
6. Building Brand Value: Five Steps of Building Powerful Brands, M. G.Parameswaran, 2006, New Delhi: Tata McGraw Hill
7. Brand Management, H. V. Verma, 2004, New Delhi: Excel Books

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BS604DSE	**Retail Marketing**	**3L:1T:0P**	**4 Credits**

Course Objective (s):

The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student’s capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

Course Content:

Unit 1: Introduction to Retailing

Introduction to Retailing; Meaning and definition of retailing; Characteristics and functions of retailing; Theories of Retailing; Evolution and development of retailing; Emerging trends in retailing; Evolution of retailing in India; Growth and development of the Indian retail industry; Factors responsible for changes in the Indian retail industry; Retail Formats; Retail institutions based on ownership; Independent retailers; Chain retailers; Franchising and other ownership formats; Retail institutions based on store-based strategy mix; Food retailers; General merchandise retailers; Specialty stores; Department stores; Discount stores; Convenience stores; Web-based retailing; Non-store-based retailing; Direct selling; Catalogue retailing; Other forms of non-traditional retailing; Retail consumers; Characteristics of retail consumers; Consumer behaviour in retailing.

Unit 2: Retail Marketing Mix and Merchandise Management

Retail Marketing Mix; Components of retail marketing mix; Retail product strategy; Retail pricing strategy; Retail promotion strategy; Retail place and distribution strategy; Advertising and Sales Promotion in retailing; Role and importance of advertising in retail; Sales promotion techniques in retail; Store Positioning; Concept and importance of store positioning; Retail image and positioning strategies; Retail Merchandising; Meaning and importance of merchandising management; Buying organization formats and processes; Merchandise buying decisions; Merchandise planning; Devising merchandise plans; Merchandise assortment planning; Inventory planning; Shrinkage in retail merchandise management; Causes and control of retail shrinkage; Mark-up and Markdown in merchandise management; Merchandise Pricing; Concept of merchandise pricing; Pricing objectives; External factors affecting retail price strategy; Pricing strategies; Types of pricing methods; Retail People Strategy; Importance of employees in retailing; Managing retail personnel; Customer service and employee roles in retail.

Unit 3: Retail Finance, Location and Store Planning Strategy

Retail Finance Strategy; Importance of financial planning in retailing; Retail budgeting and financial management; Retail Location Strategy; Importance of location decisions in retailing; Choosing a store location; Trading-area analysis; Characteristics of trading areas; Site selection process; Types of retail locations; Location and site evaluation; Theories and applications of retail location decisions; Store Planning; Importance of store design and planning; Store layout design; Types of store layouts; Introduction to Visual Merchandising; Principles and elements of visual merchandising; Retail Image Mix; Components of retail image; Effective retail space management; Floor space management; Space allocation and utilization strategies.

Unit 4: Contemporary Issues and Strategies in Retail Management

Buying and Merchandising Strategy; Role and importance of buying and merchandising management; Merchandise sourcing and planning strategies; Service Strategy; Importance of services in retail as a competitive strategy; Dimensions of retail services; Customer Relationship and Customer Experience; Concept of relationship marketing in retail; Customer relationship management; Creating and managing customer experience; Information Technology in Retailing; Role of IT in retail operations; Technology applications in retail management; E-Tailing; Concept and growth of electronic retailing; Online retail strategies; Integration of digital platforms in retail; Quick Commerce; Concept, growth, and impact of quick commerce; Digital strategies adopted by online retail players; Contemporary issues and emerging trends in retail management.

Readings:

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8) Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter1, 2, 3, 4)

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach(2018), Pearson Education (Chapter 4,5,6,11,14,15,17)
Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter5, 9.14, 15)

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9,10, 16, 18,19)
Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw HillEducation

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)
Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter3, 11, 13, 18)

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BS605DSE	**Compensation Management**	**3L:1T:0P**	**4Credits**

Course Objectives
The course aims to provide students with a comprehensive understanding of compensation management as a strategic human resource function. It focuses on designing equitable and competitive compensation systems, understanding wage and salary administration, incentive plans, employee benefits, statutory compliance, and emerging trends in compensation practices.
Course Outcomes (COs)
Upon successful completion of the course, students will be able to:

- Explain the concepts, principles, and strategic importance of compensation management in organizations.
- Analyze factors influencing wage and salary determination and evaluate different compensation structures.
- Design compensation and reward systems aligned with organizational objectives and employee expectations.
- Evaluate incentive plans, employee benefits, and statutory compensation requirements applicable in organizations.
- Develop strategic compensation policies that enhance employee motivation, retention, and organizational competitiveness.

Unit I: Foundations of Compensation Management
Concept, nature and objectives of compensation management; Importance of compensation in Human Resource Management; Components of compensation: Direct and indirect compensation; Strategic role of compensation in organizational effectiveness; Compensation philosophy and compensation strategy; Internal equity and external competitiveness; Factors influencing compensation decisions; Challenges in compensation management; Compensation as a tool for employee motivation, attraction, and retention; Emerging trends in compensation management; Concept of wage and salary administration; Theories of wages.
Unit II: Wage and Salary Administration
Wage determination and wage differentials; Job analysis, job description and job specification; Job evaluation:

Meaning, objectives and methods; Market pricing and compensation surveys; Pay structures and salary grades; Broad banding and pay bands; Salary administration policies; Executive compensation; Compensation benchmarking and salary competitiveness; Concept and objectives of incentive compensation; Individual incentive plans; Group incentive plans.

Unit III: Incentive Compensation and Employee Benefits

Organizational incentive plans; Performance-linked pay systems; Gainsharing and profit-sharing plans; Employee Stock Ownership Plans (ESOPs); Variable pay and bonuses; Merit pay systems; Sales compensation plans; Recognition and non-monetary rewards; Compensation and employee performance management; Concept and significance of employee benefits; Types of employee benefits: Mandatory and voluntary benefits; Social security measures; Retirement benefits and pension plans; Health and wellness benefits; Insurance schemes and employee welfare programmes; Fringe benefits and perquisites; Statutory provisions relating to compensation in India; Wage Code and Labour Codes; Gratuity, Provident Fund, Employees' State Insurance and Maternity Benefits; Compliance issues in compensation management.

Unit IV: Strategic Compensation and Contemporary Issues

Strategic compensation management; Total Rewards Approach; Compensation for knowledge workers and gig workforce; Compensation in multinational corporations; International compensation and expatriate remuneration; Pay equity and compensation ethics; Diversity, Equity and Inclusion (DEI) in compensation practices; Compensation analytics and HR metrics; Technology and digital compensation systems; Future trends in compensation management; Case studies of compensation strategies in leading organizations.

Reference

- Compensation Management in a Knowledge-Based World – Richard I. Henderson.
- Strategic Compensation: A Human Resource Management Approach – Joseph J. Martocchio.
- Personnel and Human Resource Management – P. Subba Rao.
- Compensation Management – R.K. Sahu.
- Human Resource Management – K. Aswathappa.

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BS606DSE	Employee Life Cycle Management	3L:1T:0P	4Credits

Course Objectives

The course aims to provide students with a comprehensive understanding of Employee Life Cycle Management (ELCM) as an integrated HRM framework that manages employees from attraction and recruitment to separation and alumni engagement. The course emphasizes strategic HR interventions at each stage of the employee journey to enhance employee experience, engagement, productivity, and organizational effectiveness.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concept, stages, and significance of Employee Life Cycle Management in contemporary organizations.
- Analyze employee acquisition, onboarding, and development practices that contribute to organizational success.
- Evaluate employee engagement, performance management, and retention strategies across different stages of the employee lifecycle.
- Apply HR analytics and employee experience management tools to improve workforce effectiveness.

- Design comprehensive employee lifecycle strategies aligned with organizational goals and workforce sustainability.

Unit I: Foundations of Employee Life Cycle Management
Concept and significance of Employee Life Cycle Management (ELCM); Evolution of employee-centric HR practices; Employee journey and employee experience; Stages of Employee Life Cycle; Strategic importance of ELCM in organizational success; Relationship between employee experience and organizational performance; Human Capital Management and Employee Lifecycle; Role of HR professionals in managing employee lifecycle; Employee value proposition (EVP); Emerging trends in employee lifecycle management; Workforce planning and talent acquisition; Employer branding and organizational attractiveness.

Unit II: Employee Attraction, Recruitment and Onboarding
Recruitment and selection strategies; Candidate experience management; Competency-based hiring; Digital recruitment and AI-enabled hiring processes; Employee onboarding and socialization; Orientation programmes and induction processes; Building employee commitment during early employment stages; Challenges in employee integration and assimilation; Measuring onboarding effectiveness; Learning and development as a lifecycle intervention; Training and development strategies; Career planning and career progression.

Unit III: Employee Development, Performance and Engagement
Mentoring and coaching; Competency development and skill enhancement; Performance management systems; Performance appraisal methods; Continuous feedback mechanisms; Employee recognition and rewards; Talent development and succession planning; Building a culture of continuous learning and growth; Concept and importance of employee engagement; Drivers of employee engagement; Employee satisfaction and organizational commitment; Employee retention strategies; Work-life balance and flexible work arrangements; Employee wellness and mental health initiatives; Diversity, Equity and Inclusion (DEI) practices; Organizational culture and employee experience; Managing employee grievances and workplace relationships; Measuring engagement and retention effectiveness.

Unit IV: Separation, Employee Retention and Future of Employee Lifecycle
Employee separation and exit management; Voluntary and involuntary turnover; Exit interviews and turnover analysis; Knowledge transfer and succession continuity; Retirement planning and workforce transition; Alumni relationship management; Employee lifecycle analytics and HR metrics; Technology-enabled employee lifecycle management systems; Artificial Intelligence and automation in HR processes; Future trends in employee lifecycle management; Case studies on employee-centric organizations and best HR practices.

Reference

- Strategic Human Resource Management – Jeffrey A. Mello.
- Personnel and Human Resource Management – P. Subba Rao.
- The Employee Experience Advantage – Jacob Morgan.
- The Talent Delusion – Tomas Chamorro-Premuzic.
- Human Capital Management – Angela Baron & Michael Armstrong.

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BS607DSE	**Indian Financial System**	**3L:1T:0P**	**4Credits**

Course Description

This course provides an understanding of the structure, components, and functioning of the Indian financial system. It covers money markets, capital markets, financial regulators, and mutual fund operations. The course enables students to understand the role of financial institutions, market instruments, regulatory frameworks, and current issues influencing financial markets in India.

Course Objectives

1. Understand the meaning, structure, components, and functions of the Indian financial system.
2. Develop knowledge of money market operations, participants, and financial instruments.
3. Understand the functioning of capital markets, stock exchanges, and issue procedures in India.
4. Examine the role of financial regulators such as RBI and SEBI in maintaining market stability and investor protection.
5. Understand the structure, classification, and operations of mutual funds in India.

Unit 1: Indian Financial System

Indian Financial System; Meaning, nature, and functions of financial systems; Importance and role of financial systems in economic development; Structure of Indian Financial System; Components of Indian Financial System; Financial institutions; Financial markets; Financial instruments; Financial services; Role of financial intermediaries in the Indian economy.

Unit 2: Basics of Money Market

Money Market; Meaning and features of money market; Importance and functions of money market; Participants in money market operations; Role of commercial banks, financial institutions, and other participants; Money Market Instruments; Commercial Paper (CP); Treasury Bills (T-Bills); Certificate of Deposits (CDs); Features and significance of money market instruments; Current developments and issues in the Indian money market.

Unit 3: Basics of Capital Market

Capital Market; Meaning, features, and functions of capital market; Importance of capital markets in economic development; Instruments of Capital Market; Equity shares, preference shares, debentures, bonds, and other capital market instruments; Types of Capital Market; Primary market and secondary market; Issue procedures in capital markets; Public issue, private placement, and other issue methods; Stock Exchange Operations in India; Functions and working of stock exchanges; Trading and settlement mechanisms; Current issues and developments in Indian capital markets.

Unit 4: Regulators of Financial Markets and Mutual Fund Operations

Financial Market Regulators; Role of Reserve Bank of India (RBI) in promoting and regulating money markets; Current scenario and issues related to money market regulation; Role of Securities and Exchange Board of India (SEBI) in promoting capital markets; SEBI regulations and investor protection measures; Current issues in capital market regulation.
Basics of Mutual Fund Operations; Meaning, features, and importance of mutual funds; Benefits and role of mutual funds in financial markets; Organization structure of mutual funds; Role of Asset Management Companies (AMCs), trustees, and other stakeholders; Classification of Mutual Funds; Equity funds, debt funds, hybrid funds, and other categories; Mutual Fund Operations in India; Investment process, valuation, and distribution of mutual funds; Current issues and developments in the mutual fund industry.

Course Outcomes

After successful completion of the course, students will be able to:

- Explain the structure, components, and functions of the Indian Financial System.
- Understand the concepts, participants, and instruments of money markets.
- Analyze the functioning of capital markets, stock exchanges, and issue procedures in India.
- Explain the role of RBI and SEBI in regulating financial markets and protecting stakeholders.
- Understand mutual fund structures, operations, classifications, and current developments in the financial sector.

Suggested Readings/Textbooks

1. Bhole, L.M. & Mahakud, J. *Financial Institutions and Markets: Structure, Growth and Innovations*. McGraw Hill Education.
2. Khan, M.Y. *Indian Financial System*. McGraw Hill Education.
3. Pathak, Bharati V. *The Indian Financial System: Markets, Institutions and Services*. Pearson Education.
4. Gurusamy, S. *Financial Markets and Institutions*. McGraw Hill Education.
5. Gordon, E. & Natarajan, K. *Financial Markets and Services*. Himalaya Publishing House.
6. Reserve Bank of India publications and reports; Securities and Exchange Board of India (SEBI) reports and guidelines.

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BS608DSE	**Advanced Financial Statement Analysis**	**3L:1T:0P**	**4Credits**

Course Description

This course develops advanced analytical skills for interpreting financial statements to support strategic business decisions, investment analysis, and corporate valuation. It emphasizes earnings quality, cash flow analysis, accounting distortions, and integration of financial statement analysis with valuation models.

Course Outcomes

After completing this course, students will be able to:

1. Critically analyze and interpret financial statements for decision-making.
2. Evaluate earnings quality and detect accounting manipulations.
3. Apply advanced ratio and cash flow analysis techniques.
4. Integrate financial statement analysis with firm valuation models.
5. Assess financial health, risk, and performance of firms in different industries.

Unit I: Framework of Financial Statement Analysis & Accounting Quality Assessment

Objectives and Limitations of Financial Statement Analysis; Understanding Accounting Policies and Accounting Estimates; Analysis of Annual Reports and Corporate Disclosures; Segment Reporting and Consolidated Financial Statements; Analytical Framework for Decision-Oriented Financial Analysis; Revenue Recognition and Expense Matching Issues; Earnings Management and Creative Accounting Practices; Detection of Accounting Manipulation through Financial Red Flags; Analysis of Non-Recurring Items and Extraordinary Gains/Losses; Case Studies on Corporate Accounting Scandals.

Unit II: Advanced Financial Performance, Ratio & Cash Flow Analysis

Advanced Ratio Analysis; Interpretation and Evaluation of Profitability, Liquidity, Solvency, and Efficiency Ratios; Financial Performance Measurement through Advanced Analytical Techniques; Cash Flow Statement Analysis including Operating Cash Flow and Free Cash Flow Analysis; Working Capital Analysis and Liquidity Management; Assessment of Cash Generation Ability and Financial Sustainability.

Unit III: Valuation Models, Value Creation & Financial Distress Analysis
Equity Valuation Models including Discounted Cash Flow (DCF) Model, Dividend Discount Model (DDM), and Residual Income Model; Relative Valuation Techniques including Price-Earnings (P/E) Ratio, Enterprise Value to EBITDA (EV/EBITDA), and Market Multiples; Economic Value Added (EVA) and Market Value Added (MVA); Financial Distress Analysis; Evaluation of Financial Health and Long-Term Business Sustainability.

Unit IV: Strategic, Sectoral & Contemporary Applications of Financial Analysis
Industry-Specific Financial Analysis including Banking, FMCG, Manufacturing, and Information Technology (IT) Sectors; Financial Analysis for Mergers and Acquisitions; ESG Reporting and Integrated Reporting; Corporate Governance and Financial Transparency; Application of Financial Analysis in Strategic Decision-Making; Use of Financial Analysis for Business Planning and Corporate Strategy.

Suggested Readings / Reference Books

1. Prasanna Chandra – *Financial Statement Analysis and Reporting*, McGraw-Hill India
2. C. Ramachandran & V. S. R. Mani – *Financial Statement Analysis*, McGraw-Hill India
3. S. N. Maheshwari & S. K. Maheshwari – *Financial Accounting* (Advanced sections), Vikas Publishing
4. T. S. Reddy & Y. Hari Prasad Reddy – *Financial Management*, Margham Publications (relevant analytical sections)
5. K. R. Subramanyam – *Financial Statement Analysis*, McGraw-Hill

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BS609DSE (AUDIT)	B2B Marketing	3L:1T:0P	4 Credits

Course Description
This course introduces students to the concepts, strategies, and practices of Business-to-Business (B2B) Marketing. It focuses on organizational buying behaviour, B2B market segmentation, industrial branding, relationship management, supply chain strategies, key account management, value-based pricing, and digital transformation. The course helps students understand how organizations create and deliver value in business markets.

Course Objectives
- Understand the fundamentals, scope, and characteristics of B2B marketing and organizational buying behaviour.
- Develop knowledge of B2B segmentation, positioning, branding, and relationship management strategies.
- Understand supply chain structures, channel management, and key account management practices.
- Familiarize students with B2B pricing, procurement, tendering, and modern sales approaches.
- Examine the role of digital technologies and platforms in transforming B2B marketing practices.

Unit 1: The B2B Ecosystem and Organizational Buying Behavior

Introduction to Business-to-Business (B2B) Marketing; Nature, scope, and characteristics of business marketing; Differences between Business Marketing and Consumer Marketing (B2C); Concept of derived demand; Market volatility and upstream economic impact; Bullwhip Effect and its implications in B2B markets; Classification of industrial goods; Entering goods including raw materials and components;

Foundation goods including installations and equipment; Facilitating goods including supplies and business services; Types of organizational customers; Commercial markets including OEMs, users, and dealers; Government markets; Institutional markets; Organizational buying behaviour; Buying Centre concept and decision-making roles including Initiators, Users, Influencers, Gatekeepers, Deciders, and Buyers; Buygrid Framework and organizational buying situations including Straight Rebuy, Modified Rebuy, and New Task; Supplier analysis; Total Cost of Ownership (TCO) models; Supplier evaluation criteria and vendor rating systems.

