SRI DEV SUMAN UTTARAKAHND VISHWAVIDHYALAYA

BADSHAHITHAUL, TEHRI GARHWAL

NATIONAL EDUCATION POLICY-2020

Common Minimum Syllabus for Uttarakhand State Universities and Colleges
Four Year Undergraduate Programme, 2025

Syllabi

for

B.B.A, B.B.A (Honours) & B.B.A(Honours with Research)

2025

In accordance with

NEP-2020

w.e.f. July, 2025 Onward

CURRICULUM DESIGN COMMITTEE, UTTARAKHAND

S.N	Name
1.	Prof. D.S. Rawat – Vice Chancellor Kumaun University- Chairman
2.	Prof. N.K. Joshi Vice – Chancellor , Sri Dev Suman Uttarakhand University - Member
3.	Prof. O.P.S. Negi Vice – Chancellor ,Uttarakhand Open University - Member
4	Prof. Surekha Dangwal – Vice Chancellor- Doon University, Dehradun
5.	Prof. Satpal Singh Bisht Vice – Chancellor , S.S.J University Almora -Member
6.	Prof .M.S.M. Rawat Advisor , Rashtriya Uchchatarshiksha Abhiyan Uttarakhand -Member
7.	Prof.K.D. Puohit advisor , Rashtriya Uchchatar shiksha Abhiyan Uttarakhand -Member

Board of Studies in the Faculty of Commerce & Management
Sri Dev Suman Uttarakhand Vishwavidhyalaya
Badshahithaul, Tehri Garhwal, Uttarakhand
(Pt. Lalit Mohan Sharma Campus, Rishikesh)

First Board of Studies held on 16th June, 2025
In accordance with
National Education Policy - 2020

Following the provisions specified in National Education Policy 2020 for the new academic curriculum (Syllabi), for the modifications and additions in the Syllabi as per the section 13 (7) and the section 35(1) of the University Statutes, the constitution of the Board of Studies in Commerce & Management for B.B.A, B.B.A (Honours) & B.B.A (Honours with Research) at Sri Dev Suman Uttarakhand Vishwavidhyalaya, Badshahithaul, Tehri Garhwal is hereby notified by Honorable Vice-Chancellor as follows vide notification SDSUV/Professional /2025 dated 9th June, 2025.

List of Members of Board of Studies 2025-26

For B.B.A, B.B.A (Honours) & B.B.A (Honours with Research)

S.N.	Name	Designation	Nominated As	Signature
1.	Prof. Kanchan Lata Sinha	Head & Dean	Convener	
2.	Prof. Dharmendra Kumar	Professor	Co-Convener	
3.	Prof. Vijay Prakash	Professor	Member	
4.	Prof. V.N. Gupta	Professor	Member	
5.	Prof. V.K. Gupta	Professor	Member	
6.	Prof. C.S. Negi	Professor	Member	
7.	Prof. Gajendra Singh	Professor Doon University, Dehradun	Member	

Curricular Framework for UG Degree in Bachelor in Business Administration (BBA), Bachelor in Business Administration (Honours) & Bachelor in Business Administration (Honours with Research)

Sri Dev Suman Uttarakhand Vishwavidyalaya

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Principles and Practices of Management

Business Communication-I

Financial Accounting

Business Statistics and Logic

General English - I

Indian Knowledge System

Environmental Science and Sustainability

SEMESTER –II

Human Behaviour and Organization

Marketing Management

Business Economics

Artificial Intelligence

MediaLiteracy

Indian Constitution

Business Communiction

SEMESTER –III

Cost and Management Accounting

Legal and Ethical issues in business

Human Resource Management

Indian Systems of Health and Wellness

Management Information System (MIS)

Yoga and Physical fitness /Sports/NCC/NSS/Disaster Management

SEMESTER –IV
Entrepreneurship and Startup Ecosystem
Operations Management
Financial Management
Business Research Methodology
Business Environment and Public Policy
Or
Enterprise System and Platforms
Or
Geo Politics and impact on Business
Or
Public Health and Management
International Business
Design Thinking and Innovation
SEMESTER –V
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Logistics and Supply Chain Management
SEMESTER –VI
Project Management
Business Taxation
Corporate Governance
SEMESTER –VII (BBA (Honours))
AI for Business
Or
Diversity, Equity and Inclusion
Or
Digital Ethnography and online Communities
Entrepreneurial Leadership
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Advanced Research Methodology

Appendix-I: Electives

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International Financial Management
Investment Analysis and Portfolio Management
Financial Markets Products and Services
Business Analysis and Valuation
Financial Derivatives
Financial Modelling
Strategic Corporate Finance
Financial Analytics
Behavioral Finance (Neuro Finance)
Banking and Insurance
Direct Taxation
Financial Planning

Sustainable Finance .....

Human Resource Management .....

HRD – Systems & Strategies .....

Change Management and Organizational Development .....

Training & Development .....

Performance & Compensation Management .....

Negotiation Skills .....

Cross culture HRM .....

HR Analytics .....

Team Building in the organizations .....

Marketing .....

Consumer Behaviour .....

Sales Marketing / Management .....

Retail Marketing .....

Marketing of Services .....

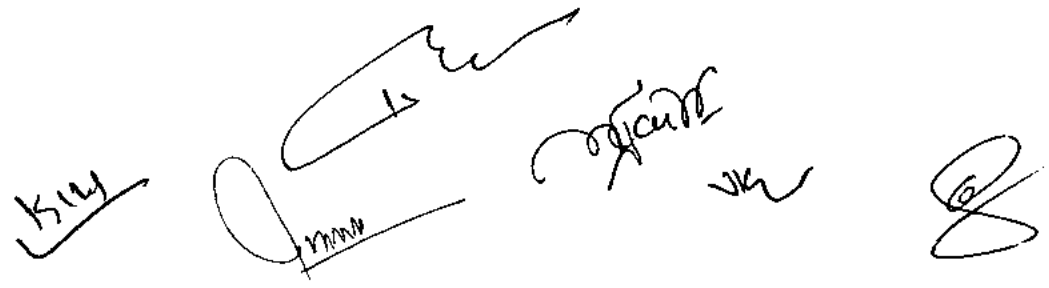
Digital Marketing .....

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Appendix-1: Elective (Students are require to choose any 2subject from specific segment given as HR ,Finance and Marketing)
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Appendix -7: Case Studies (Free Harvard Business Publishing Resources)



AEC

- ✓ Business Communication-I **(SEM1)**
- ✓ General English - I **(SEM1)**
- ✓ Business Communication-II **(SEM2)**

MDE

- ✓ Indian Knowledge System **(SEM1)**
- ✓ Indian Systems of Health and Wellness **(SEM3)**

VAC

- ✓ Environmental Science and Sustainability **(SEM1)**
- ✓ Indian Constitution **(SEM2)**
- ✓ Yoga and Physical fitness /NCC/NSS/Disaster Management **(SEM3)**
- ✓ Business Environment and Public Policy **(SEM4)**

  Or
- ✓ Enterprise System and Platforms

  Or
- ✓ Geo Politics and impact on Business

  Or
- ✓ Public Health and Management

SEC

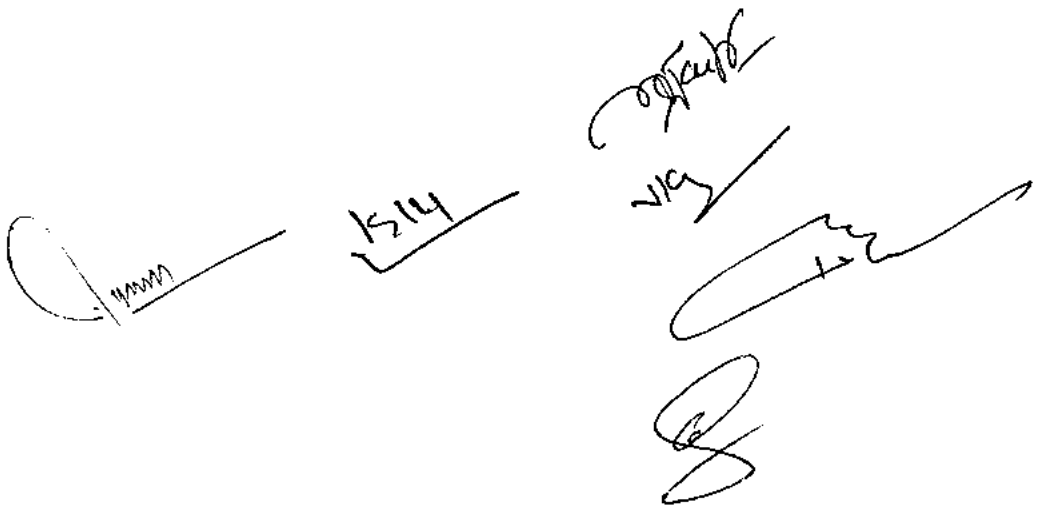
- ✓ Artificial Intelligence **(SEM2)**
- ✓ Management Information System (MIS) **(SEM3)**
- ✓ Design Thinking and Innovation **(SEM4)**
- ✓ Corporate Governance **(SEM6)**

MDE

- ✓ Media Literacy and Critical Thinking **(SEM2)**

OE

- ✓ AI for Business Or Diversity, Equity and Inclusion Or Digital Ethnography and online Communities **(SEM7)**



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

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

Note:Students are required to attain 40%marks separately in internal and external examination for the promotion /admission to the next semester

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
e. **Four years**: Bachelor in Business Administration 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	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective	Value-Added Courses	Skill Enhancement Courses / Project	Discipline Specific Elective	Seminar / Presentation /Viva	Total
I	12	4	2	2	–	–	Seminar (2)	22
II	12	2	2	2	2	–	Viva Voce (2)	22
III	12	–	2	2	4	–	Presentation (2)	22
IV	16	–	–	2	2	–	Viva Voce (2)	22
V	8	–	–	–	4	8	Seminar (2)	22
VI	6	–	–	–	6	8	Viva Voce (2)	22

Total Credits -132

BBA (Honours)

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective	Value-Added Courses	Skill Enhancement Courses	Discipline Specific Elective	Seminar / Viva / Presentation	Total
VII	4	–	4	–	4	8	Seminar/Presentation (2)	22
VIII	–	–	–	–	8	12	Viva Voce (2)	22

Total credits - 132+44= 176

BBA (Honours with Research)

Semester	Research Work	DSE	Skill Enhancement / Electives	Seminar / Viva / Presentation	Total
VII	12	08	–	Viva/Presentation (2)	22
VIII	20		–	Viva Voce (2) *(Assumed)*	22

Category -wise Distributon

Programme	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Electives	Value-Added Courses	Skill Enhancement Courses	Discipline Specific Electives	Seminar/ Viva/ Research	Total Credits
BBA *(3 years / 6 semesters)*	66	6	6	8	18	16	**12** (Seminar/Viva)	**132**
BBA (Honours) *(4 years)*	70	6	10	8	30	36	**16** (Seminar/Viva)	**176**
BBA (Honours with Research) *(4 years)*	78	6	6	8	38	24	**16** (Viva)	**176**

3 Years BBA Program	**Total Credits = 132**
4 Years BBA (Honours) and BBA (Honours with Research)	**Total Credits = 176**

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

Semester wise Structure and Curriculum for UG Course in BBA

SEMESTER - I

SEMESTER - I						
S. No.	Course Code	Course Title	L	T	P	Credit
1	CC101	Principles and Practices of Management	3	1	0	4
2	CC102	Financial accounting	3	1	0	4
3	CC103	Business Statistics and Logic	3	1	0	4
4	AEC101	Business Communication-I	1	1	0	2
5	AEC102	General English	1	1	0	2
6	MDE101	Indian Knowledge System^	2	0	0	2
7	VAC101	Environmental Science and sustainability	2	0	0	2
8	SEM101	Seminar and Presentation (Newly Added)	0	0	2	2
TOTAL						22

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

SEMESTER II

S. No.	Course Code	Course Title	L	T	P	Credit
1	CC201	Human Behaviour and Organization	3	1	0	4
2	CC202	Marketing Management	3	1	0	4
3	CC203	Business Economics	3	1	0	4
4	SEC201	Artifical Intelligenc	1	0	2	2
5	MDE201	Media Literacy and Critical Thinking	1	1	0	2
6	VAC201	Indian Constitution	2	0	0	2
7	AEC201	Business Communication-II	1	1	0	2
8	VIV201	Viva Voice **(by External Examiner)**	0	0	2	2
TOTAL						22

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	CC301	Cost and Management Accounting	3	1	0	4
2	CC302	Legal and Ethical issues in business	3	1	0	4
3	CC303	Human Resource Management	3	1	0	4
4	MDE301	Indian Systems of Health and Wellness	1	1	0	2
5	SEC301	Management Information System (MIS)	2	0	4	4
6	SEM301	Seminar and Presentation	-	-	2	2
7	VAC301	Yoga/NCC/NSS/Disaster Management	0	0	4	2
TOTAL						22

SEMESTER IV

S. No.	Course Code	Course Title	L	T	P	Credit
1	CC401	Entrepreneurship and Startup Ecosystem	1	1	0	2
2	CC402	Operations Management	3	1	0	4
3	CC403	Financial Management	3	1	0	4
4	CC404	Business Research methodology	3	1	0	4
5	CC405	International Business	2	0	0	2
6	VAC401	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
7	SEC401	Design Thinking and Innovation	1	1	0	2
8	VIV601	Viva Voice **(by External Examiner)**	-	-	2	2
TOTAL						22

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.

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	CC501	Strategic Management	3	1	0	4
2	CC502	Logistics and Supply Chain Management	3	1	0	4
3	DSEXXX	Discipline Specific Electives - I				4
4	DSEXXX	Discipline Specific Electives - II				4
5	SEC501	Internship/capstone Project (refer Appendix -3)	-	-	-	4
6	SEC502	and Major Project [evaluation in sixth semester (refer Appendix -4)	-	-	-	0
7	DSE*	Discipline Specific Elective (Audit Course)	-	-	-	-
8	SEM501	Seminar and Presentation	-	-	2	2
TOTAL						22

Note: Discipline Elective in Finance/ Marketing/HR

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	CC601	Project Management	3	1	0	4
2	CC602	Business Taxation	2	0	0	2
3	DSEXXX	Discipline Specific Electives - III				4
4	DSEXXX	Discipline Specific Electives - IV				4
5	SEC601	Corporate Governance	2	0	0	2
6	SEC602	Major Project [Initiated in 5th Semester] (refer Appendix -4)	-	-	-	4
7	DSEXX*	Discipline Specific Elective (Audit Course)	3	1	0	0
8	VIV601	Viva Voice (External Examiner)	-	-	2	2
TOTAL						22

Note: 1) Discipline Elective in Finance/ Marketing/ HR

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.**

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 (Hon- ours 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	OE701	AI for Business; Diversity, Equity and Inclusion; Digital Ethnography and Online Communities	3	1	0	4
2	CC701	Entrepreneurial Leadership	2	2	0	4
3	DSEXXX	Discipline Specific Electives - V				4
4	DSEXXX	Discipline Specific Electives - VI				4
5	SEC701	Dissertation work [evaluation in Eight semester]	-	-	-	-
6	SEC702	Summer Internship –II (refer Appendix -5.1)	-	-	-	4
7	SEM701	Seminar and Presentation	-	-	2	2
TOTAL						22

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
1	DSEXXX	Discipline Specific Electives - VII	3	1	0	4
2	DSEXXX	Discipline Specific Electives - VIII	3	1	0	4
3	DSEXXX	Discipline Specific Electives - IX	3	1	0	4
4	SEC801	Dissertation work [Started in Seventh semester]	-	-	-	8
5	VIV801	Viva Voice *(By External Examiner)*	-	-	2	2
TOTAL						22

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	CC701	Advanced Data Analysis Tools	2	0	4	4
2	CC702	Advanced Research Methodology	2	0	4	4
3	SEC701	Research Internship Report and Viva –Voce (refer Appendix -5.2)	-	-	-	4
4	DSEXXX	Discipline Specific Electives - X				4
5	DSEXX	Discipline Specific Electives - XI				4
6	SEM701	Seminar and Presentation	-	-	2	2
TOTAL						22

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	SEC801	Dissertation (For Research Track)* (refer Appendix -6)	-	-	-	20
2	VIV801	Viva Voice *(Newly Added)*	-	-	2	2
TOTAL						22

*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
1	International Financial Management	Consumer Behaviour	HRD –Systems & Strategies
2	Banking and Insurance	Sales Marketing	Change Man- agemenpt and Organizational Development
3	Financial Markets Products and Services	Retail Marketing	Training & Development
4	Investment Analysis & Portfolio Management	Marketing of Services	Performance & Compensation Management
5	Business Analysis & Valuation	Digital Marketing	Negotiation Skills
6	Financial Planning	Supply- Chain Management	Cross Culture HRM
7	Behavioral Finance (Neuro Finance)	International Marketing	HR Analytics
8	Financial Derivatives	Rural Marketing	Team Building in the organi- zations
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

Program Objectives

POB No.	Program Objective Statement
POB 1	To develop a strong foundation in business and management principles, enabling students to understand, analyze, and apply core concepts in functional areas such as marketing, finance, human resources, and operations.
POB 2	To nurture entrepreneurial and innovative thinking by exposing students to real-world start-up ecosystems, design thinking, and venture creation processes.
POB 3	To prepare students to use data, technology, and digital tools for decision-making, process optimization, and driving business transformation in a dynamic global environment.
POB 4	To build effective communication, leadership, and collaborative skills required for working in multidisciplinary and multicultural teams.
POB 5	To cultivate ethical and socially responsible business practices, grounded in environmental sustainability, inclusivity, and respect for constitutional and societal values.
POB 6	To instill in students a lifelong learning mindset through research orientation, critical thinking, self-reflection, and engagement in continuous personal and professional development.

Program Outcomes

Category	PO No.	Program Outcome Statement
Knowledge-Based	PO1	Demonstrate an understanding of core concepts in management, finance, marketing, operations, human resource management, and economics.
	PO2	Analyze and interpret data using principles of statistics, business research, and information systems for effective decision-making.
	PO3	Understand the impact of legal, ethical, constitutional, and environmental frameworks on business operations in a global context.
	PO4	Apply knowledge of entrepreneurship, innovation, and digital business trends to identify and exploit emerging opportunities.
Skill-Based	PO5	Communicate effectively through written, oral, and digital modes in diverse business and cultural settings.
	PO6	Exhibit teamwork, collaboration, and leadership skills while managing projects or participating in organizational activities.
	PO7	Solve complex business problems using critical thinking, design thinking, and structured reasoning methods.
	PO8	Demonstrate proficiency in financial tools, technology applications, and analytical skills across domains such as MIS, taxation, and data analysis.
Behavioural-Based	PO9	Practice ethical, responsible, and inclusive behavior in professional and societal contexts.
	PO10	Develop habits of self-awareness, resilience, and adaptability through experiential learning, wellness practices, and civic engagement.
	PO11	Foster sustainable and socially responsible business practices that address global and local challenges.
	PO12	Embrace continuous learning and personal development by engaging in research, innovation, and interdisciplinary exploration.

SEMESTER – I

CC101	Principles and Practices of Management	4L:0T:0P	4Credits

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: Startegic Mangement, 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 Principlesand 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.

Course Outcomes:

1. Demonstrate how management principles are used to solve practical business problems
2. Compare and contrast differentmanagement 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.

AEC101	Business Communication-I	1L:1T:0P	2 Credits

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. Sinha, K.L. (2025). Business communication. Vinayak Publication Agra
4. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
5. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
6. Boove, C.L.,Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

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.

CC102	Financial Accounting	4L:0T:0P	4 Credits

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– 1: 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 Organisations, 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.

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

CC103	Business Statistics and Logic	3L:1T:0P	4 Credits

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.

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.

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

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

AEC 102	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

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.

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

MDE 101	Indian Knowledge System	2L:0T:0P	2 Credits

*For Detailed Course Refer APPENDIX – I

VAC 101	Environmental Science and Sustainability	2L:0T:0P	2 Credits

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.

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

SEMESTER –II

CC201	Human Behaviour and Organization	4L:0T:0P	4 Credits

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.

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.

CC202	Marketing Management	4L:0T:0P	4 Credits

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 |
4. Marketing Management. Pearson Higher Education
5. Kotler, P., Armstrong. G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education.

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.