Unit 2: B2B Strategic Marketing, Segmentation and Branding

B2B Market Segmentation; Importance and approaches to industrial market segmentation; Nested Approach to B2B segmentation; Demographic variables; Operating variables; Purchasing approaches; Situational factors; Personal characteristics; Targeting and positioning in B2B markets; Evaluation of B2B market segments; Building firm-specific customer value propositions; Industrial product management; Managing industrial product life cycles; Technology curves and their impact on product strategies; Product platforming and customization strategies; Industrial branding; Importance of corporate brand equity in reducing purchase risk; Ingredient Branding; Examples and applications of ingredient branding strategies; B2B relationship management; Continuum of B2B relationships from transactional exchanges to collaborative partnerships and strategic joint ventures.

Unit 3: Supply Chain Architecture and Key Account Management

B2B Channel Design and Structure; Direct sales forces and indirect industrial intermediaries; Role of distributors, manufacturers' representatives, and value-added resellers; Channel dynamics and management; Multi-channel conflict management; Coordination between field sales teams and independent distributor networks; Channel incentive structures; Key Account Management (KAM); Concept and importance of key accounts; Identification and selection of strategic key accounts; Developing cross-functional KAM teams; Key account relationship lifecycle management; Logistics and procurement intersections; Just-In-Time (JIT) coordination; Vendor-Managed Inventory (VMI) models; Service-Level Agreements (SLAs) and their importance in B2B operations.

Unit 4: Value Pricing, Tendering and Digital Sales Transformation

Value-Based Pricing in B2B Markets; Economic Value to the Customer (EVC) approach; Pricing based on customer value creation; CAPEX (Capital Expenditure) and OPEX (Operational Expenditure/Subscription) pricing models; B2B bidding and procurement processes; Commercial negotiations; Competitive bidding procedures; Reverse auctions; Government tendering processes; Modern B2B sales process; Transition from transactional selling to Solution Selling; Challenger Selling model; Digital transformation in B2B marketing and sales; Account-Based Marketing (ABM) frameworks; High-intent SEO and SEM strategies; B2B content marketing strategies; LinkedIn social selling; Integration of digital platforms with corporate E-Procurement systems.

Recommended Textbooks & Reference Material
Primary Textbooks:

1. Hutt, M. D., &Speh, T. W. – *B2B Marketing: A Strategic Approach* (Cengage Learning).
2. Dwyer, F. R., & Tanner, J. F. – *Business Marketing: Connecting Strategy, Relationships, and Learning* (McGraw-Hill).
3. Brennan, R., Canning, L., & McDowell, R. – *Business-to-Business Marketing* (SAGE Publications).
4. Krishna K. Havaldar – *Industrial Marketing: Text and Cases* (McGraw-Hill India).

Classic Articles for Reading Packages:

- *"Go to Market Strategy for B2B Products"* – Harvard Business Review.
- *"How to Segment Industrial Markets"* – Signe Bonoma & Benson P. Shapiro (HBR Classic).

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BS610DSE (AUDIT)	**Leadership and Organizational Communication**	**3L:1T:0P**	**0 Credits**

Course Objectives
The course aims to develop students' understanding of leadership principles and organizational communication processes essential for effective management. It focuses on leadership styles, communication strategies, interpersonal effectiveness, organizational culture, and contemporary communication challenges in dynamic business environments. The course seeks to equip students with the skills necessary to lead teams, manage organizational communication, and foster employee engagement and organizational effectiveness.

Course Outcomes (COs)
Upon successful completion of the course, students will be able to:

- Explain the concepts, theories, and significance of leadership and organizational communication in contemporary organizations.
- Analyze leadership styles, communication processes, and their impact on employee performance and organizational effectiveness.
- Apply leadership and communication skills to manage teams, resolve conflicts, and facilitate organizational change.
- Evaluate communication strategies and leadership approaches in diverse organizational contexts.
- Design effective communication frameworks and leadership interventions that support organizational goals and employee engagement.

Unit I: Foundations of Leadership and Organizational Communication
Concept and significance of leadership; Evolution of leadership thought; Leadership versus management; Nature and importance of organizational communication; Communication process and models; Types of communication in organizations; Formal and informal communication networks; Leadership communication and organizational effectiveness; Role of communication in organizational success; Challenges in leadership and communication in modern organizations; Trait theories of leadership; Behavioral theories of leadership.

Unit II: Leadership Theories, Styles and Interpersonal Communication
Contingency and situational leadership theories; Transformational and transactional leadership; Servant leadership and authentic leadership; Charismatic leadership; Emotional intelligence and leadership effectiveness; Ethical leadership and corporate responsibility; Leadership competencies in contemporary organizations; Emerging leadership paradigms in the digital age; Communication channels and media; Downward, upward, horizontal and diagonal communication; Interpersonal communication skills; Listening, feedback and persuasion techniques; Non-verbal communication and body language; Barriers to effective communication.

Unit III: Organizational Communication, Leadership Communication and Conflict Management
Cross-cultural communication in organizations; Communication and workplace relationships; Business communication etiquette; Technology-mediated communication and virtual communication practices; Leadership communication strategies; Communicating vision, mission and organizational goals; Team communication and collaboration; Employee engagement through effective communication; Communication

during organizational change; Conflict management and negotiation skills; Crisis communication and leadership response; Building trust and transparency in organizations; Communication for diversity, equity and inclusion; Role of leaders in fostering a positive communication climate.

Unit IV: Strategic Communication and Contemporary Leadership Challenges

Strategic communication management; Organizational culture and communication; Internal communication strategies; Leadership communication in multinational organizations; Digital leadership and communication technologies; Social media and organizational communication; Communication analytics and measurement; Communication ethics and corporate reputation management; Future of leadership and organizational communication; Case studies on leadership communication and organizational success.

Reference

- Leadership: Theory and Practice – Peter G. Northouse.
- Organizational Behavior – Robbins & Judge.
- Business Communication Today – Bovee & Thill.
- Organizational Communication – Katherine Miller.
- The Leadership Challenge – Kouzes & Posner.
- Leadership in Organizations – Gary Yukl.

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BS611DSE (AUDIT)	**International Financial Management**	**3L:1T:0P**	**4Credits**

Course Description

This course provides an in-depth understanding of financial management in a global context. It focuses on foreign exchange markets, international monetary systems, risk management, cross-border investment decisions, and financing strategies adopted by multinational corporations (MNCs).

Course Outcomes

After completing this course, students will be able to:

1. Understand the structure and functioning of international financial markets and institutions.
2. Analyze foreign exchange rate determination and currency risk exposure.
3. Evaluate and apply hedging techniques to manage exchange rate risk.
4. Assess international investment opportunities and capital budgeting decisions.
5. Understand financing strategies and capital structure decisions in a global context.

Unit I: Global Financial Environment, Architecture & Strategic Financial Decisions

Evolution of Global Financial Architecture; Role of International Financial Institutions including IMF, World Bank, and BIS in Maintaining Global Financial Stability; Global Financial Crises including Asian Financial Crisis, 2008 Global Financial Crisis, and Eurozone Crisis; Financial Globalization and Its Impact on Emerging Economies; Global Capital Flows and International Financial Integration; Strategic Financial Decision-Making in Multinational Corporations (MNCs); Impact of Geopolitical Developments on International Financial Decisions.

Unit II: International Financial Markets, Instruments & Innovations

Eurocurrency Markets and Offshore Financial Markets; International Financial Markets and Global Capital Movement; International Derivatives Markets including Currency Derivatives and Interest Rate Derivatives; Structured Financial Products; Sovereign Wealth Funds and Hedge Funds; Global Debt Market Instruments including Securitization and Credit Default Swaps (CDS); Financial Technology (FinTech) in Global Finance; Blockchain and Cryptocurrency Applications in International Transactions.

Unit III: Global Risk Management, Sustainability & Financial Control

Enterprise Risk Management (ERM) in Global Firms; Country Risk Analysis including Political Risk, Economic Risk, and Legal Risk; Sovereign Risk and International Credit Ratings; Management of Interest Rate Risk and Commodity Risk; Currency Risk Management in Multinational Corporations; Value at Risk (VaR) and Stress Testing; ESG (Environmental, Social, and Governance) Considerations in Global Finance; Sustainable Finance Practices.

Unit IV: International Corporate Finance, Restructuring & Global Tax Strategy

Cross-Border Mergers and Acquisitions; Corporate Restructuring in the Global Context; Valuation of Multinational Firms; International Capital Structure Theories; Dividend Policy in Multinational Corporations; Global Tax Planning; Tax Havens; BEPS (Base Erosion and Profit Shifting); Transfer Pricing and International Tax Management.

Suggested Readings / Reference Books:

P. G. Apte – *International Financial Management*, Tata McGraw-Hill
V. Sharan – *International Financial Management*, Pearson India
S. Kevin – *Fundamentals of International Financial Management*, PHI Learning
K. K. Dewett & Varma (adapted editions may vary) – *Modern Economic Theory (International Finance sections)*

SEMESTER–VII (BBA (Honours))

SEMESTER –VII (BBA (Honours))

BS700OE1	**AI for Business**	**3L:1T:0P**	**4 Credits**
	Or		
BS700OE2	**Diversity, Equity and Inclusion**	**3L:1T:0P**	**4 Credits**
	Or		
BS700OE3	**Digital Ethnography and online Communities**	**3L:1T:0P**	**4 Credits**

AI for Business

Course Objective:

AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethical considerations inherent in such implementations.

Methodology

The teaching methodology employs lectures and real-time, case-based AI applications cross different business sectors.

Content:

Unit 1**: Converging Technologies**: Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/Strategy/ Role of Practicing Managers, People Component of BigData & AI

Unit 2**: Introduction to AI**: History & Evolution of AI , AI-Driven Business Transformation, Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI, Case study analysis of AI's impact on different industries.

Unit 3: **AI Applications in Business**: AI in Finance – AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management - Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management – AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management.

Unit 4: **Ethics in AI**: Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI.

Text Books (Latest Edition):

- Artificial Intelligence by Munish Trivedi
- Artificial Intelligence for Managers by Malay A. Upadhyay
- AI Rising: India's Artificial Intelligence Growth Story, Leslie D'Monte, Jayanth N. Kolla
- Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning by Bernard Marr
- HBR Guide to AI Basics for Managers Paperback by Harvard Business Review
- Machine Learning for Algorithmic Trading: Predictive models to extract signals from market and alternative data for systematic trading strategies" by Stefan Jansen
- Digital HR: A Guide to Technology-Enabled Human Resources by Deborah Waddill
- AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales by A.K. Pradeep, Andrew Appel, and Stan Sthanunathan

Suggestive Readings

- Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, "Artificial Intelligence in Business: From Research and Innovation to Market Deployment", Procedia Computer Science, Volume 167, 2020, Pages 2200-2210, https://doi.org/10.1016/j.procs.2020.03.272.
- Nikolaos-Alexandros Perifanis, Fotis Kitsios, Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review, Information 2023, 14(2), 85; https://doi.org/10.3390/info14020085

Case Studies

- The Business of Artificial Intelligence: What it can — and cannot — do for your organization by Erik Brynjolfsson, Andrew McAfee, https://hbr.org/2017/07/the-business-of-artificial-intelligence.
- Predicting Consumer Tastes with Big Data at Gap, Ayelet Israeli, Jill Avery, https://hbsp.harvard.edu/product/517115-PDF-ENG

Course Outcomes:

Upon completion of the course the students shall be able to:

1. **Analyze** Big Data, **understanding** its core characteristics and the infrastructure required for its management. They will also develop skills in extracting actionable insights that can inform and transform organizational strategies.
2. **Comprehend** in-depth knowledge of key AI technologies and explore these technologies' roles in driving business innovation and operational efficiency.
3. **Apply** AI solutions to core business functions, such as enhancing algorithmic trading in finance, improving customer engagement through CRM systems, and optimizing HR processes with AI-driven tools.
4. **Evaluate and Mitigate** ethical risks associated with AI use in business, ensuring practices are fair, transparent, and responsible. They will also address the legal and societal impacts of AI, fostering responsible leadership in technology deployment.

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Diversity, Equity and Inclusion

This course on Diversity, Equity, and Inclusion (DEI) provides a comprehensive exploration of the interconnectedness of diversity, inclusion, and equity within organizational contexts. It covers theoretical perspectives and models contributing to DEI efforts, alongside an investigation of relevant laws, policies, and regulations. Through practical activities and discussions, students learn to recognize, address, and mitigate the effects of biases and macroaggressions. Additionally, the course focuses on developing HR strategies for promoting diversity and equity, crafting comprehensive DEI statements, and creating action plans for implementing DEI initiatives in various workplace settings. Key topics include foundational concepts of diversity, equity, and inclusion; theoretical perspectives and legal frameworks; biases and macroaggressions; communication strategies; inclusive leadership; diversity management programs; and drafting DEI statements. Through this course, students gain the knowledge and skills necessary to advocate for and implement DEI initiatives, fostering inclusive and equitable environments.

Course Objective(s):

1. To gain a comprehensive understanding of diversity, inclusion, and equity, and their interconnectedness within organizational contexts.
2. To examine the theoretical perspectives and models that contribute to DEI efforts.
3. To investigate laws, policies, and regulations relevant to promoting diversity, equity, and inclusion in the workplace, education, and broader society.

4. To understand macroaggressions and develop strategies for recognizing, addressing and mitigating their effects.
5. To develop HR strategies and processes that promote diversity and equity within organizations.
6. To learn to create a comprehensive DEI statement that reflects an organization's commitment to diversity, equity, and inclusion and supports a culture of belonging.
7. To collaborate and discuss and create action plans for promoting diversity, equity, and inclusion in various workplace settings.

Course Content:

Unit 1: Nature of Diversity, Equity and Inclusion

Diversity, Equity, and Inclusion- meanings and significance; Classifications of Diversity; Equity vs. Equality; Components of Inclusion; Role of DEI in Organizations

Unit 2: Theoretical perspectives and legal/regulatory frameworks on DEI in the workplace

Managerial, sociological and social psychological theories related to DEI; Pluralistic / inclusive organization; Valuing diversity and preventing problems; Preventing harassment and bullying Relevant laws, policies and regulations pertaining to DEI in the workplace, education and society at large.

Unit 3: Biases, addressing Macroaggressions; Communication strategies and Inclusive leadership

Bias at work, Outcomes of biases for individuals, groups and organizations; Biases through Employee

Lifecycle – relevance and challenges at the workplace; Defining Macroaggressions, Categories and types of macroaggressions; Negative impacts of macroaggressions and dealing with macroaggressions. In-groups and Outgroups; Verbal and non-verbal communication Skills, Implementing Inclusive Language, Active Listening. Inclusive Leadership

Unit 4: Analyse diversity management programs, strategies and policies and examine its relationship to leadership

Focusing on LGBTQ employees, Inclusive Recruiting and Hiring, Providing Resources and Accessibility, Practice Allyship, Supporting Gender Identity. Psychological Safety

Readings (Latest Editions):

- Cunningham, G.B. *Diversity, Equity and Inclusion at Work*. Routledge.
- Robert Shrank "Two Women, Three Men on a Raft," Harvard Business Review, May-June.
- Ng. E.S. & Rumens, N. Diversity and inclusion for LGBT workers: Current issues and new horizons for research. Canadian Journal of Administrative Sciences. 34.109-120.
- Hollins, C. & Govan, I. *,Diversity, Equity and Inclusion: Strategies for facilitating Conversations on Race*, Rowman & Littlefield.
- Bernstein, R.S., Salipante, P.F. & Weisinger, J.Y.*Performance through Diversity and Inclusion (Leveraging Organizational Practices for Equity and Results).* Routledge
- Özbilgin, M.F. Equality , *Diversity and Inclusion at work* . Edward Elgar Publishing Ltd .
- Seijts, G.H. & Milani, K.Y.The application of leader character to building cultures of equity, diversity, and inclusion. Harvard Business Review, Sept.- Oct.
- https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html

Additional Readings

- https://heller.brandeis.edu/diversity/learning/readings.html
- https://diversityworksnz.org.nz/media/3663/dw-case-model_web.pdf
- https://thepolicyobservatory.aut.ac.nz/_data/assets/pdf_file/0020/228440/Inclusive-Workspaces-Policy-Report_WEB-VERSION.pdf
- https://www.youtube.com/watch?v=-Lz-KavdxNg

Course Outcome(s):

Upon completion of the course the students shall be able to :

1. Comprehend and differentiate diversity, equity, and inclusion in various contexts.
2. Identify and analyse dimensions like race, gender, and intersectionality.
3. Understand and differentiate equity from equality with practical examples.
4. Analyse the impact of DEI initiatives on innovation and productivity.
5. Utilize managerial, sociological theories, and relevant laws to foster DEI.
6. Foster psychological safety, allyship, and supportive environments.

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Digital Ethnography and online Communities

The course introduces the learners to digital ethnography, focusing on how social interactions are played out in online and offline communities in contemporary times. The first part of the course will define and outline digital ethnography as a method and research field. The second part will focus on how social interactions can be expressed and understood across online and offline community contexts. In the third part, the students will be introduced to digital ethnographical tools to study selves and social interaction and make sense of the ethnographic data.
Overall, this course explores the research of the digital and via the digital in everyday life influenced by technological interventions. The course will also discuss data gathering and analysis using “digital tools” such as mobile phones, GPS technology, and software programs and techniques for conducting research that engages directly with online and digital environments, including social media platforms, blogs, and discussion forums and fully immersive digital realms such as video games and virtual worlds.

Course Objective(s):

- To provide an understanding of digital ethnography as a method and research field
- To explore how social interactions are expressed in online and online community contexts
- To gain familiarity with the application of digital ethnography for understanding online spaces through the internet and web-based data related to consumer behaviour and online communities related to brands, products, or services.
- To become familiar with strategies and tools for conducting digital ethnographic research and analysis of digital ethnographic data with particular reference to digital and online environments (discussion forums, social media platforms, fully immersive online realms);

Course Content:

Module 1: Introduction to Ethnography On/Offline

Ethnography as a method and research field; New opportunities and challenges the Internet presents for ethnography as a method in the areas of business: management, commerce and marketing fields; Questions about the researcher's identity and/or becoming an insider in relation to digital ethnography.

Module 2: Digitally-mediated Association, Interaction, and Sociality

Replacement of face-to-face encounters with technologically mediated ones; Phenomenology of sociality; Digitally-enabled forms of communication and sociality

Module 3: Tools and Data Management in Digital Ethnography

Critical aspects of data collection and data management in digital ethnography; Range of data they may construct/collect as a qualitative researcher (e.g., text, audio, and visual data) both online and offline. Techniques and software for dealing with ethnographic data (e.g., field notes, photographs, audio or video recordings, digital files, etc.). Use of online and other digital tools like online surveys, text messages, and interactive voice response systems for understanding human behavior in various social contexts and for various business research purposes. Strengths and limitations of digitally mediated research methods.

Module 4: Writing Ethnography

Various kinds of data analysis to provide a coherent understanding of digital ethnography and focus on triangulation issues. Communicate findings through writing appropriately and meaningfully (e.g., how to use quotes and exemplars)

Reading List

1. Pink S., Horst H., Postill J., Hjorth, Lewis T. and Tacchi J. (2015) Digital Ethnography: Principles and Practice. Sage Publications

2. Ritter, C. S. (2022). Rethinking digital ethnography: A qualitative approach to understanding interfaces. *Qualitative Research*, *22*(6), 916-932.

3. Hafner, C.A. (2018). Digital Discourses Research and Methods. In: Phakiti, A., De Costa, P., Plonsky, L., Starfield, S. (eds) The Palgrave Handbook of Applied Linguistics Research Methodology. Palgrave Macmillan, London. https://doi.org/10.1057/978-1-137-59900-1_18

4. Bailey J, Mann S, Wayal S, et al. Sexual health promotion for young people delivered via digital media: a scoping review. Southampton (UK): NIHR Journals Library; 2015 Nov. (Public Health Research, No. 3.13.) Chapter 7, Digital research methods and optimum research methodology to evaluate digital interventions. Available from: https://www.ncbi.nlm.nih.gov/books/NBK326976/

5. Pink, S. (2016). Digital ethnography. *Innovative methods in media and communication research*, 161-165.

6. Neumaier, A. (2021). Digital Ethnography. In *The Routledge Handbook of Research Methods in the Study of Religion* (pp. 217-228). Routledge.

7. Hjorth, L., Horst, H. A., Galloway, A., & Bell, G. (Eds.). (2017). *The Routledge Companion to Digital Ethnography* (pp. 21-28). New York: Routledge.

8. Barendregt, B. (2021). Digital ethnography, or 'deep hanging out in the age of big data. In *Audiovisual and Digital Ethnography* (pp. 168-190). Routledge.

9. Bjerre-Nielsen, A., & Glavind, K. L. (2022). Ethnographic data in the age of big data: How to compare and combine. *Big Data & Society*, *9*(1), 20539517211069893.

10. Abidin, C. (2016). "Aren't These Just Young, Rich Women Doing Vain Things Online?": Influencer Selfies as Subversive Frivolity. Social Media + Society, 2 (2), 205630511664134. https://doi.org/10.1177/2056305116641342.

11. Baym, N. (2000). Tune In, Log on: Soaps, Fandom, and Online Community. London, UK: Sage.

Course Outcome(s):

At the end of the course, the learners will be able to:

1. Explore ethnography as a method and field of practice with reference to its application in the field of business management.
2. Determine the limitations and strengths of using ethnography in digitally mediated communities in the context of both online and offline communities.
3. Develop skills in using techniques and strategies for gathering ethnographic data digitally and making sense of it qualitatively.
4. Appreciate the ethical considerations unique to digital ethnography.

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BS701CC1	**Entrepreneurial Leadership**	**2L:2T:0P**	**4 Credits**

Course Description

This course is designed to equip students with the knowledge and skills required to become effective entrepreneurial leaders. It emphasizes the unique characteristics and challenges of entrepreneurial leadership and provides practical insights into how to lead and manage startups and innovative ventures. The course covers key areas such as leadership theory, entrepreneurial mindset, strategic decision-making, and the development of a sustainable business model.

Course Content:

Unit 1: Foundations of Entrepreneurial Leadership

1. Introduction to Leadership and Entrepreneurship
2. Definitions and Concepts of Leadership
3. Social, Managerial and Entrepreneurial Leadership
4. Theories and Models of Leadership
5. Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership

Unit 2: Leading with the Entrepreneurial Mindset

1. Creativity and Innovation in Entrepreneurship
2. Techniques for Fostering Creativity.
3. Overview of Innovation Management and role of Founders
4. Building Culture of innovation and entrepreneurial mindset
5. Leading through Innovation: Venture strategies and role of the leader. Process and Resources
6. The virtual work and organization; Leadership and the future of work in the venture leadership context.

Unit 3: Leadership Challenges and Strategies in Entrepreneurial Context

1. Leadership Challenges in Entrepreneurial Venture Development
2. Case Studies of Prominent Entrepreneurial Leaders
3. Analysis of elements of leadership desirable in different stages of venture creation and development
4. Designing organsational structure and managing people performance
5. Building teams; Managing Growth, Change, Conflicts and Transition

Unit 4: Ethical and Sustainable Entrepreneurship

1. Ethics And Social Responsibility In Entrepreneurship
2. Ethical Decision-Making Frameworks
3. Building the Right Culture and Values: Role of leader
4. Corporate Social Responsibility (CSR)
5. Sustainable Business Practices and managing change
6. Leadership and shaping Sustainability In Business Models

Readings (Latest Editions):

1. Robbins, S. P., & Judge, T. A. Essentials of organizational behavior. Pearson.

2. Northouse, P. G. Leadership: Theory and practice. Sage publications.

3. Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)

4. Christensen, C. M., " How Will You Measure Your Life?", *Harvard Business Review*

5. Ries, E. The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.

6. Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review*, 4(1), 74-95.
7. Alexander Fries, Nadine Kammerlander, Max Leitterstorf, "Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review," *Journal of Family Business Strategy*, Volume 12, Issue 1, 100374.

Course Outcome:

Upon successful completion of this course, students will be able to:

1. Understand and apply leadership theories and principles in an entrepreneurial context.
2. Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation.
3. Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures.
4. Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders.

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BS702DSE	**Marketing of Services**	**3L:1T:0P**	**4 Credits**

Course Objective(s):

The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Course Content:

Unit 1: Understanding Services, Service Consumers and Managing Services Quality

Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.

Unit 2: Service as Product, Service Delivery Process and Service Pricing

Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery;

Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing;
Price competition challenges.

Unit 3: Service Communication, Branding, Physical Evidence in Service

Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact ; Approaches for understanding servicescape effects.

Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships

Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers(through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.

Text Books (Latest Edition):

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th EditionTMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023
3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10:1264098359 | ISBN13: 9781264098354 © 2023
4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | JohnE.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017

Course Outcome(s):

At the end of this course, students would be able to:
1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry.
3. Examine the characteristics of the services industry.
4. Analyze the role and relevance of Quality in Services
5. Visualize Future changes in the service industry.

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BS703DSE	**Sales Marketing Management**	**3L:1T:0P**	**4 Credits**

Course Objective(s):

To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

Unit 1: Introduction to Sales Management

Meaning, definition, nature, scope, objectives, and importance of sales management in modern business organizations; evolution of sales management and its relationship with marketing management; role and responsibilities of sales managers including sales planning, forecasting, organizing, directing, motivating, and controlling sales activities; qualities, skills, and competencies of an effective sales manager; concept, nature, importance, and role of personal selling in the marketing mix; meaning, characteristics, and importance of salesmanship; qualities and ethical practices of successful salespersons; selling process including prospecting, customer identification, pre-approach, approach, sales presentation, product demonstration, handling objections, closing the sale, follow-up, and customer relationship management.

Unit 2: Organization of Sales Force

Meaning, importance, and objectives of sales force planning; determining sales force requirements and designing sales organization structures; geographical, product-based, customer-based, and functional sales organization structures; recruitment of sales personnel including sales job analysis, salesperson profile development, recruitment planning, and sources of recruitment; internal and external sources of sales personnel; selection process including application screening, interviews, assessment methods, reference checks, placement, and induction; meaning, importance, and objectives of sales training and development; designing and implementing sales training programs; methods of sales training including classroom training, field training, role plays, simulations, and online training; evaluation of sales training effectiveness; salesperson development and career growth; sales information system including meaning, importance, sales data collection, analysis, reporting systems, and role of technology in sales management; Customer Relationship Management (CRM) systems; essential sales skills including communication skills, negotiation skills, persuasion skills, problem-solving skills, relationship-building skills, and digital selling skills.

Unit 3: Directing Sales Force Operations

Meaning and importance of motivating sales personnel; factors influencing salesperson motivation; application of motivation theories in sales management; methods of motivating sales employees including recognition, rewards, career development opportunities, performance feedback, and employee involvement; meaning, objectives, and importance of sales force compensation management; principles of designing effective compensation plans; financial compensation methods including salary plans, commission plans, bonus and incentive schemes, combination salary and commission plans, and profit-sharing arrangements; non-financial compensation methods including recognition programs, awards, promotion opportunities, career advancement, and employee benefits; meaning, importance, and objectives of sales meetings; planning and conducting effective sales meetings; types of sales meetings; meaning, importance, and objectives of sales contests; designing effective sales contests, advantages, and limitations; meaning, importance, and objectives of sales quotas; types of sales quotas including sales volume quotas, financial quotas, activity quotas, and combination quotas; meaning and importance of sales territories; designing and allocating sales territories;

benefits of effective territory management.

Unit 4: Evaluating and Controlling Sales Force

Meaning, importance, and objectives of sales budgeting; process of preparing sales budgets; methods of sales budgeting; implementation and control of sales budgets; meaning and importance of sales analysis; analysis of sales volume, sales performance measurement, sales variance analysis, market share analysis, and product-wise, customer-wise, and territory-wise sales analysis; meaning and importance of profitability analysis; product profitability analysis, customer profitability analysis, sales territory profitability analysis, and salesperson profitability analysis; cost analysis and profit contribution analysis; meaning and importance of salesperson performance evaluation; quantitative and qualitative methods of performance evaluation; performance appraisal criteria including sales target achievement, customer relationship management, selling skills, product knowledge, and overall contribution; feedback mechanisms and corrective actions for improving sales performance; concept and growth of internet trading; role of internet-based selling agents; digital sales channels; online customer acquisition and relationship management; technology-driven sales management practices; opportunities and challenges in internet-based selling.

Text Books / References:

1. Jobber, D., Lancaster, G. Selling and Sales Management. Pearson Education.
2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: TataMcGraw-Hill Education.
3. Spiro, R., Rich, G., &Stanton, W. Management of a Sales Force. New Delhi:Tata McGraw-Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI

Course Outcome(s):

1. Understanding the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship.
2. Understanding the key areas related to the organization, selection, and development of effective sales force.
3. Understanding practical issues related to sales force through various cases

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BS704DSE	**Cross-Cultural Human Resource Management**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to develop students' understanding of the impact of culture on human resource management practices in global organizations. It focuses on managing workforce diversity, international assignments, cross-cultural communication, leadership, and HR policies in multinational and multicultural environments.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concepts, theories, and significance of culture and cross-cultural management in the global business environment.
- Analyze the influence of national and organizational cultures on human resource policies and practices.
- Evaluate HR challenges associated with multicultural workforces, international assignments, and global talent management.

- Apply cross-cultural communication, leadership, and conflict management strategies in diverse organizational settings.
- Design culturally responsive HRM practices that support organizational effectiveness and global competitiveness.

Unit I: Foundations of Cross-Cultural Human Resource Management
Concept and significance of culture; Meaning and scope of Cross-Cultural HRM; Evolution of international and cross-cultural management; Culture and its dimensions; National culture versus organizational culture; Impact of globalization on HRM; Challenges of managing culturally diverse workforce; Importance of cultural sensitivity in organizations; Role of HR professionals in multicultural environments; Emerging trends in global workforce management; Theoretical perspectives on culture; Hofstede's Cultural Dimensions Theory.

Unit II: Culture and HRM Practices Across Nations
Trompenaars' Cultural Framework; Hall's High Context and Low Context Cultures; Cultural influences on recruitment and selection; Cross-cultural differences in performance appraisal systems; Compensation and reward practices across cultures; Employee motivation in different cultural settings; Work values and attitudes across nations; Comparative HRM practices in developed and emerging economies; Concept and importance of international staffing; Ethnocentric, polycentric, regiocentric and geocentric staffing approaches; Expatriate management and international assignments.

Unit III: International Staffing, Global Talent Management and Cross-Cultural Leadership
Selection and training of expatriates; Cross-cultural adjustment and adaptation; Repatriation challenges; Global talent acquisition and retention strategies; International career development; Workforce diversity and inclusion in multinational corporations; Strategic role of HR in global talent management; Nature and importance of cross-cultural communication; Communication barriers in multicultural organizations; Verbal and non-verbal communication across cultures; Cultural intelligence (CQ) and emotional intelligence (EQ); Leadership styles across cultures; Global leadership competencies; Team management in multicultural environments; Cross-cultural negotiation strategies; Managing workplace conflicts in culturally diverse settings; Building inclusive and collaborative organizational cultures.

Unit IV: Contemporary Issues in Cross-Cultural Human Resource Management
Diversity, Equity and Inclusion (DEI) in global organizations; Ethics and social responsibility in international HRM; Managing virtual and global teams; Cross-cultural challenges in mergers, acquisitions and strategic alliances; Technology and digital transformation in global HRM; International labour standards and employment relations; Sustainable HRM in global organizations; Future of work and cross-cultural workforce management; Case studies of multinational corporations and global HR practices.

Reference Books

1. International Human Resource Management – Peter J. Dowling, Marion Festing& Allen D. Engle.
2. Managing Across Cultures – Charlene M. Solomon & Michael S. Schell.
3. Cultures and Organizations: Software of the Mind – Geert Hofstede, Gert Jan Hofstede & Michael Minkov.
4. Riding the Waves of Culture – Fons Trompenaars & Charles Hampden-Turner.
5. International Human Resource Management – Harzing&Pinnington.

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BS705DSE	**Coaching and Mentoring**	**3L:1T:0P**	**4Credits**

Course Objectives
The course aims to provide students with a comprehensive understanding of coaching and mentoring as strategic employee development tools. It focuses on developing knowledge and skills related to employee learning, leadership development, performance enhancement, career progression, and organizational growth through structured coaching and mentoring interventions.
Course Outcomes (COs)
Upon successful completion of the course, students will be able to:

- Explain the concepts, principles, and significance of coaching and mentoring in organizational development.
- Analyze various coaching and mentoring models and their applications in employee and leadership development.
- Apply coaching and mentoring techniques to enhance employee performance, learning, and career growth.
- Evaluate the effectiveness of coaching and mentoring programmes in achieving organizational objectives.
- Design and implement coaching and mentoring frameworks that support talent development and organizational success.

Unit I: Foundations of Coaching and Mentoring
Concept, nature and significance of coaching and mentoring; Evolution of coaching and mentoring in organizations; Differences between coaching, mentoring, counselling, training and consulting; Principles and ethics of coaching and mentoring; Benefits of coaching and mentoring for individuals and organizations; Roles and responsibilities of coaches, mentors and mentees; Coaching and mentoring as strategic HR interventions; Emerging trends in coaching and mentoring; Concept and objectives of mentoring; Types of mentoring: Formal and informal mentoring; Traditional and reverse mentoring; Peer mentoring and group mentoring.
Unit II: Coaching Models, Techniques and Mentoring Relationship Development
Coaching process and stages; Characteristics of an effective coach; Coaching skills: Active listening, questioning, feedback and communication; Goal-setting in coaching; Coaching models and frameworks; GROW Model; CLEAR Model; OSCAR Model; Performance coaching and developmental coaching; Executive coaching and leadership coaching; Team coaching; Digital and virtual coaching practices; Challenges in coaching relationships; Mentor-mentee relationship dynamics; Stages of mentoring relationships; Mentor selection and matching process; Building trust and commitment in mentoring relationships; Career mentoring and psychosocial support; Mentoring for diversity and inclusion; Challenges and barriers in mentoring programmes.
Unit III: Coaching and Mentoring Applications in Performance, Development and Talent Management
Role of coaching and mentoring in employee performance improvement; Coaching for competency development; Mentoring for career planning and succession management; Leadership development through coaching and mentoring; Talent management and high-potential employee development; Coaching for employee engagement and retention; Emotional intelligence and coaching effectiveness; Learning and development interventions through mentoring; Building a coaching culture within organizations.
Unit IV: Designing, Implementing, Evaluating and Advancing Coaching and Mentoring Programmes
Planning and designing coaching and mentoring programmes; Organizational readiness assessment; Developing coaching and mentoring policies; Programme implementation strategies; Monitoring coaching and mentoring relationships; Evaluation of coaching and mentoring effectiveness; Return on Investment (ROI) in

coaching and mentoring; Technology-enabled coaching and mentoring platforms; Ethical and professional standards; Future trends in coaching and mentoring; Case studies of successful coaching and mentoring initiatives.

Recommended Reference Books

1. The Coaching Habit – Michael Bungay Stanier.
2. Executive Coaching – Mary Beth O'Neill.
3. Coaching and Mentoring – Eric Parsloe& Monika Wray.
4. Leadership Coaching – Tony Stoltzfus.
5. Developing Leaders Through Coaching and Mentoring – Christian van Nieuwerburgh.

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BS706DSE	Financial Markets, Products and Services	3L:1T:0P	4Credits

Course Description

This course provides an advanced understanding of financial markets, instruments, and services with a focus on innovation, regulatory frameworks, and strategic financial intermediation. It integrates theory with real-world applications, emphasizing Indian and global financial systems, risk management, and evolving financial products.

Course Outcomes

After completing this course, students will be able to:

1. Analyze the structure, efficiency, and integration of financial markets.
2. Evaluate various financial instruments and their risk-return characteristics.
3. Understand and apply advanced financial products including derivatives and structured instruments.
4. Assess the role of financial institutions and intermediaries in market development.
5. Critically examine regulatory frameworks and emerging trends in financial services.

Unit I: Financial System Architecture, Market Structure & Regulatory Framework

Structure of Financial System including Financial Markets, Financial Institutions, and Financial Instruments; Financial Market Integration, Globalization, and Development of Financial Systems; Market Efficiency and Behavioral Finance; Primary and Secondary Markets: Advanced Mechanisms and Functions; Role of Financial Infrastructure including Clearing Corporations, Depositories, and Settlement Systems; Indian Financial System: Recent Reforms and Developments; Regulatory Framework of Financial Markets including SEBI, RBI, IRDAI, and PFRDA; Basel Norms and Financial Stability.