CC203	Business Economics	4L:0T:0P	4 Credits

Course Objective:

- 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

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

SEC201	Artificial Intelligence	1L:0T:2P	2 Credits

Course Objectives:

- To provide foundational knowledge of Artificial Intelligence (AI) and its domains, particularly Machine Learning
- To introduce real-world applications of AI across various industries
- To familiarize students with the principles and practices of Digital Marketing in an AI-driven environment
- To create awareness about challenges and emerging trends in AI and digital technologies

Contents:

Unit-1: Fundamentals of Artificial Intelligence and Machine Learning

Definition and meaning of AI and ML – Brief history and evolution – Types of AI including narrow, general, and super AI – Key components such as data, model, and algorithm – Types of machine learning including supervised, unsupervised, semi-supervised, and reinforcement learning

Unit-2: AI Concepts and Industry Applications

Overview of how AI works – Core components of AI including algorithm, data, computing power, and models – Applications of AI in education, robotics, healthcare, agriculture, gaming, banking and finance, government, manufacturing, and automobiles

Unit-3: Introduction to Digital Marketing

Concept and importance of digital marketing – Types of digital marketing including search engine optimization, social media marketing, email marketing, content marketing, affiliate marketing, pay-per-click, and influencer marketing – Benefits of digital marketing such as cost-effectiveness, global reach, targeted advertising, measurable results, improved engagement, and higher ROI

Unit-4: Challenges and Future Trends in AI and Digital Marketing

Challenges in digital marketing such as high competition, changing algorithms, privacy concerns, and ad fatigue – Ethical and operational challenges in AI – Future trends including AI-powered automation, hyper-personalization, predictive analytics, conversational AI, and integration with IoT and immersive technologies

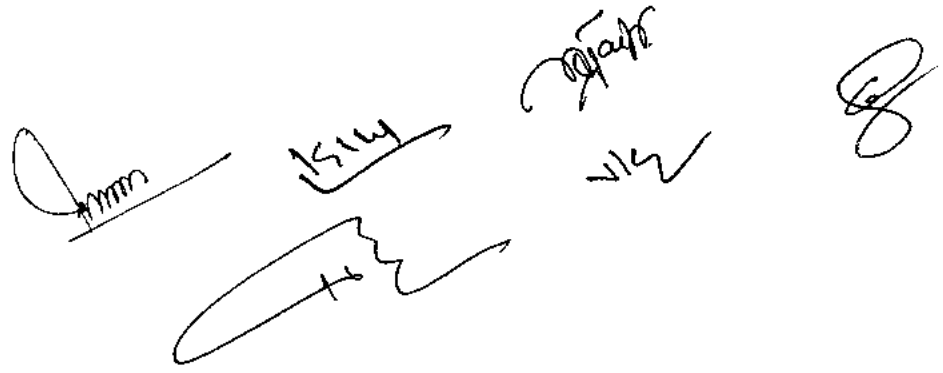
Text Books (Latest Editions):

1. S. Russel and P. Norvig, "Artificial Intelligence – A Modern Approach", SecondEdition, Pearson Education
2. David Poole, Alan Mackworth, Randy Goebel, "Computational Intelligence : a logical approach", Oxford University Press.
3. G. Luger, "Artificial Intelligence: Structures and Strategies for complex problemsolving", Fourth Edition, Pearson Education.
4. J. Nilsson, "Artificial Intelligence: A new Synthesis", Elsevier Publishers.

Course Outcomes:

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

- Understand the basic concepts, types, and evolution of Artificial Intelligence and Machine Learning.
- Identify the components and functioning of AI systems and their real-world applications across various sectors.
- Comprehend the fundamentals of Digital Marketing and its role in contemporary business environments.
- Analyze the benefits, challenges, and ethical issues related to AI and digital technologies.
- Explore future trends and innovations in AI and Digital Marketing for strategic business advantage.



MDE201	Media Literacy and Critical Thinking	1L:1T:0P	2 Credits

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.

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.

Promote responsible digital citizenship by navigating online information critically and combating misinformation

VAC201	Indian Constitution	2L:0T:0P	2 Credits

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.

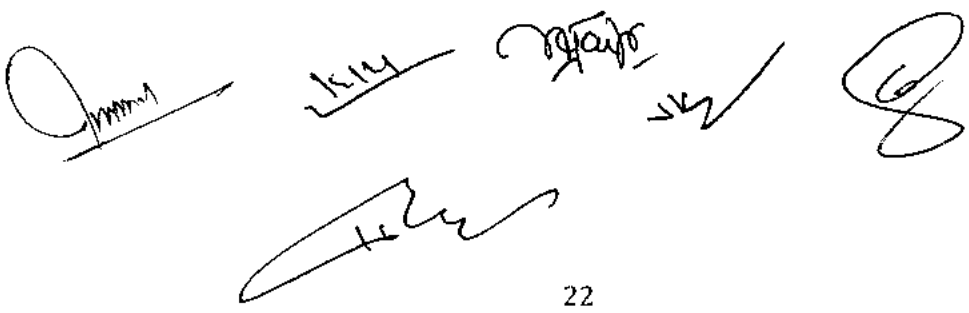
Unit 4: Constitutional battles that shaped the economy

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

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.



AEC 201	Business Communication-II	1L:1T:0P	2 Credits

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.

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.

SEMESTER –III

CC 301	Cost and Management Accounting	4L:0T:0P	4 Credits

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 andImportance - 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

CC 302	Legal and Ethical issues in business	4L:0T:0P	4 Credits

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.

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

CC 303	Human Resource Management	4L:0T:0P	4 Credits

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

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

MDE 301	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.

SEC 301	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:

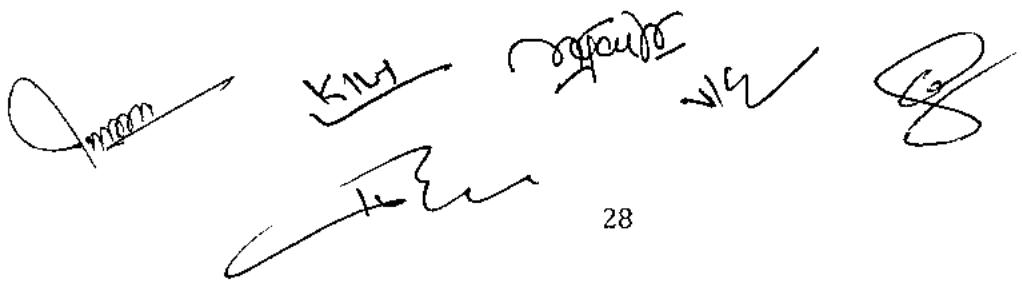
MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

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.

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 PATAR



VAC301	Yoga and Physical fitness /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.

Course Objective(s):

1. Understand yoga's significance and its practical applications for holistic well-being.
2. Explore subtle energy systems and their role in enhancing health through yogic practices.
3. Examine various paths of yoga to foster self-realization and spiritual growth.
4. Master the Eight Limbs of Yoga for physical, mental, and spiritual harmony.
5. 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- Caloric 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

Course Outcome(s):

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

Course Title: Physical Education, Health and Sports

Course Content (Any Two out of 4 Unit)

Unit I: 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):

1. Demonstrate a comprehensive understanding of sports management principles, including organizational structures, legal issues, and ethical considerations.
2. Evaluate marketing strategies and sponsorship opportunities in the sports industry, devising effective branding and promotional campaigns.
3. Apply financial management techniques to analyze revenue streams, control costs, and make informed investment decisions in sports organizations.
4. Utilize sports analytics tools and technology to enhance performance evaluation, strategic planning, and fan engagement initiatives.
5. Synthesize course concepts through practical applications, demonstrating the ability to address real-world challenges in sports management scenarios.

National Cadet Corps (NCC)

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.

National Service Scheme (NSS)

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.

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.

DISASTER MANAGEMENT

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 conflictsTraining 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.

Course Outcomes:

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

1. Articulate the critical role of disaster management in reducing risks and enhancing resilience
2. Identify and describe key institutional frameworks and processes in disaster management.
3. Conduct risk assessments and develop disaster management plans for specific scenarios

SEMESTER –IV

CC 401	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
4. R. Barringer, Pearson Publishing
5. Family Business Management by Rajiv Agarwal, Sage Publishing

CC 402	Operations Management	3L:1T:0P	4 Credits

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

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.

CC 403	Financial Management	3L:1T:0P	4 Credits

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.

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

CC 404	Business Research Methodology	3L:1T:0P	4 Credits

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.

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.

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.

VAC 401	**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.
1. Dr. S Sankaran: Business Environment, Margham Publications.
2. Dr V Murali Krishna: Business Environment, Spectrum Publications.
3. 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.

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

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 Wagne

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.

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.

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

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)

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

CC 405	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.

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

SEC 402	Design Thinking and Innovation	1L:1T:0P	2 Credits

Course Objectives:

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

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

SEMESTER –V

CC 501	Strategic Management	3L:1T:0P	4 Credits

Course Objective(s):

The objective 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

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.

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

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 entreprencurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.

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.

CC 502	Logistics and Supply Chain Management	3L:1T:0P	4 Credits

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.

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.

SEMESTER –VI

CC 601	Project Management	3L:1T:0P	4 Credits

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.

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.

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.

CC 602	Business Taxation	2L:0T:0P	2 Credits

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.

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.

SEC 601	Corporate Governance	2L:0T:0P	2 Credits

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.

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.

SEMESTER –VII (BBA (Honours))

OE 701	**AI for Business Or Diversity, Equity and Inclusion Or 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.

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

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.

Diversity, Equity and Inclusion

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 macro aggressions 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.

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.

Digital Ethnography and online Communities

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.

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.

CC 701	Entrepreneurial Leadership	2L:2T:0P	4 Credits

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.

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.

SEMESTER –VII (BBA (Honours with Research))

CC 701	Advanced Data Analysis Tools	2L:0T:4P	4 Credits

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.

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.

CC 702	Advanced Research Methodology	2L:0T:4P	4 Credits

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.

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.

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.

Appendix-1: Electives

- Finance
- Human Resource Management
- Marketing

Finance

International Financial Management

DSE-Fin01	International Financial Management	**3L:1T:0P**	**4 Credits**

Course Objectives: The aim of this course is to help students to

1. Understand the unique challenges in managing the financial activities of a global corporation
2. Understand the structure, functioning and importance of Foreign Exchange Markets
3. Understand the factors determining and impacting foreign exchange rates
4. Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries

Course Content

Unit 1: Introduction to International Financial Management

Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Heckscher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.