Unit II: Equity, Debt, Hybrid Instruments & Credit Market Products

Equity Instruments including Initial Public Offerings (IPOs), Follow-on Public Offerings (FPOs), Rights Issues, and Private Placements; Debt Market Instruments including Government Securities, Corporate Bonds, and Municipal Bonds; Yield Curve Analysis and Term Structure of Interest Rates; Hybrid Instruments including Convertible Debentures and Preference Shares; Securitization and Asset-Backed Securities including Asset-Backed Securities (ABS) and Mortgage-Backed Securities (MBS); Credit Rating and Credit Risk Assessment.

Unit III: Derivatives, Structured Products & Financial Risk Management

Financial Derivatives including Futures, Options, and Swaps with Advanced Applications; Interest Rate Derivatives and Currency Derivatives; Exotic Derivatives and Structured Financial Products; Hedging, Speculation, and Arbitrage Strategies; Role of Derivatives in Financial Risk Management; Application of Derivative Instruments in Market Risk Management.

Unit IV: Financial Services, Intermediation & Emerging Financial Trends

Financial Intermediation and Financial Services including Merchant Banking, Investment Banking, Mutual Funds, and Portfolio Management Services; Insurance and Pension Funds; Non-Banking Financial Companies (NBFCs); Leasing, Factoring, and Venture Capital; Financial Inclusion and Microfinance; FinTech Applications in Financial Services; Digital Payments, Robo-Advisory, and Peer-to-Peer Lending; Blockchain Applications in Financial Markets; ESG Investing and Sustainable Finance; Cyber Risk and Regulatory Challenges in Financial Services.

Suggested Readings / Reference Books

- L. M. Bhole & Jitendra Mahakud – *Financial Institutions and Markets*, McGraw-Hill India
- Vasant Desai – *Financial Markets and Financial Services*, Himalaya Publishing House
- Gordon & Natarajan – *Financial Markets and Services*, Himalaya Publishing House
- H. R. Machiraju – *Indian Financial System*, Vikas Publishing
- P. K. Jain, Surendra S. Yadav & Seema Gupta – *Financial Markets, Institutions and Services*, McGraw-Hill India
- Nalini Prava Tripathy – *Financial Services*, Prentice Hall India

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BS707DSE	**Management of Personal Finance**	**3L:1T:0P**	**4Credits**

Course Description

This course introduces students to the fundamentals of personal financial planning and wealth management. It focuses on budgeting, saving, investment avenues, taxation, insurance, and retirement planning with practical exposure to financial products such as mutual funds, SIPs, SWPs, and debt instruments in the Indian context.

Course Outcomes

After completing this course, students will be able to:

1. Understand the importance of financial planning and money management.
2. Prepare personal budgets and savings plans.
3. Evaluate different investment options including mutual funds and debt instruments.
4. Apply concepts like SIP and SWP for wealth creation and income generation.
5. Make informed decisions regarding insurance, taxation, and retirement planning.

Unit I: Fundamentals of Personal Financial Planning & Goal Setting

Meaning, Nature, Objectives, and Importance of Personal Finance; Financial Goals and Their Classification into Short-Term, Medium-Term, and Long-Term Goals; Time Value of Money and Its Basic Applications; Savings versus Investment Decisions; Personal Financial Planning Process; Role and Responsibilities of a Financial Planner; Importance of Financial Discipline and Long-Term Wealth Creation.

Unit II: Banking, Savings Instruments & Personal Cash Flow Management
Types of Bank Accounts including Savings Account, Current Account, Fixed Deposit, and Recurring Deposit; Post Office Savings Schemes including Public Provident Fund (PPF), National Savings Certificate (NSC), and Sukanya Samriddhi Yojana; Income Management and Personal Cash Flow Analysis; Budgeting and Personal Budgeting Techniques; Savings and Spending Patterns; Emergency Fund Planning; Digital Banking and Payment Systems including UPI, Net Banking, and Digital Wallets; Debt Management including Basics of Loans and Credit Cards.

Unit III: Investment Planning, Mutual Funds & Portfolio Management Basics
Meaning, Objectives, and Importance of Investment Planning; Investment Decision-Making Process; Risk and Return Relationship; Investment Avenues including Bank Deposits, Equity Shares, Bonds, Debt Instruments, Gold, Real Estate, Government Securities, and Other Traditional Investments; Introduction to Stock Market; Concept and Types of Mutual Funds including Equity Funds, Debt Funds, and Hybrid Funds; Net Asset Value (NAV) and Fund Performance Evaluation; Systematic Investment Plan (SIP), Benefits, and Basic Calculations; Systematic Withdrawal Plan (SWP) and Systematic Transfer Plan (STP); Selection of Suitable Mutual Funds; Basics of Portfolio Diversification and Asset Allocation; Role of SEBI in Mutual Fund Regulation.

Unit IV: Risk Management, Insurance, Retirement & Tax Planning
Concept of Risk in Personal Finance; Insurance Planning and Need Analysis; Principles and Importance of Insurance Protection; Types of Insurance including Life Insurance, Health Insurance, and General Insurance; Types of Life Insurance Products including Term Plans, Endowment Plans, and Unit Linked Insurance Plans (ULIPs); Basics of Insurance Policies and Premium Calculation; Retirement Planning: Need and Importance; Retirement Products including Provident Fund (PF), National Pension System (NPS), and Pension Plans; Basics of Income Tax Planning; Tax Deductions under Income Tax including Sections 80C, 80D, and Other Relevant Deductions; Tax-Saving Investment Options; Preparation of a Simple Personal Financial Plan.

Suggested Readings / Reference Books

1. Sinha, Madhu – *Personal Finance: A Ready Reckoner*, McGraw-Hill India
2. NISM Series V-A – *Mutual Fund Distributors Certification Workbook*, NISM
3. Halan, Monika – *Let's Talk Money*, HarperCollins India
4. Halan, Monika – *Let's Talk Mutual Funds*, HarperCollins India
5. SEBI Investor Education Material (Official Publications)
6. RBI Financial Education Booklets
7. National Centre for Financial Education (NCFE) – Study Material

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SEMESTER–VIII (BBA (Honours))

SEMESTER –VIII (BBA (Honours)

BS800DSE	Digital Marketing	3L:1T:0P	4 Credits

Course Objective(s):

Digital Marketing (DM) focuses on the sub domain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication & distribution, search engines, social media, and mobile commerce. While the principles from the Marketing Management (MM) course form the bedrock, this course emphasizes how related concepts, frameworks, and strategies should be re imagined to tap into the power of the Internet and associated-commerce platforms.

Course Objective(s):

1. Develop a foundational understanding of how Digital Marketing.
2. Be able to develop or critique the business models of firms that are engaged indigital marketing.
3. Applying skills and capabilities to address DM problems in the real world.

Course Title: Digital Marketing

Unit I: Introduction to Digital Marketing

Evolution and growth of digital marketing; concept, meaning, and importance of digital marketing; traditional marketing versus digital marketing; digital marketing framework and its components; digital marketing business models; understanding digital consumers and their characteristics; consumer behavior on digital channels; managing consumer demand in digital environments; digital decision journey and consumer engagement process; POEM (Paid, Owned, and Earned Media) framework.

Unit II: Digital Marketing Strategy Development

Digital marketing assessment phase and its importance; elements of digital marketing assessment; internal assessment of digital marketing capabilities; objective planning for digital marketing initiatives; development of digital marketing strategy; groundwork for digital marketing planning; digital marketing mix and its components; skills required for effective digital marketing management.

Unit III: Digital Marketing Planning

Digital marketing communication and channel mix; digital advertising channels including display advertising, search engine marketing, social media marketing, Facebook advertising, LinkedIn advertising, and other digital platforms; designing effective communication mix; digital marketing campaign planning and management; content management strategies; web design principles; website optimization; web analytics and measurement; search engine optimization (SEO); data interpretation and application in marketing decision-making.

Unit IV: Digital Marketing Execution Elements

Digital marketing execution elements and implementation process; managing digital marketing revenue streams; managing service delivery and online payment systems; role of Artificial Intelligence in digital marketing; applications of Virtual Reality and Augmented Reality in digital marketing; managing challenges in digital marketing implementation; digital ethics including data privacy, consumer protection, and ethical marketing practices.

Text Books (Latest Editions)

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
4. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education(India) Pvt. Ltd.
5. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, NewDelhi: Book Rivers.

References

Teaching Learning Process:
Lectures, Presentations, Role plays, Case studies, Term papers on a given topic

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BS801DSE	Rural Marketing	3L:1T:0P	4 Credits

Course Objective(s):
The objective of the course is to familiarize the participants with the conceptual understanding of Rural Marketing practices in the Indian context. How the marketing strategies will be different from urban marketing to rural marketing.

Unit 1: Introduction to Rural Marketing

Concept, meaning, nature, and scope of rural marketing; characteristics and importance of rural markets; attractiveness and challenges of rural markets; rural versus urban markets; rural marketing environment including economic, social, cultural, technological, and infrastructural factors; rural market in India, size, scope, growth potential, and emerging trends; changing profile of rural consumers and rural markets; differences between rural and urban marketing approaches.

Unit 2: Rural Consumer Behavior

Concept and dimensions of rural consumers; characteristics of rural consumer behavior; factors influencing rural buying decisions; rural consumer buying decision process; marketing mix strategies for rural markets; rural market research approaches and methods; challenges in researching rural markets; rural marketing information system; rural marketing regulations; role of government agencies, institutions, and support systems in rural marketing development.

Unit 3: Rural Marketing Mix and Strategic Planning

Concept and elements of rural marketing mix; rural market segmentation and bases of segmentation; positioning strategies for rural markets; strategies for new product planning and development; product adaptation and product mix decisions for rural consumers; pricing strategies for rural markets; pricing policies and approaches; innovative pricing methods for rural products; challenges in developing suitable marketing strategies for rural markets.

Unit 4: Rural Communication and Distribution Management

Challenges in rural communication; advertising and sales promotion strategies for rural markets; rural media and communication tools; branding strategies in rural markets; issues and challenges in rural distribution channels; strategies for tapping rural markets; rural retailing systems; importance and role of haats and shandies; vans and mobile stores as rural distribution models; innovations in rural distribution systems; emerging role of digital platforms and technology in rural marketing.

Text Books (Latest Edition):

1. Kashyap, P. &Raut, S. Rural Marketing, Biztantra
2. T.P. Gopal Swamy. Rural Marketing. Vikas Publishing House
3. Dogra, B. &Ghuman, K. Rural Marketing, TMH
4. Velayudhan, S. K. Rural Marketing. SAGE Publication
5. Mathur, U.C. Rural Marketing. Excel Books,
6. Krishnama charyulu, C G. and Ramakrishnan, L. Rural Marketing. PearsonEducation
7. Rahman, Habeeb Ur. Rural Marketing. HPH,
8. Singh, Sukhpal. Rural Marketing, Vikas Publishers
9. Kamat, Minouti & Krishnamoorthy, R. Rural Marketing, HPH, Agricultural

Course Outcome(s):

• Acquaint the students with the appropriate concepts of rural marketing.
• Develop an understanding of rural vs urban consumers & markets.
• It will provide insights for understanding challenges and opportunities forrural markets and strategies relevant to rural consumers

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BS802DSE	**Integrated Marketing Communication**	**3L:1T:0P**	**4 Credits**

Course Objective:

The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

Unit 1: Introduction to Integrated Marketing Communication (IMC)

Concept, meaning, and evolution of Integrated Marketing Communication; importance and role of IMC in building brand identity and enhancing brand value; promotional mix and various tools of IMC; role of advertising, sales promotion, personal selling, public relations, direct marketing, and digital communication in IMC; partners and industry organizations involved in marketing communication; relationship between brands and stakeholders; customer brand decision-making process and its importance in communication strategies.

Unit 2: Planning for Marketing Communication

Concept and process of IMC planning; data-driven marketing communication and its role in decision-making;

process of creating, sending, and receiving brand messages; message strategy and development; IMC media planning and selection of communication channels; setting communication objectives; establishing MARCOM objectives for promotional programmes; hierarchy of effects model; DAGMAR approach to communication objectives; MARCOM budgeting and methods of budgeting for promotional programmes.

Unit 3: Developing the Integrated Marketing Communication Programme

Development and implementation of integrated marketing communication programmes; consumer sales promotion techniques; trade sales promotion strategies and co-marketing initiatives; personal selling and its role in communication; public relations and brand publicity; direct marketing and customer service strategies; product placements and their importance; events and sponsorship management; packaging as a communication tool; social media marketing and its role in modern IMC strategies.

Unit 4: Evaluation of Promotional Programmes

Meaning, importance, and objectives of measuring communication effectiveness; evaluation of promotional programmes; testing process in marketing communication; methods of measuring effectiveness of advertising, sales promotion, personal selling, public relations, and other promotional tools; evaluation of IMC effectiveness; concept and importance of pre-testing, concurrent testing, and post-testing of promotional campaigns.

Textbooks (Latest Editions):-

1. Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; McGraw Hill
2. Integrated Marketing Communications: A South Asian Perspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India
3. Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
4. Advertising Management; by Aaker, Batra and Myers; Prentice-Hall 5. Percy, L. (2014). Strategic integrated marketing communications. Routledge.

References:-Reference Papers:

1. Almquist, E. &Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
2. Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups andDowns of Advertising, Westland and Tranquebar Press
3. Barry, P. (2008).The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson
4. Chitty, Luck, Valos, Barker and Shimp (2015), Integrated Marketing Communications, Cengage Learning, 4th Edition (ISBN 9780170254304).
5. Dewhirst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, Tobacco Control, 11, 146-150
6. Duncan, T., and Ouwersloot, H. (2008), Integrated Marketing Communications. European ed. New York: McGraw-Hill,
7. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple LeafFoods, and the Politics of Apology, Canadian Journal of Communication, 34(2),189-204.
8. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, Journal of

Marketing Communications, 15 (2-3), 139-155
9. Pricken, M. (2008). Creative Advertising: Ideas and Techniques from The World's Best Campaigns (2nd Edition), Thames And Hudson
10. Terence A. Shimp, Advertising & Promotion: An IMC approach, Cengage Learning

Course Outcomes:

1. Apply the key terms, definitions, and concepts used in integrated marketing communications.
2. Examine how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.
3. Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan.
4. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

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BS803DSE	**Talent Acquisition and Management**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to provide students with a comprehensive understanding of talent acquisition and talent management as strategic functions of Human Resource Management. It focuses on attracting, selecting, developing, engaging, and retaining talented employees to achieve organizational competitiveness and long-term sustainability.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the concepts, significance, and strategic importance of talent acquisition and talent management in organizations.
- Analyze workforce requirements and design effective recruitment and selection strategies to attract talent.
- Apply talent management practices related to employee development, engagement, succession planning, and career growth.
- Evaluate contemporary tools and technologies used in talent acquisition and management processes.
- Develop integrated talent management strategies that support organizational performance and competitive advantage.

Unit I: Foundations of Talent Acquisition and Talent Management

Concept and significance of talent acquisition and talent management; Evolution of talent management practices; Strategic role of talent in organizational success; Talent management versus traditional HRM; Talent lifecycle and talent value proposition; Workforce planning and talent forecasting; Employer branding and organizational attractiveness; Human capital as a source of competitive advantage; Role of HR professionals in talent management; Contemporary trends in talent acquisition and management; Workforce planning and manpower forecasting; Job analysis and competency mapping.

Unit II: Talent Acquisition Strategies and Recruitment Processes

Recruitment planning and strategy formulation; Sources of recruitment: Internal and external; E-recruitment and social media recruitment; Employer branding and recruitment marketing; Talent sourcing techniques;

Selection process and selection tools; Psychometric testing, assessment centres and competency-based interviews; Artificial Intelligence and analytics in recruitment; Ethical and legal considerations in talent acquisition; Talent identification and assessment; High-potential employee management.

Unit III: Talent Development, Employee Engagement and Succession Planning

Learning and development for talent growth; Competency development frameworks; Coaching and mentoring; Career planning and career development; Employee engagement and retention strategies; Psychological contract and employee commitment; Performance management as a talent development tool; Building a culture of continuous learning and innovation; Concept and significance of succession planning; Leadership pipeline development; Talent reviews and talent pools; Identifying critical positions and future leaders; Retention management strategies; Employee value proposition (EVP); Managing employee turnover and attrition; Rewards and recognition systems; Work-life balance and employee well-being; Diversity, Equity and Inclusion (DEI) in talent management; Role of organizational culture in talent retention.

Unit IV: Contemporary Issues and Strategic Talent Management

Global talent management; Managing talent in multinational organizations; Digital transformation and talent management; Talent analytics and HR metrics; Artificial Intelligence and automation in talent management; Gig workforce and contingent talent management; Future skills and workforce readiness; Strategic workforce agility; Ethical issues in talent management; Emerging trends and challenges in talent acquisition and management; Case studies of leading organizations and talent management best practices.

Reference

1. Talent Management – Stephen Taylor.
2. The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger.
3. Effective Talent Management – Mark Wilcox.
4. Human Resource Management – Gary Dessler.
5. Talent Intelligence – Tomas Chamorro-Premuzic.

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BS804DSE	**Labour Law**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to provide students with a comprehensive understanding of labour laws and industrial relations frameworks governing employment relationships in India. It focuses on legal rights and obligations of employers and employees, labour welfare, social security, dispute resolution mechanisms, and the impact of recent labour law reforms on workplace management.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

- Explain the evolution, objectives, and significance of labour laws in protecting employee rights and promoting industrial harmony.
- Analyze the legal framework governing employment, wages, working conditions, and social security in India.
- Apply labour law provisions to workplace situations involving employee welfare, industrial relations, and dispute resolution.
- Evaluate the implications of labour codes and labour law reforms on organizations and employees.

- Develop legally compliant HR policies and practices that promote ethical employment relations and organizational effectiveness.

Unit I: Foundations of Labour Law and Industrial Relations
Concept, nature and objectives of labour law; Evolution and development of labour legislation in India; Constitutional provisions relating to labour welfare and employment; Principles of labour jurisprudence; Sources of labour law; Labour administration in India; International Labour Standards and the role of International Labour Organization; Concept and significance of industrial relations; Rights and responsibilities of employers and employees; Emerging trends in labour legislation; Industrial relations framework in India; Trade unions: Meaning, objectives and functions.