Unit 2: Exchange Rate Determinants

Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis

Unit 3: Foreign Exchange Market

Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage

Unit 4: International Investments

Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds
International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing
Exchange rate and Geopolitical shocks

Textbooks (Latest Editions)

1. Eun, C., Resnick, B., Chuluun, T., "International Financial Management", McGraw Hill
2. Apte, P.G. Kapshe, S., "International Financial Management," McGraw Hill.
3. Seth, A.K.," International Financial Management," Galgotia Publications, New Delhi
4. Gautam A., Jaiswal T., Keshari A., "International Financial Management", PHI

Course Learning Outcomes: At the end of this course students will be able to

1. Appreciate the complexities of managing finance for a global corporation
2. Understand the basics of exchange rates and foreign exchange markets
3. Appreciate the linkages between macroeconomic factors and exchange rates
4. Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries

Investment Analysis and Portfolio Management

DSE- Fin02	Investment Analysis and Portfolio Management	3L:1T:0P	4 Credits

Course Objectives:

The course aims to build

1. Knowledge about investments, their importance, and difference from speculation
2. Exposure about the financial markets, utility and securities
3. Understanding about Fundamental and Technical analysis
4. Knowledge about importance of investing in a portfolio and its management

Course Content:

Unit 1: A Conceptual Framework of Investments

Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation

Unit 2: Financial Markets

What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities

Unit 3: Fundamental and Technical Analysis

What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles,head& shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC

Unit 4: Portfolio Management

Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor's and Jensen Ratios

Textbooks (Latest Editions)

1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning
3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning

Course Learning Outcomes:

Upon completion of the course students should be

1. Identify a financial security as an asset or speculation
2. Able to understand the importance of financial markets
3. Aware of the various perspectives which can be utilized to analyse a stock
4. Able to understand the nuances of building and optimizing a portfolio

Financial Markets Products and Services

DSE-Fin03	Financial Markets Products and Services	**3L:1T:0P**	**4 Credits**

Course Objectives:

The course aims to build

1. Understand the role and importance of financial markets in the economy.
2. Analyse various financial products and their characteristics.
3. Evaluate the role of financial intermediaries and services in the financial system.
4. Apply knowledge of financial products and services to real-world financial decision- making

Course Content:

Unit 1: Financial System and Markets
Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products
Money Market: Introduction, Instruments —T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills. Trading mechanism of various money instruments.
Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO's, Book building, Private Placements, Rights Issue, Bonus Issue, etc. Investor protection in primary market. Recent trends in primary market. SEBI – objectives, role, functions and powers.Overview of major Stock Exchanges in India – NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. Different trading systems BOLT and NEAT System. Trading cycle (T+2), types of settlements. Pay–in and pay- out, Bad Delivery, Short delivery, Auction, Demat settlement, Physical settlement. Circuit Breakers, market makers.

Unit 2: Leasing and Hire Purchase
Leasing definition, types and main Features. Advantages and disadvantages of Leasing. Main clauses in a Lease agreement. Buy or Lease decision -- Tax and Depreciation aspects. Lease Evaluation -- Lessee's perspective, Lessor's perspective. Major Leasing Institutions in India.
Hire Purchase—Concepts and features, Hire Purchase Evaluation -- Tax and depreciation implications. Choice between Leasing and Hire Purchase. Installment purchase, difference between hire purchase and installment purchase.

Unit 3 :Mutual Funds, Credit Rating and Securitization
Mutual Funds – Definition and historical background. Types of Mutual Funds. Advantages and disadvantages of mutual funds. Process of establishing a mutual – Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds.
Credit Rating -Definition and meaning. Process of credit rating of financial instruments. Rating Methodology, Rating agencies. Rating symbols of different companies. Advantages and disadvantages of credit rating.
Unit 4:Factoring, Forfeiting and Bill Discounting

Factoring definition. Types of factoring services-- With recourse and Without Recourse factoring, Domestic Factoring and International Factoring. Export factor, Import factor. Single factor system. Direct Export Factoring System, Direct Import Factoring System. Fees Involved In Factoring-- Finance Charge, Service Fee. Advantages and disadvantages of Factoring.
Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting. Forfaiting Definition, nature, and importance of forfaiting. Mechanism of Forfaiting Transaction. Fees Involved in Forfaiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfaiting. Differences Between Factoring and Forfaiting. Numerical problems on – Leasing, Hire Purchase, Factoring, Forfaiting, Bill Discounting and NAV Calculations of Mutual Funds.

Textbooks (Latest Editions):

1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.
2. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.
3. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.
4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi.
5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
6. B. Pathak : Indian Financial Systems Pearson Education

Course Learning Outcomes:

Upon completion of the course students should be

1. Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies.
2. explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets.
3. evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation.
4. Analyse the various types of mutual funds available in the financial markets, evaluate their performance metrics

Business Analysis and Valuation

DSE-Fin04	Business Analysis and Valuation	3L:1T:0P	4 Credits

Course Objectives:

This course aims to help the student

1. Understand the difference between DCF and Relative Valuation
2. Estimate operating cash flows and value the company using appropriate discount rates
3. Understand corporate restructuring events and their impact on valuation
4. Value a company relative to its peers by utilising the correct ratio.

Course Content:

Unit 1: Introduction to Valuation

Market value vs Book value, valuation of equity and debt, enterprise valuation, discounted cashflow methods vs relative valuation, challenges in valuation methods

Unit 2: Discounted Cash Flow Valuation

FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk free rate and expected market risk premium, cost of debt – choice of risk free rate and appropriate credit risk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods; Estimating cash flows, impact of non-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates

Unit 3: Relative Valuation

Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies, challenges in using relative valuation, practice exercises

Unit 4: Corporate Restructuring and Valuation

Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discount rates, premium for control and privately held firms; accounting for synergy – revenue growth or expense reduction;

Textbooks Book (Latest Editions):

1. Chandra, P., Corporate Valuation, McGraw Hill
2. Kishore, R. M., Corporate Valuation: Text and Cases, Taxmann Publications
3. Damodaran, A., Investment Valuation, Wiley
4. Damodaran, A., Damodaran on Valuation, Wiley

Course Learning Outcomes: At the end of this course students will be able to

1. Appreciate the difference between book and market values
2. Utilise basic DCF and Relative valuation methodologies to value a company
3. Understand the valuation impact of corporate restructuring
4. Evaluate the shortfalls and challenges of implementing valuation methodologies

Financial Derivatives

DSE-Fin05	Financial Derivatives	3L:1T:0P	4 Credits

Course Objectives:

The course aims to build

1. Knowledge about the structure of vanilla derivative products such as forwards, futures and options
2. Exposure to the pricing of vanilla derivatives
3. Knowledge about interest rate and credit derivatives
4. Ability to understand utilisation of derivatives for risk management

Course Content

Unit 1: Introduction to Derivatives

What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges and OTC derivatives

Unit 2: Derivative Pricing

Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlying asset price; Contango and Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application

Unit 3: Interest Rate and Credit Derivatives

Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralised Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis

Unit 4: Derivatives in Risk Management

Business risk from volatility in revenues and expenses: Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilisation of vanilla derivatives for risk management using Case studies

Textbooks (Latest Editions)

1. Hull, J. C., Options, Futures and Other Derivatives, Pearson
2. Rajib, P., Commodity Derivatives and Risk Management, PHI
3. Srivastava, R., Derivatives and Risk Management, OUP India

Course Outcomes:

Upon completion of the course students should be

1. Aware of differences between vanilla derivative products
2. Able to understand the linkage between derivative pricing and the underlying asset
3. Exposed to the wider variety of interest rate and credit derivatives
4. Develop an ability to analyse a situation and recommend usage of derivatives

Financial Modelling

DSE-Fin06	Financial modelling	3L:1T:0P	4 Credits

Course Objectives:

This course aims to help the student

1. Develop competency in using MS-Excel to develop Financial Models
2. Understand the structure of the DCF Valuation model and implement it in MS-Excel
3. Understand how market risk is measured and modelled
4. Understand derivative pricing theory and implement models for pricing vanilla derivatives

Couse Content:

Unit 1: Introduction to Financial Modelling

Spreadsheet Modelling; Sources of Financial Data; Capital Budgeting Models - PV, NPV, IRR; Financial Statement Models - Ratio Analysis

Unit 2: Valuation Models

DCF Models – Estimating FCFF, FCFE, discount rates; Utilising the financial statements of a company to project free cash flows; Estimating growth rates for each component and forecasting free cash flows; Understanding the importance of using the appropriate discount rates for each type of cash flow – WACC and Cost of Equity; Incorporating varying Debt-Equity ratios, risk free rates, expected market risk premium; Perpetual growth rate and Terminal Value; Sensitivity Analysis on all the assumptions and its impact on valuation

Unit 3: Market Risk Modelling

Concept of Value at Risk (VaR); Utility in Risk Management; VaR and Diversification; VaR models for Single asset and Portfolio; choosing appropriate volatility and returns, Historical Simulation for single asset and portfolio, Monte Carlo Simulation based VaR model for single asset, Bootstrapping

Unit 4: Derivative Price Modelling

Lognormal Model of Equity Returns; Risk neutral pricing of Derivatives; Monte Carlo Simulation of Equity Prices and associated vanilla options; Valuation of Call and Put Options

Textbooks (Latest Editions):

1. Sengupta, C., Financial Modeling Using EXCEL & VBA, Wiley
2. Benninga, S., Financial Modeling, MIT Press
3. Fairhurst, D. S., Using Excel for Business and Financial Modelling: A Practical Guide, Wiley

Course Learning Outcomes:

Upon completion of the course students should be able to

1. Showcase competency in using MS-Excel
2. Develop basic DCF based valuation models
3. Build simple market models
4. Build pricing models for vanilla derivatives

Strategic Corporate Finance

DSE-Fin07	Strategic Corporate Finance	3L:1T:0P	4 Credits

Course Objectives:

1. Develop understanding of the concept of Strategic Finance for decision-making in corporate world.
2. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques.
3. Compare and contrast situations of financial distress and their management strategies.
4. Orient students with the concept of merger, acquisition or management buyout

Course Content:

Unit 1: Introduction

Introduction to strategic corporate finance: Strategy v/s Planning. Importance of strategy in financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks – Interest rate risk, Credit risk, Political risk, Currency risk, Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk management strategies, Credit risk management strategies, Long-term exposure to foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.

Unit 2: Concept of Valuation

Overview of company valuation, Valuation Principles and Practices, "what if" scenarios, key financial and commercial factors affecting the business valuation. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.

Unit 3 : Financial Distress and Restructuring

Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Unit 4 : Merger and Acquisitions

Overview of M&A, Types of mergers and procedures, Valuation of an organisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buy outs. Leverage buyouts. Reverse Merger. Valuation Methods, Benchmarks of Value & Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment , Exchange Ratio, Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.

Textbooks (Latest Editions)

1. Berk, J., & DeMarzo, P. :Corporate Finance. Pearson Education Limited.
2. Brealey, R. A., Myers, S. C., & Allen, F. :Principles of Corporate Finance. McGraw-Hill Education.
3. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C. :Corporate Finance: A Practical Approach. Wiley.
4. Damodaran, A. : Corporate Finance Theory and Practice. John Wiley & Sons, Inc.
5. Horne, J. C. V., & Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall. Pearson Education.

Course Learning Outcome (s):

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

1. Analyse different corporate strategies aimed at maximizing shareholder wealth, enhancing overall corporate value and management of various risks
2. Apply different valuation techniques for corporate decision making.
3. Categorize, select, and analyse relevant information to develop strategies aimed at reducing situations of financial distress.
4. Evaluate and advise strategies on a proposed merger, acquisition or management buyout.

Financial Analytics

DSE-Fin07	Financial Analytics	3L:1T:0P	4 Credits

Course Objectives:

This course aims to help students

1. Understand the wide variety of applications of financial analytics
2. Understand the sources of data, methods of importing and cleaning data
3. Implement basic financial analytics models using R and/or Python

Course Content:

Unit 1 – Financial Statement Analytics

Projecting financial statements based on growth assumptions for all components, Modelling Cash flow, performing sensitivity analysis, break even modelling, testing for bankruptcy risks

Unit 2 – Credit Risk Analytics

Utilizing loan performance data from a financial institution to build a credit default risk model using Logistic regression; Extending the Altman Z score to Indian corporates; Using AI/ML tools such as ANN to build a credit risk model

Unit 3 – Financial Time Series Analytics

Data importing and cleaning, plotting multiple series, examining nature of data, forecasting using MA, EWMA, ARMA, ARCH and GARCH

Unit 4 – Portfolio and Trading Analytics

Portfolio optimisation using Markowitz's mean variance optimization model, estimating Sharpe Ratio, Treynor Ratio, Jensen's Alpha; Trading based on Quantitative indicator based trading models – MA, RSI, ROC, MACD; Simulating and optimising trading strategies; Using AI/ML tools such as ANN for predicting stock prices

Textbooks / References (Latest Editions)

1. Bennett, M. J., Hugen, D. L., Financial analytics with R, Cambridge University Press.
2. Ang, C. S., Analysing Financial Data and Implementing Financial Models using R, Springer
3. Weiming, J. M., Mastering Python for Finance, Packt Publishing
4. Yan, Y., Python for Finance, Packt Publishing

Course Learning Outcomes: Upon completion of the course students should be able to

1. Utilise R and/or Python to conduct rudimentary analytics on financial data
2. Build simplistic credit default risk models on lending data
3. Build, test and optimise simple trading strategies
4. Evaluate utility and implementation of a simple AI/ML tools such as ANN for credit risk analytics and forecasting stock prices.

Behavioral Finance (Neuro Finance)

DSE-Fin08	Behavioral Finance (Neuro Finance)	3L:1T:0P	4 Credits

Course Objectives:

This course aims to help the students

1. Understand the role of emotions in decision making
2. Understand the role of heuristics and biases in financial decision making
3. Appreciate the impact of emotions on investor psychology and resulting challenges to traditional finance theory
4. Utilise learnings from behavioral finance to help guide public policy and financial product design

Course Content:

Unit 1: Introduction Behavioural finance

Rationality, Agency theory, Prospect theory, Traders brain, Reasoned emotions; Overreaction and optimism

Unit 2: Heuristic and Biases

Emotion and reasoning, Excessive risk taking, Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Over confidence, Framing, Ostrich effect, Loss aversion, Gamblers' fallacy, Status Quo bias, class exercises and games on heuristics and biases

Unit 3: Investor Behavior and Challenges to market efficiency

Attitude to risk, expected utility, Mental accounting, Noise trader risk in financial markets; Resistance to recognizing failure, Conformity, Social forces selfishness or altruism, Group psychology on Board, Contrarian investing, Conflict of interest, Investor risk capacity measurement tools; Anomalies - Small firm effect, Momentum Vs Reversal, Behavioural explanation for anomalies

Unit 4: Behavioral Finance implications for decision making

Implications for Government Policies on health, education, savings – Nudge, Framing; Design of investment products, insurance products

Textbooks and Reference Book (Latest Editions)

1. Chandra, P., Behavioral Finance, McGraw Hill
2. Singh, R., Behavioral Finance, PHI
3. Kapoor, S., Prosad, J. M., Behavioral Finance, Sage

Banking and Insurance

DSE-Fin09	Banking and Insurance	3L:1T:0P	4 Credits

Course Objective(s):

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation with risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

Course Content:

Unit 1: Introduction to Banking and Insurance

Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking

Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks' balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR. CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them.

Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks . Techniques of managing risk – Risk pooling- insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020

Unit 2: Retail Banking

Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-- Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.

Unit 3: Life Insurance

Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policie. With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums. Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non– early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause Presumption of death. Different channels for marketing of insurance, Bancassurance.

Unit 4: General Insurance.

Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium, Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading, Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment, Essential Claim Documents, Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Textbooks (Latest Editions)

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.

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

1. Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.
2. Compare various products and services offered by Banking and Insurance sectors.
3. Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.
4. Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.

Direct Taxation

DSE-Fin10	Direct Taxation	**3L:1T:0P**	**4 Credits**

Course Objective(s):

1. Introduce students to the fundamental concepts of income tax, its scope, importance, and legal framework.
2. Enable students to calculate taxable income and tax liability available under the Income Tax Act.
3. Familiarize students with the assessment process, including tax audits, to ensure compliance with income tax laws.
4. Equip students with the knowledge and skills to prepare and file income tax returns accurately after applying different tax management techniques and strategies.

Course Content:

Unit 1: Introduction to Income Tax

Background of Income Tax Act 1961. Introduction to Income. Important Definitions. Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important features and Provisions of Income Tax Act. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc. Residential Status and Incidence of Tax. Agricultural Income. Exempted Income.

Unit 2: Computation of Income under the Head Salaries and House Property

Salary meaning, definition, important considerations regarding salary, taxability of allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity. Computation of Salaries taking into consideration all relevant provisions. Chargeability, Owner of house property, determination of annual value, deduction from Net Annual Value. Unrealized rent, self-occupied property. House Property exempt from Tax. Computation of Income from House Property taking into consideration all relevant provisions.

Unit 3 : Profits and Gains from Business and Profession, Capital Gains and Income from Other Sources

Basis of Determination of Profits and Gains of Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.
Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions

not regarded as Transfer. Computation of Capital Gains taking into consideration all relevant provisions.
Types on Income from Other Sources, Deductions Allowable in computing Income from Other Sources, Treatment of Interest on Securities, Computation of Income from Other Sources taking into consideration all relevant provisions

Unit 4: Computation of Total Income, Assessment and Filing of Return

Set Off and Carry forward of Losses, Clubbing of Income and Deemed Incomes, Deductions from Gross Total Income, Computation of Total Taxable Income of Individual taking into consideration all relevant provisions with Numerical/Cases. Calculation of Income Tax of Individuals Types of assessment.
Practical exposure to Filing of Return and various Provisions Relating to Advancement Payment of Tax

Text Books: (Latest Editions)

1. Singhania, V. K., & Singhania, K. :Direct Taxes Law and Practice. Taxmann Publications Pvt. Ltd.
2. Taxmann Publications Pvt. Ltd. : Income Tax Act, 1961 (Bare Act).
3. Singhania, V. K., & Singhania, K.:irect Taxes Ready Reckoner. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K. : Students Guide to Income Tax. Taxmann Publications Pvt. Ltd.

Course Learning Outcome(s):

On successful completion of the course students will be able to:

1. Computer taxable income under various heads, such as salaries, house property, and business profits.
2. Calculate income tax liabilities for individuals and businesses based on the principles learned in the course and apply deductions and exemptions appropriately to arrive at the total taxable income.
3. Analyse tax implications and evaluate tax planning strategies to minimize tax liabilities within the legal framework.
4. Create accurate income tax returns for submission to tax authorities.

Financial Planning

DSE-Fin11	Financial Planning	3L:1T:0P	4 Credits

Course Objective(s):

1. Analyse the impact of socio-economic and political factors on goal based financial planning and decisions.
2. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process.
3. Evaluate various types of investments products and assess their risk and return characteristics
4. Understand the importance of retirement savings to develop retirement planning options and strategies.

Course Content

Unit 1: Introduction to Financial Planning

Analysis of social, political and economic environment, assessment of psychological and financial needs- real v/s perceived, identifying financial goals, types of Goals, concept and benefits of saving, financial discipline. Definition, need and scope of financial

planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk-Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning -- The Five Personalities, Five-Way Classification Model. Assessing individual risk taking level.

Unit 2 : Investment Planning

Investment definition, need for investment, investment v/s speculation v/s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics – Stocks, Bonds, Mutual Funds, Gold / Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk and return of investment avenues. Mapping investment avenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments-to-Disposable Income, Signs of Over indebtedness, CIBIL Score.

Unit 3: Retirement Planning

Principles, stages and steps in retirement planning. Various retirement schemes – Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.

Unit 4: Insurance and Estate Planning

Insurance Planning-Meaning- Risk Management -Risk Exposures- Role of Insurance company in advisor Selection-Various strategic solutions for Insurance Planning-Estate Planning Terminology-Process of Estate Planning-Wealth Distribution Goals-Strategies for Estate Planning.
Practical Orientation: Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds/ Time Value of Money

Textbooks (Latest Editions)

1. Gitman, L. J., & Joehnk, M. D.: Personal financial planning. South-Western Cengage Learning.
2. Keown, A. J.; Personal finance: Turning money into wealth. Pearson.

Course Learning Outcome (s):

On successful completion of the course students will be able to:

1. Describe the financial planning process and its steps.
2. Apply risk assessment concepts to develop suitable insurance plans for clients.
3. Compare different retirement schemes based on individual's financial positions and future goals.
4. Assess various investment choices to formulate goal-based financial strategies.

Sustainable Finance

DSE-Fin12	Sustainable Finance	3L:1T:0P	4 Credits

Course Objective(s):

1. Visualize finance and sustainability as integrated disciplines and identify its origins, drivers and trends
2. Introduce basic terms and concepts in sustainable finance
3. Develop an understanding of sustainability challenges and apply ESG model to effectively address these challenges in financial decision-making processes.
4. Provide insight of different financial products for addressing issue of sustainability and discuss diverse sustainable investment strategies.

Course Content:

Unit 1: Climate Change and Finance

History of Sustainable Development and 17 goals of sustainable development. Factors Influencing Climate Finance, Climate Strategies: Reduction and Adaptation. Introduction to Renewable Energy Finance, Moral Aspects of Domestic and International Climate Finance. Global Environmental Politics, Discussion on Excessive Consumption versus Population Growth, Global Standards for Environmental Policy. Energy Strategy, and Climate Change. Cross-border Environmental Advocacy. Effects of Climate Change on Finance -- Direct Impacts on Unrestricted Industries, on Carbon-regulated Industries and Financial Institutions, Institutional Investors, and their Advocacy Financial Tools for Climate Change (subsidized finance, mixed finance, securities, assurances, performance-based payments), Climate Risk and Equity Valuation. Pollution Surcharge, Corporate Risk Management Behaviour, Risk Mitigation Strategies in the Face of Climate Change Risk

Unit 2: Sustainable Finance

The three components of the Environment Social and Governance (ESG) Model and Identification of Significant ESG Concerns, Filtering, Thematic, and Selecting Ethical Investment Approaches. Anatomy of ESG evaluations or ESG Score, Features of ESG Indicators and Evaluations.