Unit II: Wage Regulations, Employment Conditions and Trade Union Laws
Registration and recognition of trade unions; Rights and liabilities of trade unions; Collective bargaining and negotiation processes; Workers' participation in management; Industrial disputes: Causes and consequences; Grievance handling mechanisms; Conciliation, arbitration and adjudication; The Industrial Relations Code, 2020; Prevention and settlement of industrial disputes; Concept of wages and remuneration; Wage determination and wage protection; The Code on Wages, 2019; Minimum wages, payment of wages and equal remuneration principles; Working hours, overtime and leave provisions; Employment contracts and terms of employment; Occupational safety, health and working conditions; Employer obligations regarding workplace safety; Rights of women and young workers; Legal compliance in employment practices.

Unit III: Social Security, Labour Welfare and Employee Protection
Concept and importance of social security; Social Security Code, 2020; Employees' Provident Fund (EPF); Employees' State Insurance (ESI); Gratuity and pension benefits; Maternity benefits and employee welfare measures; Compensation for workplace injuries and occupational hazards; Labour welfare funds and schemes; Social security for gig and platform workers; Role of employers in ensuring employee welfare and social protection; Contract labour and outsourcing regulations; Gig economy and platform employment.

Unit IV: Contemporary Labour Law Issues and Compliance Management
Labour law reforms and consolidation into Labour Codes; Sexual harassment at workplace and legal safeguards; Diversity, Equity and Inclusion (DEI) from a legal perspective; Ethical employment practices; Labour law compliance and audits; Digitalization of labour administration; Corporate governance and labour law compliance; Future challenges in labour regulation; Case studies on labour disputes and compliance practices.

Reference

- Industrial Relations and Labour Laws – Sinha, Sinha & Shekhar.
- Labour Laws for Managers – B.D. Singh.
- Industrial Relations, Trade Unions and Labour Legislation – S.C. Srivastava.
- Industrial Relations and Labour Laws – P. Subba Rao.
- Industrial Relations and Labour Welfare – Michael V.P.
- Labour Laws and Social Security – H.L. Kumar.

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BS805DSE	**Change Management and Organizational Development**	**3L:1T:0P**	**4Credits**

Course Objectives

The course aims to provide students with a comprehensive understanding of organizational change and development processes. It focuses on equipping learners with theoretical foundations, practical tools, and strategic interventions required to manage change effectively and facilitate organizational growth in dynamic business environments.

Course Outcomes (COs)

After successful completion of the course, students will be able to:

- Explain the concepts, theories, and significance of change management and organizational development in modern organizations.
- Analyze organizational environments and diagnose change requirements using various OD diagnostic models and frameworks.
- Design and implement organizational development interventions to improve organizational effectiveness and employee performance.
- Evaluate resistance to change and formulate strategies for managing change at individual, group, and organizational levels.
- Develop comprehensive change management plans and assess the effectiveness of OD interventions in achieving organizational goals.

Unit I: Foundations of Change Management and Organizational Development

Nature and significance of organizational change; Forces driving organizational change; Types of organizational change—Incremental, transformational, strategic and cultural change; Evolution and history of Organizational Development; Values, assumptions and ethics of Organizational Development; Characteristics and objectives of Organizational Development; Relationship between Change Management and Organizational Development; Role of HR professionals as change agents; Concept of organizational diagnosis; Need for organizational diagnosis; Open Systems Model; Burke-Litwin Model of Organizational Performance and Change.

Unit II: Models of Organizational Change and Organizational Diagnosis

McKinsey 7-S Framework; Lewin's Three-Step Change Model; Kotter's Eight-Step Change Model; Action Research Model; Organizational culture and climate assessment; Data collection methods for organizational diagnosis; Feedback and diagnostic processes; Meaning and classification of Organizational Development interventions; Human Process Interventions—Sensitivity Training, Team Building, Process Consultation, Conflict Management; Techno-Structural Interventions—Job Design, Quality of Work Life (QWL), Employee Involvement Programs.

Unit III: Organizational Development Interventions and Change Implementation

Human Resource Management Interventions—Performance Management, Career Planning, Employee Wellness Programs; Strategic Change Interventions; Appreciative Inquiry; Knowledge Management and Learning Organizations; Understanding resistance to change; Sources of resistance at individual, group and organizational levels; Overcoming resistance to change; Communication strategies during change; Leadership and change management; Role of organizational culture in change implementation; Employee engagement and participation in change initiatives; Managing organizational politics during change; Change readiness and change capability assessment; HR's role in facilitating successful change implementation.

Unit IV: Evaluation and Contemporary Issues in Organizational Development

Evaluating organizational change and Organizational Development programs; Measuring effectiveness of change initiatives; Institutionalization and sustainability of change; Digital transformation and organizational change; Managing change in virtual and hybrid workplaces; Diversity, Equity and Inclusion (DEI) and Organizational Development; Agile organizations and continuous improvement; Future trends in Change Management and Organizational Development; Case studies of successful and unsuccessful organizational change initiatives.

Reference:

- Cummings, T. G., & Worley, C. G. *Organization Development and Change*. Cengage Learning.
- Anderson, D. L. *Organization Development: The Process of Leading Organizational Change*. Sage Publications.
- French, W. L., & Bell, C. H. *Organization Development: Behavioral Science Interventions for Organization Improvement*. Pearson.
- Kotter, J. P. *Leading Change*. Harvard Business Review Press.
- Hiatt, J. *ADKAR: A Model for Change in Business, Government and Our Community*. Prosci.

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BS806DSE	Investment Analysis and Portfolio Management	3L:1T:0P	4 Credits

Course Description

This course provides an advanced understanding of investment analysis and portfolio management with a strong orientation toward investment banking and financial consulting. It focuses on valuation techniques, portfolio construction, risk management, and advisory strategies used in capital markets, mergers & acquisitions, and wealth management.

Course Outcomes

After completing this course, students will be able to:

1. Apply advanced valuation techniques for equities, firms, and projects.
2. Construct and manage portfolios using modern portfolio theories.
3. Analyze risk-return trade-offs using quantitative models.
4. Provide investment advisory solutions for clients (HNIs, corporates).
5. Evaluate investment opportunities in real-world financial markets.

Unit I: Investment Environment, Financial Markets & Investment Instruments

Structure and Functions of Financial Markets including Primary and Secondary Markets; Investment Environment and Investment Decision Process; Investment Instruments including Equity Shares, Bonds, Derivatives, Mutual Funds, and Exchange Traded Funds (ETFs); Role of Investment Bankers and Financial Consultants; Market Efficiency and Behavioral Finance (Overview); Regulatory Framework for Investment Markets including SEBI and Global Regulatory Perspectives.

Unit II: Security Analysis, Valuation & Investment Decision-Making

Fundamental Analysis including Macro-Economic Analysis, Industry Analysis, and Company Analysis; Financial Statement Analysis for Investment Decisions; Equity Valuation Models including Dividend Discount Model

(DDM), Free Cash Flow to Firm (FCFF), Free Cash Flow to Equity (FCFE), and Relative Valuation Models including P/E Ratio and EV/EBITDA; Fixed Income Valuation including Bond Pricing and Yield Measures; Introduction to Derivatives Valuation and Basic Valuation Concepts.

Unit III: Portfolio Theory, Asset Allocation & Portfolio Optimization

Modern Portfolio Theory (Markowitz Model); Risk and Return Analysis in Portfolio Construction; Efficient Frontier and Optimal Portfolio Selection; Capital Asset Pricing Model (CAPM); Arbitrage Pricing Theory (APT); Strategic and Tactical Asset Allocation; Portfolio Diversification and Optimization Techniques; Asset Allocation Strategies for Individual and Institutional Investors.

Unit IV: Portfolio Management Strategies, Performance Evaluation & Investment Advisory

Active and Passive Portfolio Management Strategies; Equity Portfolio Strategies and Fixed Income Portfolio Strategies; Portfolio Revision and Rebalancing Techniques; Portfolio Performance Evaluation Measures including Sharpe Ratio, Treynor Ratio, and Jensen's Alpha; Risk Management Using Derivatives including Basic Hedging Strategies; Role of Investment Banks in Capital Markets; Initial Public Offerings (IPOs), Follow-on Public Offerings (FPOs), and Private Placements; Mergers and Acquisitions including Valuation and Deal Structuring; Wealth Management for High Net-Worth Individuals (HNIs) and Institutional Clients; ESG Investing and Sustainable Finance; Case Studies on Real-World Investment Decisions.

Suggested Readings / Reference Books

1. Prasanna Chandra – *Investment Analysis and Portfolio Management*, McGraw Hill India
2. V. K. Bhalla – *Investment Management*, S. Chand Publications
3. Punithavathy Pandian – *Security Analysis and Portfolio Management*, Vikas Publishing
4. Kevin S. (adapted Indian editions) & NSE Academy – *Equity Research and Valuation*
5. Nalini Prava Tripathy – *Investment Management*, Excel Books
6. SEBI & NSE Modules on Capital Markets (India)

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BS807DSE	**E-Commerce and Digital Finance**	**3L:1T:0P**	**4 Credits**

Course Description

This course provides an introduction to the fundamentals of e-commerce and digital finance. It focuses on digital business models, online transactions, electronic payment systems, fintech innovations, and the regulatory environment. The course emphasizes practical understanding of digital platforms, online financial services, and emerging technologies in finance.

Course Outcomes

After completing this course, students will be able to:
1. Understand the fundamentals of e-commerce and digital business models.
2. Analyze different types of e-commerce platforms and digital marketplaces.
3. Explain digital payment systems and financial technologies (FinTech).
4. Identify risks, security issues, and regulatory frameworks in digital finance.
5. Apply basic concepts of digital transactions and online financial services.

Unit I: Introduction, Evolution & Business Models of E-Commerce

Meaning, Nature, Scope, and Evolution of E-Commerce; Development and Growth of Electronic Business; Types of E-Commerce Models including Business-to-Business (B2B), Business-to-Consumer (B2C), Consumer-to-Consumer (C2C), and Consumer-to-Business (C2B); E-Commerce Business Models including Marketplace Model, Inventory-Based Model, and Hybrid Model; Advantages and Limitations of E-Commerce; Role of E-Commerce in Modern Business and Digital Economy.

Unit II: E-Commerce Infrastructure, Operations & Digital Payment Systems

E-Commerce Architecture and Components; Technology Infrastructure Supporting E-Commerce; Electronic Data Interchange (EDI) and Supply Chain Integration; Website Design and User Interface (Basic Concepts); Order Processing, Logistics, and Order Fulfilment; Introduction to Digital Finance; Modes of Digital Payments including Debit Cards, Credit Cards, Net Banking, Mobile Wallets, and Unified Payments Interface (UPI); Payment Gateways and Payment Process Flow; Role of Banks and FinTech Companies in Digital Payments; Digital Transaction Lifecycle.

Unit III: FinTech, Emerging Technologies & Digital Financial Innovation

Meaning, Nature, and Scope of FinTech; Evolution of Financial Technology and Digital Financial Ecosystems; Key Areas of FinTech including Digital Lending and Alternative Financing Platforms; Blockchain Technology and Cryptocurrency Applications in Finance; Role of Artificial Intelligence (AI), Machine Learning, and Big Data in Financial Services; Financial Inclusion through Digital Platforms; Emerging Trends in Digital Commerce and Financial Services.

Unit IV: E-Commerce Security, Legal Framework & Regulatory Issues

Cyber Security in E-Commerce; Data Privacy and Protection; Common Digital Risks including Fraud, Phishing, Identity Theft, and Online Transaction Risks; Legal Framework for E-Commerce in India (Overview); Role of RBI and Regulatory Guidelines for Digital Payments and Financial Services; Consumer Protection in Digital Transactions; Regulatory and Compliance Challenges in E-Commerce.

Suggested Readings / Reference Books

1. P. T. Joseph – *E-Commerce: An Indian Perspective*, PHI Learning
2. C. S. V. Murthy – *E-Commerce: Concepts, Models and Strategies*, Himalaya Publishing House
3. Kamlesh K. Bajaj & Debjani Nag – *E-Commerce: The Cutting Edge of Business*, Tata McGraw-Hill
4. Arshdeep Singh – *FinTech: Fundamentals and Applications*, Wiley India
5. Dr. Vinod Kumar – *Digital Payment Systems in India*, Taxmann Publications
6. RBI Publications and Reports on Digital Payments (latest editions)

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BS808DSE	**Financial Planning**	**3L:1T:0P**	**4 Credits**

Course Description

This course introduces the fundamental concepts of personal financial planning. It focuses on income management, savings, investment options, insurance, retirement planning, and tax planning. The course aims to equip students with practical knowledge to make informed financial decisions for individuals and households.

Course Outcomes

After completing this course, students will be able to:

1. Understand the basic principles of financial planning and personal finance.
2. Prepare personal budgets and manage income and expenses effectively.
3. Identify and evaluate various investment avenues.
4. Understand risk management through insurance planning.
5. Develop basic financial plans including retirement and tax planning.

Unit I: Foundations of Financial Planning & Personal Wealth Management

Meaning, Objectives, and Importance of Financial Planning; Nature and Scope of Personal Financial Management; Personal Financial Planning Process; Role and Responsibilities of a Financial Planner; Time Value of Money and Its Basic Concepts; Financial Goal Setting including Short-Term and Long-Term Goals; Importance of Financial Discipline and Wealth Creation.

Unit II: Income, Budget, Cash Flow & Debt Management

Income Management and Personal Cash Flow Analysis; Personal Budgeting Techniques; Preparation and Management of Personal Budgets; Savings and Spending Patterns; Emergency Fund Planning; Debt Management Strategies; Basics of Loans and Credit Management; Credit Cards and Responsible Borrowing Practices.

Unit III: Investment Planning & Portfolio Diversification

Meaning, Objectives, and Importance of Investment Planning; Investment Decision-Making Process; Risk and Return Concepts; Investment Avenues including Bank Deposits, Mutual Funds, Equity Shares, Bonds, and Debt Instruments; Basics of Portfolio Diversification; Asset Allocation and Investment Planning Strategies; Evaluation of Investment Choices for Personal Financial Goals.

Unit IV: Risk Management, Insurance, Retirement & Tax Planning

Concept of Risk in Personal Finance; Risk Management through Insurance Planning; Insurance Need Analysis; Types of Insurance including Life Insurance, Health Insurance, and General Insurance; Basics of Insurance Policies and Premiums; Retirement Planning: Need, Importance, and Process; Retirement Products including Provident Fund (PF), National Pension System (NPS), and Pension Plans; Tax Planning Basics; Income Tax Deductions including Sections 80C, 80D, and Other Relevant Deductions; Tax-Saving Investment Options; Preparation of a Simple Personal Financial Plan.

Suggested Readings / Reference Books

1. Sinha, Madhu – *Financial Planning: A Ready Reckoner*, McGraw Hill India
2. Halan, Monika – *Let's Talk Money*, Harper Business
3. Halan, Monika – *Let's Talk Mutual Funds*, Harper Business
4. Agarwal, Meir & Rastogi – *Financial Planning and Wealth Management*, Taxmann
5. NSE Academy – *Financial Planning & Wealth Management*, McGraw Hill
6. SEBI Investor Awareness Materials (latest editions)

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SEMESTER–VII (BBA (Honours with Research))

SEMESTER –VII (BBA (Honours with Research))

BS720CC1	**Advanced Data Analysis Tools**	**2L:0T:4P**	**4 Credits**

Course Description: Advanced Data Analysis Tools is designed to equip students with sophisticated skills in data analysis to enhance decision-making in business. The course emphasizes the practical application of statistical software for data manipulation, statistical modeling, machine learning, and effective communication of data insights.

Course Objectives:

1. To introduce advanced data analysis tools and techniques used in business decision-making.
2. To develop proficiency in using statistical software for comprehensive data analysis, including manipulation, interpretation, and visualization.
3. To explore the application of these tools in addressing real-world business challenges through hands-on exercises.

Unit Descriptions:

Unit 1: Data Handling and Statistical Foundations

This unit introduces the fundamentals of data analysis, including an overview of statistical software tools, data handling, and basic operations. It covers data importing, cleaning, and initial data exploration techniques, setting a strong foundation for further analysis.

Unit 2: Statistical Analysis and Modeling

Focuses on advanced statistical methods, including descriptive and inferential statistics, regression analysis, and forecasting techniques. Students will engage in hypothesis testing and time series analysis, using these methods to derive meaningful insights from complex datasets.

Unit 3: Machine Learning and Advanced Analytical Techniques

Introduces basic and advanced machine learning algorithms relevant to business analytics. This unit covers decision trees, clustering, neural networks, and the fundamentals of deep learning, with a focus on their practical application in predictive analytics and data-driven decision-making.

Unit 4: Visualization, Reporting, and Ethical Considerations

Emphasizes the importance of effective data presentation through visualizations and interactive dashboards using tools like Tableau and Power BI. This unit also addresses the ethical considerations in data analysis and the preparation of comprehensive reports and presentations to communicate insights clearly to stakeholders.

Suggested Pedagogy:

The course adopts a blend of interactive lectures, practical labs, and project-based learning to facilitate an engaging and comprehensive learning experience. Real-world datasets are employed extensively to allow students to apply theoretical concepts in practical scenarios, bridging the gap between classroom learning and business application.

Optional Practical Component:

An optional practical can be developed for students who wish to explore open-source statistical software for conducting independent and complex data analyses.

Research Reading:

Raji, M. A., Olodo, H. B., Oke, T. T., Addy, W. A., Ofodile, O. C., & Oyewole, A. T. (2024). Real-time data analytics in retail: A review of USA and global practices. GSC Advanced Research and Reviews, 18(3), 059-065.

Textbooks (Latest Edition):

1. *Discovering Statistics Using IBM SPSS Statistics* by Andy Field, 5th ed., Sage.
2. *An Introduction to Statistical Learning with Applications* by James, Witten, Hastie, & Tibshirani, 2nd ed., Springer.
3. *Data Science with Artificial Intelligence, Machine Learning and Deep Learning by Rajiv Chopra, Khanna Book Publishing.*

Course Outcomes:

- Proficiency in using advanced statistical tools for data analysis.
- Ability to apply comprehensive data analysis techniques to enhance business decision-making.
- Skills to effectively interpret and present data insights to stakeholders.
- Awareness of ethical considerations in data analysis.

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BS721CC2	Advanced Research Methodology	2L:0T:4P	4 Credits

Course Description: Advanced Research Methodology builds upon foundational knowledge, delving into sophisticated research design and methodologies tailored for business contexts. This course explores complex qualitative and quantitative research techniques and integrates contemporary issues such as big data and artificial intelligence into the curriculum. Emphasizing ethical considerations and the practical application of research tools, the course equips students with the necessary skills to conduct high-quality research, write scholarly articles, and develop grant proposals.