Investment Opportunities -- Stocks, Fixed Income, Environmentally Friendly Bonds, Property, Commodity Investments, Mutual Funds, Indices, ESG in Managing Government Wealth and Government Sponsored Funds, Future of ESG Investments. Asset Allocation and Portfolio Analysis--- Evaluation of Risk and Return for ESG Portfolios, Asset Allocation and Portfolio Analysis, Concept, and Use of Diversification and Hedging, Comparison of ESG Portfolios and Traditional Portfolios. Sustainability and Asset Pricing--Sustainable Capital Asset Pricing Model, ESG Integration in Value, Momentum, and Growth Factors. Sustainable Blue Economy--Classification of Blue Economy Sectors and Activities, Blue Economy and Small Nations and Coastal Communities.

Unit 3: Carbon Credit and Mechanism

Essentials of Carbon Credit Carbon and its Valuation, Carbon Levies, Carbon Markets, Prospects of Carbon Pricing International Carbon Markets-- Overview of Climate Conferences – Kyoto and Paris Agreements, Global Emission Trading Platforms, EU-ETS, and other Markets, Comparative Assessment. Voluntary Carbon Market--Carbon Calculation- Footprints. Verification of Carbon, Scopes 1-3 of Carbon Emissions, Carbon Offsetting Mechanism - Supply and Demand, International Offset Mechanisms. Carbon Offset Market--Voluntary Offsetting Market, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and its Tradable Instruments, Buying and Selling Offset Credits – Forward and Spot Sales. Global Offset Exchanges – Voluntary Carbon Emissions Offset Futures – Basis Markets. Emission Trading in India--Performance Analysis, Energy Saving Certificates (ESCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges. Future Trends of Carbon Trading in India.

Unit 4 : Sustainable Reporting and Disclosure Practices

Drivers of Sustainability Reporting, Global Reporting Initiative (GRI). Principles of Responsible Investment, Integrated Reporting Practices. Legal Framework. Conventions and Treaties-- Brundtland Commission, Kyoto Protocol, Bali Roadmap, UN Conference on Sustainable Development, UN Paris Agreement, COP26, COP27 Circular Economy Concept--10 R's, Progression towards a Circular Economy, Principles for Circular Economy.

Environmental, Social, and Governance Concept-- ESG Disclosures and their significance, Greenwashing, ESG Reporting Frameworks, Comparison of ESG, SRI, and Impact Investing

Textbooks (Latest Editions)

1. Schoenmaker, D., & Schramade, W. ; Principles of Sustainable Finance. Oxford University Press.
2. Labatt, S., & White, R. R. ; Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products. John Wiley & Sons, Inc. / Wiley Finance.

Course Learning Outcome (s):

On successful completion of the course students will be able to:

1. Analyse the impact of climate change on finance and develop risk management strategies to mitigate climate change risks in the financial sector.
2. Assess and integrate Environmental Social and Governance (ESC) considerations into various investment options and asset pricing models."
3. Proficient in analysing and applying the principles of carbon credit its pricing, markets, offsetting mechanisms, and implications on global climate agreements and emissions trading
4. Apply global reporting standards, legal frameworks, and the concepts of circular economy and Environmental, Social, and Governance (ESG) principles in reporting and disclosure practices.

Human Resource Management

HRD – Systems & Strategies

DSE-HRM-01	HRD – Systems & Strategies	3L:1T:0P	4 Credits

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 Behaviour 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); Swami Vivekanand's principles and approach to citizenship behavior
; Swami Vivekanand's approach to personality developmeny; Pandit Deendayal Upadhyaya approach to Integral humanism.

Unit 3: Goup and Team Behavior

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organizational justice; employee engagement

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); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership

Text books (Latest Edition):

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi
3. Rao, VSP-Organization Behavior –Himalaya Publishing House.
4. Aswathappa.K.- Organizational Behavior–Himalaya Publishing House. Mumbai, 18th Edition.

Course Outcomes:

1. Understand individual and group behavior in organizational settings.
2. Apply theoretical knowledge of human behavior in human life setting in management.
3. Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes.
4. Create a more productive system and high-performance work culture operating on the principles of OB.

Change Management and Organizational Development

DSE-HRM-02	Change Management and Organizational Development	3L:1T:0P	4 Credits

Course Objective(s):

1. Understand change management and need for the change in organizational settings.
2. To sensitize students to Organizational Development and Change interventions
3. Enable understanding and application OD interventions.
4. To understand the nature of Planned change.

Course Content:

Unit 1: Why Change, contemporary issues in change; The Substance and Process of Change
What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.

Unit 2: Strategic Change Interventions.
Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development

Unit3: Introduction to Organizational Development and Change
Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD: Roots and History of Doing OD; When should organizations use OD?

Unit 4: The Process of Organization Development
Entering and Contracting: Diagnosing; Collecting Data, Analysing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, HighInvolvement in work design

Text Books (Latest Edition):

1. Palmer, I., Dunford, R., & Buchanan .A.., 2009 .(2nd Ed.) Managing organizational
2. change: A multiple perspectives approach. Boston: McGraw-Hill Irwin
3. 2.Organization Development and Change with MindTap, 11e
4. Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning
5. Organization Development, Principles, Processes, Performance
6. Author : Gary N. McLean, 2018, Pearson

Course Outcome(s):

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

1. Analyse the difference between Organizational Development and Change
2. Apply different Models of Organizational Development to organizations a real case example
3. Describe Process interventions and techno structural interventions.
4. Evaluate the process of resistance to change and how to manage such resistance to change

Training & Development

DSE IIRM 03	Training and Development	3L:1T:0P	4 Credits

Course Objective(s):

1. To understand the basic concepts of training and development
2. To know the importance and methodology of Training Needs Analysis process
3. To sensitize them to various methods of training and training evaluation
4. Understand the need for Cost benefit analysis of Training Programmes.

Course Content:

Unit 1: Training Introduction

Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

Unit 2: Training and Learning -two-way process

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

Unit 3: The Needs Analysis Process

Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis: Need assessment in practice

Unit 4: Training Process and Evaluating Training and follow up support

Fine tuning objectives and Preparing partners; Setting the stage: Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits

Unit 5: Technology Based Training Methods

Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods

Text Books (Latest Edition):

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition

Course Outcome(s): At the end of this course students will be able to:

1. Evaluate training and development Process and New technology based training g methods
2. Assess training need analysis and know its importance
3. Create and design training Programme with objective and content
4. Evaluate the training Programmes.

DSE-HRM-04	Performance and Compensation Management	3L:1T:0P	4 Credits

Course Objectives:

1. To provide learners with understanding of performance management concepts.
2. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance.
3. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.
4. To enable learners with contemporary issues and solutions in appraisal systems.

Course Content:

Unit 1: Introduction to Performance Management
Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

Unit 2: Performance Planning and Managing Performance
Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.

Unit 3: Learning Organisation and Performance Based Compensation
Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

Unit 4: Implementation of Performance Management
Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Readings:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.

Course Outcomes:

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

1. Describe the key concepts of performance management and methods of performance management in practices.
2. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.

Negotiation Skills

DSE-HRM-05	Negotiation Skills	3L:1T:0P	4 Credits

Course Objective(s):

1. To understand the negotiation process
2. To sensitize students to the psychology of negotiations
3. Understand the win-win negotiation skills
4. Learn about the biases in psychology which influence Negotiation process

Course Content:

Unit 1: Negotiation Booster Primer, covering BATNA, ZOPA
Ego-tiation is the New Negotiation; Prime Yourself for Success; Opening Offer: The Anchoring Effect; On Alternatives: We Won the Lottery! ; Manage Perception to Win Negotiation; The Three-Dimensional (3D) Perception Model ;Impression Management

Unit 2 Negotiation Booster Primer, Part 2
The Attribution Trap; On Profiling: Do Not Use a Gun for a Mosquito; Choose the Right Strategy How to Impact Behavior: The Feel–Think–Act Trio; On Listening: The Ego Whisperer; Two-Dimensional Listening; On Creating a Bond: Tell Me a Story; Beyond Mars and Venus: Gender and Negotiations; Chapter 15 The Impact of Culture on Negotiation; Virtual Negotiation; Negotiation is a Mirror ; Negotiation Booster

Unit 3: Psychology and Neuroscience of Negotiations
When Rationality fails: Biases of the mind; When rationality fails Biases of the Heart; Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.

Unit 4: Negotiating in the real world
Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and resolving ethical dilemmas; Negotiating from a position of weakness; When Negotiations get ugly; When not to negotiate

Unit 5: Negotiation Booster Sealer,
Case 1 The Redline Documents Power Struggle; Case 2 What Lies Beneath the Cake, Bake a Larger One; Case 5 There is Always an Alternative 'Case 6 Communicate to Win

Text Books (Latest Edition):

1. 1.Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021, Business expert Press.
    a. E-book available
2. *Malhotra*, D., & Bazerman, M. H. (2008). *Negotiation genius*: New York. N.Y: Bantam Dell
3. Psychology Today, 30th Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively.
4. 3.Winning Negotiations that preserve Relationships, Harvard Business School Press
5. 4.Negotiating with Winning Words Dialogue and Skills to Help You Come Out Ahead in Any Business Negotiation Michael Schatzki, 2018, Business expert Press.

Course Outcome(s):

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

1. Analyse the tactics to use when negotiating
2. Describe the various biases of Negotiations
3. Understand the basic neuroscience of negotiation to create a win win situation.
4. Apply the knowledge of negotiations in personal and professional space. Course Title Team Building in the organizations.

Cross culture HRM

DSE-HRM-06	Cross culture HRM	3L:1T:0P	4 Credits

Course Objectives:

1. To provide students with a robust understanding of Cross-Culture HR practices and issues.
2. To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their home markets.
3. To sensitize how HR can contribute as a strategic partner in enhancing a multinational organization's performance and competitive advantage.
4. To introduce ideas borrowed from ancient Indian Philosophy and texts for cross- cultural management.

Course Content:

Unit 1: Introduction to Cross-Cultural HRM

Meaning and functions of Cross-Culture HRM; Facets of the cross-cultural HRM function including global workforce planning and international assignee selection and management; Differences between Domestic and Cross-Cultural HRM; Key international HRM issues related to: Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism; Protectionist Perceptions and Impact on Cross-Cultural HR.