Course Objectives:

1. Enhance understanding of advanced research designs and methodologies beyond the foundational level.
2. Develop proficiency in qualitative and quantitative data analysis techniques using advanced software tools.
3. Explore contemporary issues and innovations in research methodology relevant to business studies.

Course Contents:

Unit 1: Advanced Research Frameworks

This unit covers advanced research frameworks, examining research philosophy, inquiry, ontology, epistemology, and paradigms. It includes discussions on refining quantitative, qualitative, and mixed methods approaches and explores specialized research designs both experimental and non-experimental designs such as longitudinal, cross-sectional, and factorial design, latin square design, randomize group design providing a foundation for advanced research questions/inquiry.

Unit 2: Advanced Data Analysis Techniques

The focus of this unit is on advanced data analysis techniques. It encompasses qualitative methods like ethnography and phenomenology, alongside advanced quantitative approaches including multivariate analysis and structural equation modelling. This unit also introduces the use of sophisticated data analysis software such as computer enabled qualitative and context analysis (example NVivo and ATLAS.ti, PLSEM), enhancing students' analytical skills.

Unit 3: Contemporary Issues in Research

This unit engages students with contemporary issues in research, addressing the impact of big data and analytics, and the incorporation of artificial intelligence into research methodologies. It also covers the ethical considerations crucial to modern research practices and the transformative role of technologies like virtual reality and augmented reality in business research.

Unit 4: Application and Ethics

In this unit, students apply research methods to real-world scenarios, exploring the ethical challenges in conducting research. The unit guides students in preparing scholarly articles, grant proposals, and comprehensive research reports, emphasizing the practical application of research skills and ethical considerations in documentation and reporting.

Case/Exercises:

- Behavioral Experiment (A), (B), (C) by Elena Reutskaja - https://hbsp.harvard.edu/product/IES916-PDF-ENG
- Focus Groups (A), (B) by Elena Reutskaja - https://hbsp.harvard.edu/product/IES922-PDF-ENG
- In-depth Interviews (A), (B) by Elena Reutskaja - https://hbsp.harvard.edu/product/IES918-PDF-ENG

Research Paper Reading:

Pereira, L. F. (2023). Business research methods: systematic literature review. International Journal of Management Concepts and Philosophy, 16(2), 145-159.

Textbooks:

1. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, by Creswell, J. W. & Creswell, J. D.
2. *Multivariate Data Analysis*, by Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E.

Pedagogy:

The course utilizes a combination of interactive lectures, hands-on lab sessions, collaborative projects, and case studies to provide an engaging and comprehensive learning experience. It integrates real-world scenarios and current research challenges into classroom discussions to effectively bridge theoretical knowledge with practical application.

Course Outcomes:

- Mastery of advanced research methodologies applicable in diverse business contexts.
- Skilled in ethical application and critical analysis of research data.
- Proficient in publishing research findings and drafting comprehensive grant proposals.

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BS723DSE	Experiential Marketing	2L:0T:4P	4 Credits

Course Description

In today's hyper-connected, consumer-driven market, traditional advertising is no longer sufficient to capture lasting brand loyalty. This course explores the paradigm shift from transactional marketing to experiential marketing, focusing on how brands design, execute, and measure memorable, multi-sensory, and interactive live experiences. Students will delve into the consumer psychology behind engagement, learn strategic frameworks for campaign development, bridge the gap between digital and live activations, and master the metrics required to prove return on investment (ROI).

Course Objectives

- To understand the evolution of the marketing mix and the cultural drivers behind the experience economy.
- To analyze the cognitive and psychological mechanisms that turn brand interactions into long-term consumer relationships.
- To master strategic frameworks (such as the 5 Cs) used to conceptualize and execute experiential marketing campaigns.
- To design hybrid brand experiences that seamlessly integrate digital environments with physical activations.
- To evaluate experiential campaign performance using rigorous, bottom-line measurement plans.
- To formulate an organizational roadmap for transitioning a traditional brand into an experience-driven brand.

Course Content

Unit 1: Foundations, Evolution, and the Psychology of Engagement

The Experience R/Evolution: *Core Concepts:* The historical transition from a generic commodities and goods economy to a service economy, culminating in the modern "Experience Economy."
Explanation: how modernization, sensory overload, and ad-blocking behaviors forced this evolution. Introduce the concept of economic value progression (Extracting Commodities, Making Goods, Delivering Services, Staging Experiences).
Recalibrating the Marketing Mix & the New Branding Frontier
Transforming the traditional 4 Ps (Product, Price, Place, Promotion) into the experiential landscape. Moving from passive "Push" marketing to active "Pull/Participatory" marketing.
Discussion on how "Place" becomes a three-dimensional brand theater and "Promotion" becomes a live

dialogue. Define how brand equity is no longer built just via top-of-mind awareness, but through top-of-heart engagement.

The Psychology of Engagement

Emotional branding, cognitive neuroscience of touch/presence, and memory formation.
Covering the science of relationship-building. Explaining how active, experiential learning creates stronger neural pathways and deeper brand understanding than passive visual or auditory media. Focussing on the transition from consumer satisfaction to consumer intimacy.

Unit 2: Developing an Experiential Strategy (The 5 Cs Framework)

Connection: Deep-dive emotional, intellectual, and physical alignment between brand values and consumer identity. How to design the initial "hook." Discussing the difference between superficial attention and an authentic, long-term brand bond.
Control: *Core Concepts:* The paradox of control. Managing brand guidelines while surrendering narrative power to the consumer. Addressing co-creation. Emphasis on how brands must step back and allow consumers to personalize their own journey within a structured brand environment.
Content: *Core Concepts:* Experiential storytelling; treating the activation as content generation engine. Cover how the live experience must tell a clear story, and how it must organically generate user-generated content (UGC) that extends past the physical space.
Currency: *Core Concepts:* The non-monetary value exchange. Explanation in experiential marketing, "currency" is the consumer's time, attention, personal data, and social capital. Teachers must highlight how a brand must offer a high-value experience to justify this consumer investment.
Conversion & Strategy First: *Core Concepts:* Bottom-line business alignment. Emphasis on - experiences are not just PR stunts; they must drive measurable business results (e.g., immediate sales, lead generation, long-term retention). Focus on building "Strategy First" before deciding on physical tactics.

Unit 3: Campaign Anatomy, Hybrid Integration, and Experience Design

The 11 Pillars of Experiential Anatomy: *Core Concepts:* The foundational structural checklist of a world-class activation. Systematic break down of each of the 11 characteristics with real-world examples;
Remarkable & Shareable: Worth talking about; highly optimized for social magnification.
Memorable & Measurable: Sticky in the mind; fundamentally tied to data tracking.
Relatable & Personal: Culturally aligned; tailored to individual human emotions.
Targetable & Connectable: Aimed at the right demographic; links users together.
Flexible & Engageable: Adapts to real-time event changes; encourages physical interaction.
Believable: Rooted entirely in brand authenticity.

Digital Plus Live (The Hybrid Experience): *Core Concepts:* The Phygital (Physical + Digital) marketing ecosystem.
Focus on creating a "wired" experience. How to map user journeys that start online (pre-event hype), transition offline (live event tech like RFID, AR/VR, interactive projections), and return online (post-event communities and content sharing).
Experience Design & Living Stories: *Core Concepts:* Environmental, spatial, and sensory design.
How to orchestrate sights, sounds, smells, and textures to build a living story. How to design physical foot-traffic flows, structural layouts, and interactive zones that bring brand values to life.

Unit 4: Metrics, Mastery, and Brand Transformation

Proving Performance and Measurement: *Core Concepts:* Experiential analytics, ROI (Return on Investment), and ROE (Return on Engagement). How to build a disciplined Performance Plan. Distinguish

between vanity metrics (e.g., event attendance, social media impressions) and deep-funnel metrics (e.g., dwell time, purchase intent, post-event conversion rates, customer lifetime value shifts). Highlight the neurological impact and "power of touch" in accelerating sales.
The 10 Habits of Highly Experiential Brands: *Core Concepts:* The operational and corporate DNA of experience-led organizations. How top global brands structurally embrace experiential marketing, looking at corporate agility, consumer-centric design thinking, and cross-departmental alignment.
The Vocabulary of Experiences: *Core Concepts:* Technical terminology, operational functions, and agency vernacular. Running a dedicated vocabulary seminar ensuring students master industry terms (e.g., footprint, run-of-show, load-in/load-out, activation rate, experiential touchpoints, creative tech integrations).
Converting to an Experience Brand (The 7-Step Organizational Roadmap): *Core Concepts:* Corporate restructuring and agency management. A step-by-step operational master class on changing a legacy company's approach:
Steps 1-3: Auditing brand touchpoints ("fronts"), aligning with external corporate partners, and vetting/selecting specialized experiential agencies.
Steps 4-5: Restructuring the flawed, outdated RFP (Request for Proposal) process and upskilling internal brand management teams to handle live operations.
Steps 6-7: Creating sustained customer value and directly driving lower-funnel sales conversions.

Text Books

Experiential Marketing: A Practical Guide to Interactive Brand Experiences (Latest Edition) by Max Lenderman / Kerry Smith & Dan Hanover *(Core structural text).*
The Experience Economy (Latest Edition) by B. Joseph Pine II and James H. Gilmore.

References

Experiential Marketing: Secrets, Strategies, and Success Stories from the World's Greatest Brands by ShazSmilansky.
Customer Experience 3.0: How to Design and Deliver an Exceptional Customer Experience by John A. Goodman.
Selected contemporary articles from the *Journal of Marketing*, *Harvard Business Review*, and industry whitepapers from the *Experiential Marketing Forum*.

Reflective Exercises and Cases

The 5 Cs Strategy Audit: Students select a recent, well-known brand activation (e.g., Nike, Red Bull, or IKEA) and audit its execution against the 5 Cs framework (Connection, Control, Content, Currency, Conversion).
The RFP (Request for Proposal) Simulation: A reflective roleplay exercise where students reconstruct a flawed agency RFP process based on Chapter 10 guidelines to align internal brand teams with an external creative agency.
Case Analysis – "Brands Making Headway": A series of case reviews tracking companies that successfully pivoted from traditional ad spend to experiential-first budgets, analyzing their performance measurement plans.

Course Outcomes

Upon successful completion of this course, students will be able to:

- Critically evaluate how the experience economy alters consumer expectations and traditional marketing mixes.
- Apply cognitive psychology concepts to design brand experiences that foster deep consumer engagement and loyalty.
- Construct a comprehensive, end-to-end experiential campaign proposal utilizing the 11 key

anatomical pillars.
- Design a hybrid marketing strategy that integrates physical activations with digital and social amplification.
- Establish a data-driven measurement framework to prove the business value, conversion rates, and ROI of an experience.
- Architect a strategic, step-by-step organizational roadmap to successfully transition a legacy brand into an experiential brand.

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BS724DSE	**Marketing Analytics**	**2L:0T:4P**	**4 Credits**

Course Objective:

The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like
Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to
optimize marketing strategies.

Course Content:

Unit 1: Introduction to Marketing Analytics

Concept, meaning, relevance, and scope of marketing analytics; importance and applications of marketing analytics in business decision-making; types of data analytics including descriptive analytics, exploratory analytics, and prescriptive analytics; role of data-driven marketing strategies; emerging trends and recent developments in marketing analytics.

Unit 2: Marketing Data Analysis and Visualization

Summarizing marketing data using analytical tools; slicing and dicing marketing data through PivotTables; analyzing and presenting marketing data using charts and visualization techniques; use of functions for summarizing and interpreting marketing data; application of analytical tools such as Excel, R, and Python in marketing data analysis.

Unit 3: Customer Analytics and Segmentation

Customer journey mapping using customer analytics; understanding customer behavior through data analysis; calculation and application of Customer Lifetime Value (CLV); RFM (Recency, Frequency, Monetary) analysis and its applications; customer churn analysis and prediction; concept and importance of customer segmentation; use of cluster analysis for customer segmentation; segmentation analysis process; applications of cluster analysis in marketing decision-making.

Unit 4: Pricing and Product Analytics

Pricing objectives and strategies; concept and types of product bundling; price skimming strategy and applications; analytics approach to price skimming decisions; measuring price elasticity using regression-based models; product attribute analysis using conjoint analysis; logistic regression and its applications in marketing analytics; discrete choice analysis and random utility theory.

Text Book (Latest Editions):

1. Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications
2. Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
3. Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.

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BS725DSE	**Human Resource Analytics**	**3L:1T:0P**	**4Credits**

Course Description
This course introduces students to the concepts, tools, and applications of Human Resource Analytics in organizational decision-making. It focuses on the use of data, metrics, and analytical techniques to understand workforce behaviour, improve HR practices, and support strategic human resource management. The course covers HR data management, workforce analytics, talent management, performance analysis, employee engagement, and predictive analytics for effective HR decisions.

Course Objectives
The objectives of this course are to:

1. Understand the concepts, scope, and importance of Human Resource Analytics in modern organizations.
2. Develop knowledge of HR data, metrics, and analytical approaches for effective decision-making.
3. Examine the application of analytics in recruitment, performance management, employee engagement, and retention.
4. Understand predictive and strategic approaches to workforce planning and talent management.
5. Develop the ability to use analytical tools and interpret HR data for organizational improvement.

Unit 1: Introduction to Human Resource Analytics
Introduction to Human Resource Analytics; Meaning, definition, and evolution of HR Analytics; Importance and scope of HR Analytics; Role of analytics in strategic human resource management; Human Resource Information Systems (HRIS) and HR data management; Types of HR Analytics; Descriptive Analytics; Diagnostic Analytics; Predictive Analytics; Prescriptive Analytics; HR metrics and key performance indicators (KPIs); Challenges and ethical considerations in HR Analytics.

Unit 2: HR Data Management and Workforce Analytics
HR Data Management; Sources and types of HR data; Collection, storage, and management of HR information; Data quality and data governance in HR Analytics; Workforce Analytics; Workforce planning and forecasting; Employee demographics and workforce trends analysis; Productivity and efficiency analysis; Absenteeism analysis; Employee turnover and attrition analysis; Recruitment analytics; Talent acquisition metrics and effectiveness measurement.

Unit 3: Analytics Applications in Human Resource Management
Performance Analytics; Employee performance measurement and evaluation; Learning and Development Analytics; Measuring training effectiveness and learning outcomes; Compensation Analytics; Pay analysis, compensation benchmarking, and reward effectiveness; Employee Engagement Analytics; Measuring employee satisfaction and engagement levels; Employee Retention Analytics; Identifying factors influencing employee

retention; Talent Management Analytics; Succession planning and identifying high-potential employees.
Unit 4: Predictive HR Analytics and Strategic Applications
Predictive Analytics in Human Resources; Concepts and applications of predictive modelling in HR decision-making; Forecasting employee behaviour and workforce trends; Predictive approaches for employee turnover, performance, and recruitment outcomes; Use of analytical tools and software in HR Analytics; Data visualization and interpretation of HR insights; Strategic workforce decisions using analytics; Future trends in Human Resource Analytics; Artificial Intelligence and Machine Learning applications in HR; Ethical issues related to employee data privacy and responsible use of HR analytics.

Suggested Readings/Textbooks

1. Fitz-enz, Jac & Mattox, John. *Predictive Analytics for Human Resources*. Wiley.
2. Edwards, Martin R. & Edwards, Kirsten. *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.
3. Bhattacharya, Deepak K. *HR Analytics: Understanding Theories and Applications*. SAGE Publications.
4. Marler, Janet H. & Boudreau, John W. *An Evidence-Based Review of HR Analytics*. International Journal of Human Resource Management.
5. Cascio, Wayne F. & Boudreau, John W. *Investing in People: Financial Impact of Human Resource Initiatives*. Pearson Education.
6. Pease, Gene, Byerly, Benjamin & Fitz-enz, Jac. *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*. Wiley.

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BS726DSE	**Employee Retention and Human Capital Management**	**3L:1T:0P**	**4Credits**

Course Objectives
The course aims to provide students with an in-depth understanding of employee retention strategies and human capital management practices in contemporary organizations. It focuses on attracting, developing, engaging, and retaining talent while maximizing the value of human capital as a strategic organizational asset. The course emphasizes the integration of employee retention initiatives with organizational performance, workforce sustainability, and competitive advantage.
Course Outcomes (COs)
Upon successful completion of the course, students will be able to:
- Explain the concepts, principles, and strategic significance of employee retention and human capital management.
- Analyze factors influencing employee turnover, retention, engagement, and workforce productivity.
- Apply human capital management tools and retention strategies to enhance employee commitment and organizational effectiveness.
- Evaluate the role of talent development, employee engagement, and organizational culture in workforce retention.
- Design integrated human capital and retention strategies that support long-term organizational sustainability and competitiveness.

Unit I: Foundations of Employee Retention and Human Capital Management
Concept and significance of employee retention; Meaning and scope of Human Capital Management (HCM); Evolution of Human Capital Theory; Human capital as a strategic organizational asset; Relationship between employee retention and organizational performance; Strategic importance of retaining talent; Workforce demographics and retention challenges; Human capital measurement and valuation; Role of HR in human capital development; Emerging trends in workforce management; Concept and types of employee turnover; Causes and consequences of employee turnover; Voluntary and involuntary turnover.

Unit II: Employee Turnover, Retention Strategies and Human Capital Development
Employee retention and workforce stability; Employee expectations and psychological contract; Job satisfaction and organizational commitment; Work environment and employee retention; Retention challenges across generations; Exit interviews and turnover analysis; Strategies for reducing employee attrition; Employee retention metrics and indicators; Human capital investment and development; Training and development as retention tools; Career planning and career development; Coaching and mentoring for employee growth; Talent management and succession planning.

Unit III: Human Capital Development, Employee Engagement and Organizational Culture
Competency development frameworks; Learning organizations and knowledge management; Leadership development initiatives; Employee empowerment and participation; Building a culture of continuous learning and innovation; Concept and dimensions of employee engagement; Drivers of employee engagement; Employee experience and organizational commitment; Compensation, rewards and recognition as retention tools; Work-life balance and employee well-being; Diversity, Equity and Inclusion (DEI) and employee retention; Organizational culture and employee loyalty; Employee relations and workplace climate.

Unit IV: Strategic Human Capital Management and Contemporary Challenges
Employee value proposition (EVP); Creating high-commitment work systems; Strategic Human Capital Management (SHCM); Human capital analytics and workforce metrics; Return on investment (ROI) in human capital; Workforce planning and talent forecasting; Digital transformation and human capital management; Artificial Intelligence and HR analytics; Managing remote and hybrid workforce retention; Gig workforce and contingent talent management; Sustainable Human Capital Management; Future trends in employee retention and human capital management; Case studies of successful retention and human capital practices.