Unit 2: The Impact of Culture

Concept and Elements of Culture; Cultural Environment and HRM; Dimensions of Culture; Hofstede's Cultural Dimensions, Individual perspectives; Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behavior, interaction with social and governmental institutions, managing vendor and retail channels; Emerging and growing business centers and economies; Ubiquity of, and preference for, local norms and HR practices in Cross-Cultural HRM; Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Discrimination in policies; Diversity and Sensitivity Trainings

Unit 3: Expatriates and Inpatriates in Global Workforce and their Management Factors supporting the creation of a globally mobile workforce; Expatriates and Inpatriates, Factors affecting movement decisions, specific requirements of expatriation and inpatriation movements; Approaches to cultural orientation and movement (ethnocentric, regiocentric, polycentric); Operating realities and availability of facilities and resources at home and non-home operations; Specific situations of women and special needs managers; Evaluating performance of "moved" employees; Evaluation biases, Needs and issues; Evaluating the impact of expatriation in performance and costs

Unit 4: Cross-Culture HRM practices and emerging trends & challenges in cross-culture HRM

Cross-cultural Workforce Planning and Staffing; Cross-cultural Recruitment, Selection and Repatriation, managing diversity in hiring and other HR practices on an International HRM level; Cross-Cultural Training and Management Development; Issues related to International Compensation, Benefits and Taxes, , Reallocation Expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilization Time; Cross-Cultural Employee Performance Management, Stereotyping and related cultural issues and managing their impact on employees; International Employment Law, Labor Standards and Ethics; International Employee Relations, Industrial Relations (IR) situations across different countries and cultures, Ethics in IR and employee management; Team management in Cross- cultural HRM situations and MNCs; Issues in managing globally diverse and dispersed teams- cross cultural differences in Ethics and CSR, Employee activism in different cultures; HR and Cross-cultural HRM as a source of competitive advantage; Cross-cultural management in the Gig economy; Meeting the demands of international expansion

Recommended Text Books (Latest Editions)

1. Dowling P.J., Festing, M. and Engle Sr., A.D., International Human Resource Management, Cengage Learning.
2. Tarique, I., Briscoe, D. and Schuler, R.), International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition, London: Routledge.
3. Lazarova, Mila., et. al., Essentials of Human Resource Management- Managing People Globally, Edward Elgar Publishing.
4. Rao, P.S., International Human Resource Management, Himalaya Publishing House.

Course Outcomes:

1. Understand and remember the differences between Domestic HR practices and International HRM practices.
2. Understand some of the key HR challenges facing organizations working internationally.
3. Understand and remember in detail the various international HR practices.
4. Understand and analyze various emerging trends, issues and challenges involved inmanaging people worldwide.

HR Analytics

DSE-HRM-07	HR Analytics	3L:1T:0P	4 Credits

Course Objectives:

1. To provide learners with a comprehensive understanding of the concept of analytics, especially in the HR context, and to understand HR indicators conceptually.
2. To equip learners with key metrics measured by HR analytics, understand data sources and requirements, and learn about the ethics of measurement and evaluation.
3. To enable learners to understand and apply various statistical analysis for HR, including measures of central tendency and basics of regression analysis.
4. To develop learners' skills in understanding the frameworks for HR analytics and the HR analytics process/cycle.

Course Contents:

Unit 1: Introduction

Concept of Analytics, Concepts of Analytics in HR Context: People and Workforce Analytics, Importance of HR Analytics, Understanding HR indicators conceptually.

Unit 2: HR Metrics

Defining Metrics: key metrics measured by HR Analytics; Demographics, Data sources and Requirements, Data Requirements and Types of data, Difficulties in Obtaining data, Ethics of Measurement and Evaluation.

Unit 3: Statistics Tools
Statistical analysis for HR (Measures of central tendency-Mean, Median, Mode;
Unit 4: HR Analytics Process and its Contribution in decision making

Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, HR Analytics Process/ Cycle, Introduction to levels of HR Analytics. Developing HR Scorecard, Developing HR Analytics, and Analytics for Decision Making (Improved Productivity and Efficiency).

Readings:

- Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
- Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.
- Evans, J. (2020). Business Analytics, Global Edition. United Kingdom: Pearson Education.
- VanWieren, S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications, LLC.

Course Outcomes:

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

1. Explain the importance of HR analytics and discuss HR indicators.
2. Identify key HR metrics, discuss the types of data required for HR analytics, and explain the ethical considerations in measurement and evaluation.
3. Use statistical tools to analyse HR data.
4. Develop an HR scorecard, use HR analytics for decision making.

Team Building in the organizations

DSE-HRM-08	Team Building in the Organizations	3L:1T:0P	4 Credits

Course Objective(s):

1. To Understand difference between Group and team
2. To sensitize students to functional and dysfunctional team behaviour
3. Enable understanding of being an effective Team leader
4. Understand collaborative team behaviour in teams

Course Content:

Unit 1: Why Groups and Teams

Stages of Team Development; Navigating, surviving, reorganizing Norming, Storming, Performing, Reorganizing. *Why some team Pull together and Some do not

Unit 2: Sustaining High Performance & Effective team Members

Goals of Stage 4; Getting the work done Managing Cohesion and Conflict, Making team decisions. How do High Performance Teams Function? Goals, Roles, Norms, Decisions, Communication and Feedback, Cooperation and Conflict Management:Blame game Politics avoided. Norms and goals; Support the leaders and Dysfunctional team members, Intra-Group and Inter group Dynamics.

Unit 3: Developing teams and dealing with virtual teams

Structure, Culture of Organization an team support, Types of teams and managing and developing as team member. Evaluating team members development Process, In group out group team dynamics, Virtual teams and working through all the phases of team development, Conflict, Collaboration in virtual teams

Unit 4: Effective Team Leadership and Effective Organizational Support

Leadership in different stage of team development; Leadership and team building style; Teams and groups on organizations, Building complimentary team members, Avoid too much help as a leader, Team autonomy and Organizational support audit.

Text Books (Latest Edition):

1. Creating Effective Teams, Susan A. Wheelan, Sage South Asia Edition
2. Leaders Eat Last by Simon Sinek
3. TEAM MANAGEMENT Paperback – 5 December 2019
4. Forsyth, D. R. (2018). Group Dynamics. (6th ed.). Cengage Learning,
5. Delhi.by Alan Clifton, Rupa Publications
6. The Five Dysfunctions of a Team Patrick Lencioni

Course Outcome(s):

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

1. Analyse the Stages of team formation and develop team building skill
2. Evaluate and manage conflict and collaboration in teams
3. Rearrange team formation for conflict resolution in teams
4. Demonstrate ways of being an effective team member in real teams

Marketing

Consumer Behaviour

DSE-MR-01	Consumer Behaviour	3L:1T:0P	4 Credits

Course Objective(s):
A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

Course Content:

Unit 1: Understanding Consumer Behavior

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

Unit 2: External Influences on Consumer Behavior

Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

Unit 3: Internal Influences on Consumer Behavior

Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

Unit 4: Consumer Decision Making

Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice. Post-purchase Behavior; Different Models of Consumer Decision Making.

Text Books / References: (Latest Edition)

1. Schiffman, L. G.; Kanuk L. L.and Kumar,S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior: Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.

Course Outcome(s):

1. Develop a better understanding of concepts and models of consumer behavior.
2. It can provide insights for the consumer purchase decision process.
3. Able to develop appropriate marketing strategies for different segments of consumers

Sales Marketing / Management

DSE-MR-02	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.

Course Content:

Unit 1: Introduction to Sales Management

Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.

Unit 2: Organization of Sales Force

Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning; sales skills

Unit 3: Directing Sales Force Operations

Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories

Unit 4: Evaluating and Controlling Sales Force

The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.

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: Tata McGraw-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

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

Retail Marketing

DSE-MR-03	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: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.

Unit 2:.

Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives. External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy

Unit 3:

Retail Finance strategy: Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;

Unit 4:

Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.

Marketing of Services

DSE-MR-04	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 Edition TMH,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 , John

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. Analyse the role and relevance of Quality in Services
5. Visualize future changes in the Services Industry

DSE-MR-05	DIGITAL Marketing	3L:1T:0P	4 Credits

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 in digital marketing.
3. Applying skills and capabilities to address DM problems in the real world.

Course Content:

Unit I: Introduction to Digital Marketing

Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework. Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels. Managing Consumer Demand, Digital Decision Journey. POEM Framework.

Unit II: Digital Marketing Strategy Development

Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning. Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,

Unit III: Digital Marketing Planning

Digital Marketing Communication and Channel Mix; Display, Search Engine, Social Media, Facebook, LinkedIn Advertising, etc.; Designing the Communication

Mix, Digital Marketing Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.

Unit IV: Digital Marketing Execution Elements

Digital Marketing Execution Elements; Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing.

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. New Delhi: Book Rivers.

International Marketing

DSE-MR-07	INTERNATIONAL Marketing	3L:1T:0P	4 Credits

Course Objective(s):

1. Develop a foundational understanding of how IM is anchored in classic MM and yet differs from it.
2. Be able to perform PEST – Political, Economic, Social, and Technological – analysis of international markets at the level of countries, regions (e.g., Latin America), and economic blocs (e.g., European Union).
3. Develop and apply templates for understanding customers' needs and wants, and finding ways to appeal to those customers.
4. Be able to contrast the opportunities for products vs. services, technological offerings vs. consumer non-durables, branded products vs. commodities.
5. In all of the above, appreciate similarities to and differences from the Indian context.

Course Content:

Unit I: International Marketing – An Overview

Scope and Challenges in International Marketing, International Marketplace, Macroeconomic & Microeconomic concepts; Social, Cultural, Legal, Political, and Ethical Considerations, and Economic Groupings, role of governance mechanisms, especially the WTO, World Bank and International Monetary Fund (IMF), Indian International Marketing Policies and Institutions.

Unit II: International Market Entry and Development:

Strategic Planning – Assessing Global Market, International Market Research, Global Market Entry Strategies, – Export/Import, International Intermediaries – EMC, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNCs and Globalisation, Mergers and Acquisitions.

Unit III Product Adaption and Pricing Strategies International Market:

Product Standardization and Adaption, Product Constituents and Content, Brands in the International Market, Quality, Packaging and Labelling, Marketing Consumer Services Globally, Price Dynamics in the International Market, Global Pricing Methods & Strategies for International Markets.

Unit IV: Promotion and Distribution Strategies for International Marketing:

International Advertising, Global Sales Promotion Strategies, Legal Constraints. Media Channels for International Advertising, Designing the Sales Force Management for the International Market, Factors Affecting the Choice of Distribution Channels, Channel Management and Structure.