Recommended Reference Books

1. Human Capital Management – Angela Baron & Michael Armstrong.
2. Armstrong's Handbook of Human Resource Management Practice – Michael Armstrong.
3. The Human Capital Edge – Bruce N. Pfau & Ira T. Kay.
4. Human Resource Management – Gary Dessler.
5. Strategic Human Resource Management – Jeffrey A. Mello.
6. The Talent Management Handbook – Berger & Berger.

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BS727DSE	Financial Research and Data Analytics	3L:1T:0P	4 Credits

Course Description

This course provides a comprehensive understanding of research methodologies and analytical techniques used in finance. It equips students with the knowledge and skills to formulate research problems, conduct empirical investigations, analyze financial data, interpret research findings, and develop evidence-based recommendations. The course emphasizes quantitative and qualitative research methods, financial econometrics, statistical software applications, and contemporary research in corporate finance, investments, banking, financial markets, and FinTech.

Course Objectives

After successful completion of the course, students will be able to:

- Understand the philosophy and methodology of financial research.
- Identify research gaps and formulate finance-related research problems.
- Apply appropriate quantitative and qualitative research methods in finance.
- Analyze financial data using statistical and econometric techniques.
- Critically evaluate empirical research published in finance journals.
- Develop research reports and dissertations following academic and ethical standards

Unit I: Foundations, Philosophy & Framework of Financial Research

Nature, Scope, and Evolution of Financial Research as a Discipline; Research Philosophy and Scientific Inquiry in Finance; Identification of Research Problems in Corporate Finance, Banking, Investments, and Financial Markets; Review of Literature and Identification of Research Gaps; Formulation of Research Objectives, Hypotheses, and Conceptual Framework; Research Ethics, Plagiarism, and Academic Integrity.

Unit II: Research Design, Methodology & Data Collection in Finance

Research Designs in Financial Research including Exploratory, Descriptive, Diagnostic, and Causal Research; Experimental and Non-Experimental Research Methods; Cross-Sectional and Longitudinal Studies; Primary and Secondary Sources of Financial Data; Sampling Techniques for Financial Research; Questionnaire Design and Measurement Scales; Reliability and Validity of Research Instruments.

Unit III: Quantitative Techniques, Financial Data Analytics & Empirical Research Methods

Descriptive Statistics in Financial Research; Correlation and Regression Analysis; Multiple Regression Models; Financial Ratio Modelling; Risk-Return Analysis; Hypothesis Testing in Finance; Application of Quantitative Techniques in Financial Data Analysis; Research Methodologies in Corporate Finance; Empirical Research on Capital Structure; Dividend Policy Research; Investment Behaviour and Behavioural Finance Research; Banking Performance Analysis; Mutual Fund Performance Evaluation; Systematic Literature Review (SLR).

Unit IV: Research Writing, Publication & Contemporary Research Applications

Structure and Components of Finance Research Papers; Academic Writing Techniques; Interpretation and Discussion of Empirical Findings; Preparation of Tables, Charts, and Financial Visualizations; Writing Abstracts and Executive Summaries; APA Referencing and Citation Management; Research Paper Preparation and Publication Process; Review of Contemporary Finance Literature; Case-Based Financial Analysis; Financial

Crisis Studies; Risk Management Research; Future Directions in Corporate Finance and Financial Research; Research Project and Seminar Presentation.

REFERENCE

Brealey, R. A., Myers, S. C., & Allen, F. *Principles of Corporate Finance*.
Ross, S. A., Westerfield, R., Jordan, B., & Jaffe, J. *Corporate Finance*.
Damodaran, A. *Applied Corporate Finance*.
Cooper, D. R., Schindler, P. S., & Sharma, J. Business Research Methods.
Kothari, C. R., & Garg, G. Research Methodology: Methods and Techniques.
Saunders, M., Lewis, P., & Thornhill, A. Research Methods for Business Students.
Wooldridge, J. M. Introductory Econometrics: A Modern Approach.
Greene, W. H. Econometric Analysis.
Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. The Econometrics of Financial Markets.
Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. The Econometrics of Financial Markets: Applications and Empirical Methods.
Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. Business Research Methods.
Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. Multivariate Data Analysis.
American Psychological Association. Publication Manual of the American Psychological Association (7th Edition).

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BS728DSE	**Contemporary Issues in Corporate Finance**	**3L:1T:0P**	**4 Credits**

Course Description
This course explores emerging issues and current research in corporate finance. Students examine developments in corporate governance, sustainability, fintech, behavioral finance, digital transformation, ESG investing, mergers and acquisitions, and global financial challenges. The course encourages analytical thinking through the study of research articles and contemporary case studies.

Course Objectives
After completing this course, students will be able to:

- Understand recent developments in corporate finance.
- Analyze contemporary financial issues using research evidence.
- Evaluate corporate financial strategies in changing business environments.
- Critically assess academic literature in finance.
- Develop research-oriented perspectives on corporate decision-making.

Unit I: Emerging Trends, Innovation & Digital Transformation in Corporate Finance

Evolution and Changing Landscape of Corporate Finance; Financial Innovation and New Financial Models; Global Financial Integration and Its Impact on Corporate Financial Decisions; Digital Transformation in Corporate Finance; FinTech and Emerging Financial Ecosystems; Application of Artificial Intelligence (AI), Machine Learning, and Data Analytics in Finance; Impact of Technological Developments on Corporate Financial Strategy and Decision-Making.

Unit II: Corporate Governance, Sustainable Finance & Responsible Corporate Practices

Concept and Framework of Corporate Governance; Principles and Mechanisms of Corporate Governance; Role of Board Structure, Transparency, and Accountability in Corporate Performance; ESG (Environmental, Social, and Governance) Investing; Sustainable Finance and Green Financial Practices; Corporate Social Responsibility (CSR); Integrated Reporting; Climate Finance and Corporate Response to Environmental Challenges; Role of Sustainability in Long-Term Value Creation.

Unit III: Behavioral Finance, Corporate Strategy & Financial Decision-Making

Concept and Evolution of Behavioral Finance; Behavioral Biases and Investor Psychology; Managerial Overconfidence and Its Impact on Corporate Decisions; Market Anomalies and Behavioral Explanations of Financial Markets; Decision-Making under Uncertainty; Research Evidence and Applications in Behavioral Finance; Contemporary Corporate Financial Strategies including Mergers and Acquisitions (M&A), Corporate Restructuring, Private Equity, Venture Capital, Startup Financing, and International Financing Strategies.

Unit IV: Research Perspectives, Case Studies & Future Directions in Corporate Finance

Review of Contemporary Corporate Finance Literature; Research Methodologies and Emerging Research Themes in Finance; Case-Based Financial Analysis and Application of Corporate Finance Concepts; Analysis of Financial Crises and Their Impact on Corporate Strategy; Risk Management Research in Corporate Finance; Emerging Challenges and Future Directions in Corporate Finance; Preparation and Presentation of Research Projects and Seminars.

REFERENCE:

Cooper, D. R., Schindler, P. S., & Sharma, J. K. *Business Research Methods*.
Kothari, C. R., & Garg, G. *Research Methodology: Methods and Techniques*.
Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. *Multivariate Data Analysis*.

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Appendix – 3

A Guide to Induction Program

Appendix –3: A Guide to Induction Program

1. Introduction

(*Induction Program was discussed and approved for all colleges by AICTE in March 2017. It was discussed and accepted by the Council of IITs for all IITs in August 2016. It was originally proposed by a Committee of IIT Directors and accepted at the meeting of all IIT Directors in March 2016.*[1] *This guide has been prepared based on the Report of the Committee of IIT Directors and the experience gained through its pilot implementation in July 2016 as accepted by the Council of IITs. Purpose of this document is to help institutions in understanding the spirit of the accepted Induction Program and implementing it.)*

Engineering colleges were established to train graduates well in the branch/department of admission, have a holistic outlook, and have a desire to work for national needs and beyond.

The graduating student must have knowledge and skills in the area of his study. However, he must also have broad understanding of society and relationships. Character needs to be nurtured as an essential quality by which he would understand and fulfill his responsibility as an engineer, a citizen and a human being. Besides the above, several meta-skills and underlying values are needed.

There is a mad rush for engineering today, without the student determining for himself his interests and his goals. This is a major factor in the current state of demotivation towards studies that exists among UG students.

The success of gaining admission into a desired institution but failure in getting the desired branch, with peer pressure generating its own problems, leads to a peer environment that is demotivating and corrosive. Start of hostel life without close parental supervision at the same time, further worsens it with also a poor daily routine.

To come out of this situation, a multi-pronged approach is needed. One will have to work closely with the newly joined students in making them feel comfortable, allow them to explore their academic interests and activities, reduce competition and make them work for excellence, promote bonding within them, build relations between teachers and students, give a broader view of life, and build character.

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[1]*A Committee of IIT Directors was setup in the 152nd Meeting of IIT Directors on 6th September 2015 at IIT Patna, on how to motivate undergraduate students at IITs towards studies, and to develop verbal ability. The Committee submitted its report on 19th January 2016. It was considered at the 153rd Meeting of all IIT Directors at IIT Mandi on 26 March 2016, and the accepted report came out on 31 March 2016. The Induction Program was an important recommendation, and its pilot was implemented by three IITs, namely, IIT(BHU), IIT Mandi and IIT Patna in July 2016. At the 50th meeting of the Council of IITs on 23 August 2016, recommendation on the Induction Program and the report of its pilot implementation were discussed and the program was accepted for all IITs.*

2. Induction Program

When new students enter an institution, they come with diverse thoughts, backgrounds and preparations. It is important to help them adjust to the new environment and inculcate in them the ethos of the institution with a sense of larger purpose. Precious little is done by most of the institutions, except for an orientation program lasting a couple of days.

We propose a 3-week long induction program for the UG students entering the institution, right at the start. Normal classes start only after the induction program is over. Its purpose is to make the students feel comfortable in their new environment, open them up, set a healthy daily routine, create bonding in the batch as well as between faculty and students, develop awareness, sensitivity and understanding of the self, people around them, society at large, and nature.[2]

The time during the Induction Program is also used to rectify some critical lacunas, for example, English background, for those students who have deficiency in it.

The following are the activities under the induction program in which the student would be fully engaged throughout the day for the entire duration of the program.

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[2] *Induction Program as described here borrows from three programs running earlier at different institutions: (1) Foundation Program running at IIT Gandhinagar since July 2011, (2) Human Values course running at IIIT Hyderabad since July 2005, and (3) Counselling Service or mentorship running at several IITs for many decades. Contribution of each one is described next.*

IIT Gandhinagar was the first IIT to recognize and implement a special 5-week Foundation Program for the incoming 1st year UG students. It took a bold step that the normal classes would start only after the five week period. It involved activities such as games, art, etc., and also science and other creative workshops and lectures by resource persons from outside.

IIIT Hyderabad was the first one to implement a compulsory course on Human Values. Under it, classes were held by faculty through discussions in small groups of students, rather than in lecture mode. Moreover, faculty from all departments got involved in conducting the group discussions under the course. The content is non-sectarian, and the mode is dialogical rather than sermonising or lecturing. Faculty were trained beforehand, to conduct these discussions and to guide students on issues of life.

Counselling at some of the IITs involves setting up mentor-mentee network under which 1st year students would be divided into small groups, each assigned a senior student as a student guide, and a faculty member as a mentor. Thus, a new student gets connected to a faculty member as well as a senior student, to whom he/she could go to in case of any difficulty whether psychological, financial, academic, or otherwise.
The Induction Program defined here amalgamates all the three into an integrated whole, which leads to its high effectiveness in terms of building physical activity, creativity, bonding, and character. It develops sensitivity towards self and one's relationships, builds awareness about others and society beyond the individual, and also in bonding with their own batch-mates and a senior student besides a faculty member.

Scaling up the above amalgamation to an intake batch of 1000 plus students was done at IIT(BHU), Varanasi starting from July 2016.

2.1. Physical Activity

This would involve a daily routine of physical activity with games and sports. It would start with all students coming to the field at 6 am for light physical exercise or yoga. There would also be games in the evening or at other suitable times according to the local climate. These would help develop team work. Each student should pick one game and learn it for three weeks. There could also be gardening or other suitably designed activity where labour yields fruits from nature.

2.2. Creative Arts

Every student would choose one skill related to the arts whether visual arts or performing arts. Examples are painting, sculpture, pottery, music, dance etc. The student would pursue it every day for the duration of the program.
These would allow for creative expression. It would develop a sense of aesthetics and also enhance creativity which would, hopefully, flow into engineering design later.

2.3. Universal Human Values

It gets the student to explore oneself and allows one to experience the joy of learning, stand up to peer pressure, take decisions with courage, be aware of relationships with colleagues and supporting staff in the hostel and department, be sensitive to others, etc. Need for character building has been underlined earlier. A module in Universal Human Values provides the base.

Methodology of teaching this content is extremely important. It must not be through do's and don'ts, but get students to explore and think by engaging them in a dialogue. It is best taught through group discussions and real life activities rather than lecturing. The role of group discussions, however, with clarity of thought of the teachers cannot be over emphasized. It is essential for giving exposure, guiding thoughts, and realizing values.
The teachers must come from all the departments rather than only one department like HSS or from outside of the Institute. Experiments in this direction at IIT(BHU) are noteworthy and one can learn from them.[3]

Discussions would be conducted in small groups of about 20 students with a faculty mentor each. It is to open thinking towards the self. Universal Human Values discussions could even continue for rest of the semester as a normal course, and not stop with the induction program.

Besides drawing the attention of the student to larger issues of life, it would build relationships between teachers and students which last for their entire 4-year stay and possibly beyond.

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[3] *The Universal Human Values Course is a result of a long series of experiments at educational institutes starting from IIT-Delhi and IIT Kanpur in the 1980s and 1990s as an elective course, NIT Raipur in late 1990s as a compulsory one-week off campus program. The courses at IIT(BHU) which started from July 2014, are taken and developed from two compulsory courses at IIIT Hyderabad first introduced in July 2005.*

2.4. Literary

Literary activity would encompass reading, writing and possibly, debating, enacting a play etc.

2.5. Proficiency Modules

This period can be used to overcome some critical lacunas that students might have, for example, English, computer familiarity etc. These should run like crash courses, so that when normal courses start after the induction program, the student has overcome the lacunas substantially. We hope that problems arising due to lack of English skills, wherein students start lagging behind or failing in several subjects, for no fault of theirs, would, hopefully, become a thing of the past.

2.6. Lectures by Eminent People

This period can be utilized for lectures by eminent people, say, once a week. It would give the students exposure to people who are socially active or in public life.

2.7. Visits to Local Area

A couple of visits to the landmarks of the city, or a hospital or orphanage could be organized. This would familiarize them with the area as well as expose them to the under privileged.

2.8. Familiarization to Dept./Branch & Innovations

The students should be told about different method of study compared to coaching that is needed at IITs. They should be told about what getting into a branch or department means what role it plays in society, through its technology. They should also be shown the laboratories, workshops & other facilities.

3. Schedule

The activities during the Induction Program would have an Initial Phase, a Regular Phase and a Closing Phase. The Initial and Closing Phases would be two days each.

3.1. Initial Phase

Day	Time	Activity
Day 0	Whole Day	Students Arrive – Hostel Allotment (Preferably do pre-allotment)
Day 1	09:00 AM – 03:00 PM	Academic Registration
	04:30 PM – 06:00 PM	Orientation
Day 2	09:00 AM – 10:00 AM	Diagnostic test (for English etc.)
	10:00 AM – 12:25 PM	Visit to respective depts.
	12:30 PM – 01:55 PM	Lunch
	02:00 PM – 02:55 PM	Director’s address
	03:00 PM – 03:30 PM	Interaction with parents
	03:30 PM – 05:00 PM	Mentor-Mentee Groups - Introduction within group. (Same as Universal Human Values Group)

3.2. Regular Phase

After two days is the start of the Regular Phase of Induction. With this phase there would be regular program to be followed every day.

3.2.1. Daily Schedule

Some of the activities are on a daily basis, while some others are at specified periods within the Induction Program. We first show a typical daily timetable.

DAY 3 Onwards

Session	Time	Activity	Remarks
	06:00 AM	Wake up Call	
I	06:30 AM – 07:10 AM	Physical Activity (Mild Exercise / Yoga)	
	07:15 AM – 08:55 AM	Bath, Breakfast etc.	
II	09:10 AM – 10:55 AM	Creative Arts / Universal Human Values	Half the groups do creative arts
III	11:00 AM – 12:55 PM	Creative Arts / Universal Human Values	Complementary Alternate Groups
	01:00 PM – 02:25 PM	Lunch	
IV	02:30 PM – 03:55 PM	Afternoon Session	See below
V	04:00 PM – 05:00 PM	Afternoon Session	See below
	05:00 PM – 05:25 PM	Break / Light Tea	
VI	05:30 PM – 06:45 PM	Games / Special Lectures	
	06:50 PM – 08:25 PM	Rest and Dinner	
VII	08:30 PM – 09:25 PM	Informal Interactions (In hostels)	

Sundays are off. Saturdays have the same schedule as above or have outings.

3.2.2. Afternoon Activities (Non-Daily)

The following five activities are scheduled at different times of the Induction Program, and are not held daily for everyone:

1. Familiarization to Dept./Branch & Innovations
2. Visits to Local Area
3. Lectures by Eminent People
4. Literary
5. Proficiency Modules

Here is the approximate activity schedule for the afternoons (may be changed to suit local needs):

Session	Activity	Remarks
IV	Familiarization with Dept./Branch & Innovations	For 3 Days (Day 3 to Day 5)

IV, V and VI	Visit to Local Area	For 3 Days – interspersed (e.g. Saturdays)
IV	Lectures by Eminent People	As scheduled 3-5 lectures
IV	Literary (Play / Literature / Book Reading)	For 3-5 Days
V	Proficiency Modules	Daily, but only for those who need it.

3.3. Closing Phase

Day	Time	Activity
Last But One Day	08:30 AM – 12:00 PM	Discussions and finalization of presentation within each group
	02:00 AM -05:00 PM	Presentation by each group in front of 4 other groups besides their own (about 100 students)
Last Day	Whole Day	Examinations (if any). May be extended to last 2 days, in case needed.

3.4. Follow Up after Closure

A question comes up as to what would be the follow up program after the formal 3-week Induction Program is over? The groups which are formed should function as mentor-mentee network. A student should feel free to approach his faculty mentor or the student guide, when facing any kind of problem, whether academic or financial or psychological etc. (For every 10 undergraduate first year students, there would be a senior student as a student guide, and for every 20 students, there would be a faculty mentor.) Such a group should remain for the entire 4-5-year duration of the stay of the student. Therefore, it would be good to have groups with the students as well as teachers from the same department/discipline[4].

Here we list some important suggestions which have come up and which have been experimented with:

3.4.1. Follow Up after Closure – Same Semester

It is suggested that the groups meet with their faculty mentors once a month, within the semester after the 3-week Induction Program is over. This should be a scheduled meeting shown in the timetable. (The groups are of course free to meet together on their own more often, for the student groups to be invited to their faculty mentor's home for dinner or tea, nature walk, etc.)

3.4.2. Follow Up – Subsequent Semesters

It is extremely important that continuity be maintained in subsequent semesters.
It is suggested that at the start of the subsequent semesters (up to fourth semester), three days be set aside for three full days of activities related to follow up to Induction Program.

The students be shown inspiring films, do collective art work, and group discussions be conducted. Subsequently, the groups should meet at least once a month.

4. Summary

Engineering institutions were set up to generate well trained manpower in engineering with a feeling of responsibility towards oneself, one's family, and society. The incoming undergraduate students are driven by their parents and society to join engineering without understanding their own interests and talents. As a result, most students fail to link up with the goals of their own institution.

The graduating student must have values as a human being, and knowledge and meta-skills related to his/her profession as an engineer and as a citizen. Most students who get demotivated to study engineering or their branch, also lose interest in learning.

The Induction Program is designed to make the newly joined students feel comfortable, sensitize them towards exploring their academic interests and activities, reducing competition and making them work for excellence, promote bonding within them, build relations between teachers and students, give a broader view of life, and building of character.

The Universal Human Values component, which acts as an anchor, develops awareness and sensitivity, feeling of equality, compassion and oneness, draw attention to society and nature, and character to follow through. It also makes them reflect on their relationship with their families and extended family in the college (with hostel staff and others). It also connects students with each other and with teachers so that they can share any difficulty they might be facing and seek help.

References:

Motivating UG Students Towards Studies, Rajeev Sangal, IITBHU Varanasi, Gautam Biswas, IIT Guwahati, Timothy Gonsalves, IIT Mandi, Pushpak Bhattacharya, IIT Patna, (Committee of IIT Directors).
31 March 2016, IIT Directors' Secretariat, IIT Delhi.

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Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	BS501SEC
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:
Front Page: Student Name, Course, Internship Company, Duration, Mentor
Internship Agreement Form
Internship Certificate
Introduction & background of the Company
Roles & responsibilities as an Intern
Weekly work allotment & completion report
Challenges & Solutions
Learning from the internship
Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

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Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	BS502SEC
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.

- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that ....'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision-making.

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MAJOR PROJECT GUIDELINES FOR

BACHELORS IN BUSINESS ADMINISTRATION/BACHELORS IN BUSINESS ADMINISTRATION (HONOURS)/ BACHELOR'S IN BUSINESS ADMINISTRATION (HONOURS AND RESEARCH)

TITLE PAGE OUTLINE (not paginated)
The title should be in upper case and Centered, and the font size should be 14
For Example

TOPIC- GREEN INITIATIVE'S IMPACT ON CUSTOMER LOYALTY

Student Name Name	Supervisors
Class and Year	Designation
(In Upper Case) Case)	(In Upper

Research Project Submitted in Partial Fulfillment for the Degree of
Bachelor in Business Administration
from----------------------- University

Month Year

DECLARATION

a) A signed declaration by the candidate with the following statement
This project is my original work and has not been presented for a degree in any otherUniversity or for any other award

Students Name: ____________________

Sign______________________________Date ______________

b) A signed declaration by the University Supervisor with the following statement.

c) I confirm that the candidate did the work reported in this project under my supervision.

Name:
Sign_____________________________Date ______________

DEDICATION

A dedication statement not exceeding 25 words may follow the declaration, beginning on a separatepage.

Dedication may be to a person or persons to whom they have special attachments. A simple statement
such as “to my father……. and my mother ……” and a reason for the dedication may be given.

ACKNOWLEDGEMENT

Acknowledgement should be 150 words and follow the dedication beginning on a separate page.

An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognises the person the writer is indebted to for guidance and help during the study.

ABSTRACT

An abstract of the research project not exceeding three hundred (300) words and beginning on anew page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

The abstract should be one page single paragraphed and should contain

- The purpose and objectives of the study
- Significance of the study
- Methodology used
- Findings
- Recommendations

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

(All tables and figures must have a number and heading and follow APA style)

Declaration to List of figures should be in centre 14 font size.

MAIN DOCUMENT (Pagination of 1, 2, 3, 4, etc should begin in Chapter One)

1.0 CHAPTER ONE: INTRODUCTION

(Chapter Title - center 14 font size)

1.1 Introduction – Overview of chapter contents
1.2 Background of the Study
1.3 Problem Statement
Should it be a paragraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

1.4 Objectives of Study
I clearly state the goal of the study.

1.4.1 Specific Objectives

- They should be SMART.
- They should be within the scope.

1.5 Significance of the Study
It should explain who benefits from the study and how.

1.6 Scope of the Study
It should include the concept, content, geographical, and time scope.

1.7 Organisation of the Study
Should include the structure of the study chapter by chapter

2.0 CHAPTER TWO: LITERATURE REVIEW

(Chapter Title - centre 14 font size)

2.1 Introduction – Overview of chapter contents
2.2 Theoretical Literature of the Problem.
A theoretical framework consists of concepts, definitions, and existing theories/theories used for your study. It must demonstrate

an understanding of theories and concepts relevant to the problem the project is solving.

2.3 Critical Review and Research Gap Identification
You should identify the unique innovation of your project. This should clearly show the gap you are filling in the project. Otherwise, your project will be seen as plagiarised.

3.0 CHAPTER THREE: METHODOLOGY

(Chapter Title - centre 14 font size)

3.1 Introduction – Overview of chapter contents
3.2 Project Design
This section should explain the details of the proposed project and how you will explore your research question.
Include questionnaire.

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

(Chapter Title - center 14 font size)

4.1 Introduction – overview of chapter contents
4.2 Presentation of Findings. The findings should address each objective.
Objective 1
Objective 2, etc.

Check to ensure all the objectives are addressed.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS

(Chapter Title - center 14 font size)

5.1 Introduction - overview of chapter contents
5.2 Summary of Findings
5.3 Conclusions
5.4 Recommendations.

6.0 REFERENCES

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 APPENDICES

A. Questionnaire

Appendix – 6.1

Summer Internship

BBA VII (Honours)
Course Title: Summer Internship

Course Code	:	BS709SEC
Course Title	:	Summer Internship
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

The summer internship aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Through an action research project, students will develop and apply theoretical knowledge to practical challenges, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Summer Internship Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.
Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how

to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, ensuring a productive and enriching internship experience.

Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor

Internship Agreement Form

Internship Certificate

Introduction & background of the Company

Roles & responsibilities as an Intern

Weekly work allotment & completion report

Challenges & Solutions

Learning from the internship

Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

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Appendix – 6.2

Research Internship Report and Viva-Voce

BBA VII (Honours with Research)

Course Title: Research Internship Report and Viva-Voce

Course Code	BS722SEC
Course Title	Research Internship Report and Viva-Voce
Number of Credits	4
Course Category	SEC

Course Objective(s):

The course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Research Internship:

The research internship is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the research internship is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting. It will also impart knowledge about the research methodology for implementing research in the internship project work.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:
Part 1. (About Internship)

- Front Page: Student Name, Course, Internship Company, Duration, Mentor
- Internship Agreement Form
- Internship Certificate
- Introduction & background of the Company
- Roles & responsibilities as an Intern
- Weekly work allotment & completion report
- Learning from the internship

Part 2. (Research Conducted at Internship Organization)

- Research Agenda
- Literature Review
- Research Methodology
- Data Analysis & Interpretation
- Challenges & Solutions
- Conclusion

Step 6.

Research Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks by the internal and external examiner. The external examiner will evaluate for 80 marks, and the internal examiner will evaluate for 20.

Course Outcome:

After the course, the outcomes are as follows under

1. Proficiency in research methodologies encompassing design, data collection, and analysis.
2. We have advanced critical thinking to identify and address research challenges effectively.
3. Competence in data analysis techniques and interpretation for meaningful insights.
4. Enhanced communication skills demonstrated through report writing and presentations.
5. Ethical awareness and adherence to research protocols ensure integrity in research practices.

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Appendix – 7

Dissertation (FOR RESEARCH TRACK)

BBA VIII (BBA – (Honours with Research))

Course Code	BS802SEC
Course Title	Dissertation (FOR RESEARCH TRACK)
Number of Credits	20
Course Category	Skill Enhancement Course

Course Objective: A dissertation is **a long-form piece of academic writing based on original research conducted by the student**. Hence, this course aims to provide students with the opportunity to apply the knowledge and skills acquired in their courses to a specific problem. This allows students to extend their academic experience into areas of interest and work with new ideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals.

This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business administration. It provides hands-on experience in carrying out research work on interdisciplinary topics, including management, economics, etc., and the process for publishing original work.

Course Content:

Unit I - Introduction to Research:

Fundamental of research, Scope of Research, Types of Research, Process of Research, Sources of research Problem, Qualities of good research problem, Identification of good problem, Scientific research characteristics and steps of scientific research, Scientific research problems

Unit II - Research Methods & Design:

Basic Principles; need for research Design; features of good design; essential concepts relating to research design**.** Traditional Methods like Historical, Institutional, and Legal. Modern Methods like surveys of Literature, Sampling methods, Questionnaires, Schedules, Interview methods and Focus Group discussions. Observation Methods, Case Study Methods, Content Analysis, Statistical Methods, Experimental Methods, Brainstorming Techniques, etc.

Unit III: Tools & Techniques of Data Collection Analysis and Interpretations:

Meaning of Population and Sample; Sampling Methods- Random, Stratified, Purposive. Tool of Data Collection, Primary, Secondary and Tertiary Data, Schedule, Observation.Type of Data, Primary, Secondary and Tertiary Data, Tabulation of data, Data organisation in SPSS and Excel, Graphical representation of data. Analysis of Data, Measure of Central tendency, Standard Deviation & Standard error, Measure of variability, Correlation and its computation; ANOVA. Discussion and Interpretation of Results, Testing of Hypotheses, Logical and Statistical Techniques like chi Square test and Student t-test.

Unit IV: Reporting and Thesis Writing:

Type of report Technical Reports and thesis; Significance; Different steps in the preparation; Layout, structure and language of typical reports; Illustrations and tables; Bibliography, referencing and footnotes.Planning -Preparation - practice - Making Presentation; Use of visual aids; PowerPoint for effective Communication; Criteria for evaluating the research report.

Suggested readings:

1. Uwe Flick- Introducing Research Methodology
2. CR Kothari- Research Methodology Methods and Techniques
3. John W Cresswell: Research Design: Qualitative, Quantitative, and Mixed Methods Approaches
4. Wayne C Booth: The Craft of Research
5. R Paneerselvam: Research Methodology
6. Ranjit Kumar: Research Methodology, a step-by-step guide for beginners.
7. Robert K Yin: Case Study Research: Design and Methods (Applied Social Research Methods)

Course outcomes:

At the end of the course, students will be able to

- Equip themselves with tools for data collection and analysis
- Understand research in-depth and acquire knowledge to undertake a research project independently.
- Equip themselves with ethical issues related to Research and Publication.
- Build a strong foundation for future research work systematically by applying notions of Research Methodology.
- Gain ability to apply knowledge of Business Administration to research in real-world issues

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GUIDELINES FOR DISSERTATION BACHELOR IN BUSINESS ADMINISTRATION (HONOURS)/ BACHELOR IN BUSINESS ADMINISTRATION (HONOURS AND RESEARCH)

All Students must carry out an independent research project in an area of their interest in Business Administration.

A dissertation is **a long-form piece of academic writing based on original research conducted by the student**. Hence, this course aims to provide students with the opportunity to apply the knowledge and skills acquired in their courses to a specific problem. This allows students to extend their academic experience into areas of interest and work with new ideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals.
This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business administration. It provides hands-on experience in carrying out research work on interdisciplinary topics, including management, economics, etc., and the process for publishing original work.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world.
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VIII.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester VII.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the

final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.

- The students should then submit two copies of the project report to the Institute at least two weeks before the final examination in semester VIII.
  If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

1. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

2. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be a font size of 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - There must be a finding and analysis section when presenting the table or figure. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that ....'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred.

Evaluation will be done based on the dissertation completed, presentation of the proposal and Viva Voce.

DISSERTATION GUIDELINES FOR

BACHELORS IN BUSINESS ADMINISTRATION/BACHELORS IN BUSINESS ADMINISTRATION (HONOURS)/ BACHELOR'S IN BUSINESS ADMINISTRATION (HONOURS AND RESEARCH)

The title should be in upper case and Centered, and the font size should be 14

For Example

TOPIC- HOW DIGITAL TRANSFORMATION AFFECTS ORGANIZATIONAL CULTURE

Student Name
Supervisors Name

Class and Year
Designation

(In Upper Case)

(In Upper Case)

Research Project Submitted in Partial Fulfillment for the Degree of
Bachelor in Business Administration
from ----------------------- University

Month Year

DECLARATION - (Roman number- ii), (centre 14 font size)

a) A signed declaration by the candidate with the following statement
This project is my original work and has not been presented for a degree in any other University or for any other award

Students Name: ____________________

Sign______________________________Date ______________

b) A signed declaration by the University Supervisor with the following statement.
c) I confirm that the candidate did the work reported in this project under my supervision.

Name:
Sign______________________________Date ______________

DEDICATION - (Roman number- iii) (centre 14 font size)

A dedication statement not exceeding 50 words may follow the declaration, beginning on a separate page.

Dedication may be to a person or persons to whom they have special attachments. A simple statement
such as "to my father……. and my mother ……" and a reason for the dedication may be given.

ACKNOWLEDGEMENT - (Roman number- iv) (centre 14 font size)

Acknowledgement should be at most 250 words and follow the dedication beginning on a separate page.

An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognises the person the writer is indebted to for guidance and help during the study.

ABSTRACT-(Roman v) (centre 14 font size)

An abstract of the research project not exceeding three hundred (600) words and beginning on anew page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

The abstract should be one page single paragraphed and should contain

- The purpose and objectives of the study
- Significance of the study
- Methodology used
- Findings
- Recommendations

TABLE OF CONTENTS - (Roman vi) – (centre 14 font size)

LIST OF TABLES - (Roman vii) (centre 14 font size)

LIST OF FIGURES- (Roman viii) (centre 14 font size)

(All tables and figures must have a number and heading and follow APA style)

LIST OF ACRONYMS AND ABBREVIATIONS (Roman ix) (centre 14 font size)

DEFINITION OF KEY TERMS - (Roman x) (centre 14 font size)

The definition of terms must not be the dictionary meanings of the terms. Give the meaning of what wasused in that study.

<u>Presentation</u>

Term (Bolded) Meaning

MAIN DOCUMENT (Pagination of 1, 2, 3, 4, etc should begin in Chapter One)

1.0 CHAPTER ONE: INTRODUCTION

(Chapter Title - center 14 font size)

1.0 Introduction – Overview of chapter contents

1.1 Background of the Study

Give specifics of the problem rather than the history of the case. Give citations. Build a case for the study. Let there be authoritative sources/citations.

1.2 Problem Statement

Should it be a paragraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

1.3 Objectives of Study

1.3.1 General Objective

A statement giving the primary purpose/goal of the study.

1.3.2 Specific Objectives

- They should be SMART.
- They should be within the scope.
- There should be no objective to make recommendations – it's assumed to exist.

1.4 Research Questions

The research questions are based on the specific objectives.

- An introductory statement should be there.
- The number of research questions has to be the same as the objectives.
- The framing of questions should not attract a yes/no answer.

1.5 Significance of the Study

It should explain who benefits from the study and how. This section must be in the future tense.

1.6 Limitations of the Study

It should show the extent to which the study results can be generalised. The reasons given must be beyond the researcher's control. Stereotype limitations are not acceptable and should not be anticipated, e.g., time and money are not limitations.

1.7 Scope of the Study

It should include the concept, content, geographical, and time scope.

1.8 Organisation of the Study

Should include the structure of the study chapter by chapter

2.0 CHAPTER TWO: LITERATURE REVIEW

(Chapter Title - center 14 font size)

2.1 Introduction – Overview of chapter contents

2.2 Theoretical Literature of the Problem.

A theoretical framework consists of concepts, definitions, and existing theory/theories used for your particular study. The theoretical framework must demonstrate an understanding of theories and concepts relevant to the problem the project is solving.

2.3 Similar Projects

Your project is not unique. Discuss at least five similar projects/research works and show the research gap.

A review of project systems should be done for global and local projects.

` NB: Acknowledge the sources using APA

2.4 Critical Review and Research Gap Identification

You should identify the unique innovation of your project. This should clearly show the gap you are filling in the project. Otherwise, your project will be seen as plagiarised.

2.5 Summary

Highlight of the critical issues raised, facts- Reviewed issues that have been raised

3.0 CHAPTER THREE: METHODOLOGY

(Chapter Title - centre 14 font size)

3.0 Introduction – Overview of chapter contents

3.1 Project Design

This section should explain the details of the proposed project. How you will go about exploring your research question:

3.1.1 What requirements collection methods will you use (e.g. survey or focus group)?

3.1.2 What methods or tools of analysis will you use and why?

3.1.3 Expected results or outcomes.

The presentation of the proposal must include the above three references along with the questionnaire.

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

(Chapter Title - center 14 font size)

4.1 Introduction – overview of chapter contents

4.2 Presentation of Findings. The findings should address each objective.

Objective 1

Objective 2, etc.

Check to ensure all the objectives are addressed.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS

(Chapter Title - center 14 font size)

5.1 Introduction - overview of chapter contents

5.2 Summary of Findings Begin with general information

5.2.1 Objective one.

5.2.2 Objective two, etc.

5.3 Conclusions

Answers to the project objectives achieved.

5.4 Recommendations should be in line with the study area and the conclusions.

5.5 Suggestions for further study should be in line with or advised by the study processes.

6.0 REFERENCES

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 APPENDICES

A. Questionnaire

B. Response summary sheet

C. Any other evidence, such as pictures.