Textbooks (Latest Edition):

1. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*. New York, NY: John Wiley.
2. Bansal, Garima, *International Marketing*. Daryaganj, Delhi: Mahavir Books.
3. Gillespie, Kate and K. Scott Swan, *Global Marketing*. New York, NY: Taylor Francis.
4. Alon, Ilan, Eugene Jaffe, Christian Pranje, and Donata Vianelli, *Global Marketing: Strategy, Practice and Cases*. New York, NY: Routledge.
5. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing – Indian Edition, McGraw Hill Education – New Delhi

Course Outcome(s):

Upon completion, you should be able to:

- Assess international markets in ways that appeal to specific firms. These include recognizing heterogeneities with each country, aspirations of consumers and the constraints they face, the extent of regulation and competition, and similarities/contrasts relative to the Indian environment;
- Analyse the impact of PEST factors on IM strategy formulation. Here examine what types of alliances or partnerships with local firms can balance control and return;
- Determine when to use different new product entry, pricing, promotion, and distributional strategies.

Rural Marketing

DSE-MR-08	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.

Course Content:

Unit 1: Introduction: Rural Marketing

Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing.

Unit 2: Rural Consumer Behavior

Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.

Unit 3:

Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market. Strategies for New Product Planning & Development for Rural Markets,Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products.

Unit 4:

Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies. Vans & Mobile Stores. Innovation in Rural Distribution Systems.

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

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 for rural markets and strategies relevant to rural consumers

Appendix-2: Indian Knowledge System (IKS)

Institutions are advised to choose any one of the following module as per the available resources/ university norms.

1. IKS-I: Introduction to Indian Culture and Civilization (with some present practices)
2. IKS-II: Indian Culture and Civilisation with its Knowledge Systems and Traditions
3. IKS III Vision for a Human Society (*Vishva Kalyan* thru *Vasudhaiva Kutumbkam*)*1
4. IKS IV Indian Science, Engineering and Technology- Past, Present & Future*1
5. IKS V Indian Town Planning and Architecture*1
6. IKS VI Indian Mathematics and Astronomy*1
7. IKS VII Indian Aesthetics (including Music & Musical Instruments)/ Arthashastra*1
8. IKS VIII Indian Health, Wellness and Psychology- including Ayurved*1

Other Possible Courses in IKS -

- Indian System of Proof and Logic (including Nyay Shastra)
- Indian Linguistics and Phoenetics (including Panini's grammar, languages)
- Indian Governance, Administration and Management Systems (including Arthshastra) Indian Physics (e.g. Vaisheshik)
- Textile Industry in India Shipbuilding and Maritime Trade Transport Systems in India
- Principles and practice of Mechanics and Machines Water Management in India
- Ecology and Geography in India
- Natural Agriculture and horticulture (e.g. vriksha ayurved) Practices in India Indian Economics (Arthshastra)

IKS-1: Indian Knowledge Systems and Traditions

Course Objectives

- To sensitize the students about context in which they are embeded i.e. Indian culture and civilisation including its Knowledge System and Tradition.
- To help student to understand the knowledge, art and creative practices, skills and values in ancient Indian system.
- To help to study the enriched scientific Indian heritage.
- To introduce the contribution from Ancient Indian system & tradition to modern science & Technology

Detailed contents:

Module 1: Introduction to IKS

(Any eight of total sessions assigned for Literary activity) Introductory lecture on the **any eight** topics below:

1. Indian Knowledge System
2. Indian Culture & Civilization
3. Ancient Indian Chemistry
4. Ancient Indian Metallurgy
5. Ancient Indian Mathematics
6. Ancient Indian Astronomy
7. Indian Astronomical Instruments
8. Indian Knowledge System (Upveda: Ayurveda)
9. Indian Knowledge System (Upveda: Gandharveda)
10. Indian Knowledge System (Vedangas: Shiksha, Kalpa, Vyakrana)
11. Indian Knowledge System (Vedangas: Jyotisha, Nirukta, Chandas)
12. Indian Architecture I: Sthapatya-Veda
13. Indian Architecture II: Temples
14. Indian Architecture III: Town & Planning
15. Indian Philosophical System

Module 2: Introduction to Creative Practices

(Twenty Lectures with at least Five different topics of total session under Creative activity)

Introductory lecture on the topics below:

1. Dhatuvada: art of metallurgy
2. Akara jnana: art of mineralogy
3. Vastuvidya: art of engineering
4. Yantramatrika: art of mechanics
5. Takshana: art of carpentry
6. Chalitakayoga: art of practicing as a builder of shrines
7. Raupyaratnapariksha: art of testing silver and jewels
8. Maniraga jnana: art of tinging jewels
9. Sucivayakarma: art of needleworks and weaving
10. Vadya vidya: art of playing on musical instruments
11. Geet vidya : art of singing
12. Nritya vidya: art of dancing
13. Natya vidya: art of theatricals
14. Alekhya vidya: art of painting
15. Viseshakacchedya vidya: art of painting the face and body with color
16. Udakavadya: art of playing on music in water
17. Manasi kavyakriya: art of composing verse
18. Bhushanayojana: art of applying or setting ornaments
19. Citrasakapupabhakshyavikarakriya: art of preparing varieties of delicious food
20. Dasanavasanangaraga: art of applying preparations for cleansing the teeth, cloths and painting the body
21. Utsadana: art of healing or cleaning a person with perfumes
22. Vastragopana: art of concealment of cloths
23. Balakakridanaka: art of using children's toys
24. Tandulakusumabalivikara: art of preparing offerings from rice and flowers
25. Pushpastarana: art of making a covering of flowers for a bed

References:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru
2. Kapur K and Singh A.K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study. Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust. Bombay, 1995.
3. The Cultural Heritage of India. Vol.I. Kolkata:Ramakrishna Mission Publication, 1972.
4. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
5. Dr. R. C. Majumdar, H. C. Raychaudhuri and Kalikinkar Datta: An Advanced History of India (Second Edition) published by Macmillan & Co., Limited, London, 1953.
6. Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.
7. Avari, B. 2016. India: The Ancient Past: A History of the Indian Subcontinent from c. *7000* BCE to CE 1200. London: Routledge.

IKS-II: Indian Culture and Civilization

Course Objectives

- To introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, upangas, upveda, purana & Itihasa
- To help students to trace, identify and develop the ancient knowledge systems.
- To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing
- To build in the learners a deep rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

Detailed contents:

Module 1: Introduction to IKS

Caturdaśa Vidyāsthānam, 64 Kalas, Shilpa Śāstra, Four Vedas, Vedāṅga, Indian Philosophical Systems, Vedic Schools of Philosophy (Sāṃkhya and Yoga, Nyaya and Vaiśeṣika, Pūrva-Mīmāṃsā and Vedānta), Non-Vedic schools of Philosophical Systems (Cārvāka, Buddhist, Jain), Puranas (Maha-puranas, Upa-Puranas and Sthala-Puranas), Itihasa (Ramayana, Mahabharata), Niti Sastras, Subhasitas

Module 2: Foundation concept for Science & Technology

Linguistics & Phonetics in Sanskrit (panini's), Computational concepts in Astadhyayi Importance of Verbs, Role of Sanskrit in Natural Language Processing, Number System and Units of Measurement, concept of zero and its importance, Large numbers & their representation, Place Value of Numerals, Decimal System, Measurements for time, distance and weight, Unique approaches to represent numbers (Bhūta Saṃkhya System, Kaṭapayādi System), Pingala and the Binary system, Knowledge Pyramid, Prameya – A Vaiśeṣikan approach to physical reality, constituents of the physical reality, Pramāṇa, Saṃśaya

Module 3: Indian Mathematics & Astronomy in IKS

Indian Mathematics, Great Mathematicians and their contributions, Arithmetic Operations, Geometry (Sulba Sutras, Aryabhatiya-bhasya), value of , Trigonometry, Algebra, Chandah Sastra of Pingala,

Indian Astronomy, celestial coordinate system, Elements of the Indian Calendar Aryabhatiya and the Siddhantic Tradition Pancanga – The Indian Calendar System Astronomical Instruments (Yantras) Jantar Mantar or Raja Jai Singh Sawai.

Module 4: Indian Science & Technology in IKS

Indian S & T Heritage ,sixty-four art forms and occupational skills (64 Kalas) Metals and Metalworking technology (Copper, Gold, Zinc, Mercury, Lead and Silver), Iron & Steel, Dyes and Painting Technology), Town & Planning Architecture in India, Temple Architecture, Vastu Sastra,

Module 5: Humanities & Social Sciences in IKS

Health, Wellness & Psychology, Ayurveda Sleep and Food, Role of water in wellbeing Yoga way of life Indian approach to Psychology, the Triguṇa System Body-Mind-Intellect- Consciousness Complex. Governance, Public Administration & Management reference to ramayana, Artha Sastra, Kauṭilyan State

References:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay. 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
4. SK Das. The education system of Ancient hindus, Gyan publication house, India
5. BL Gupta,Value and distribution system in india, Gyan publication house, India

IKS-III: Indian Vision for Human Society (Vishva Kalyan thru Vasudhaiva Kutumbkam)

Course Objectives

- To help the learner to understand the concept of "vasudhaiva kutumbkam" and its realization process as an base for the development of vision for a humane society.
- To help to identify the universality in humans and its coexistence in existence
- To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.
- To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.

Detailed contents:

Module 1: The world view & Vision of Human Society

The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system.

Module 2: Aspiration and Purpouse of Individual and Human Society

Aims of Human life; at individual level and societal level. At societal level: Four purusarthas Dharma, Artha, Kama, Moksha. Individual level: Abhyudaya (progress),

Nihsreyasa (perfection) Pravrtti , Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnusmrti, yajnavalkya smriti) sociology, different stages of life like studenthood, housholdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihaspati Sutra, Sukra Niti, Moksha: Human liberation (Ignorance to Knowledge)

Module 3: Program for Ensuring Human Purpose: at Individual and Societal level –I

Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhrigu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awarness. The Life Force *Prana (*Praana-Apaana-Vyaana-Udaana- Samaana)

Module 4: Program for Ensurimg Human Purpose: at Individual and Societal level - II

Differentiating *Vidya* and *Avidya*, human bondages, Higher and Lower Knowledge (Para Vidhya & Apara Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anuman, upaman, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shradha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma.Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyas yog in aspect to harmonious practice in society

Module 5: Practices for Ensuring Human Purpose – III

Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science.

References:

1. Maharaj swami chidatmanjee, Ancient Indian Society, Anmol publication pt ltd, indi
2. S. C. Manerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Pakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), DK printing, India
3. Rao, N. 1970. *The Four Values in Indian Philosophy and Culture*. Mysore: University of Mysore.
4. Chakraborti, K. 2001. Religious Process: The Puranas and the Making of Regional Tradition, Delhi, OUP.
5. Kuhn, T. 1970. The Structure of Scientific Revolutions, (2nd ed.). University of Chicago Press, USA.
6. Keith, A. (1925). *The religion and philosophy of the Veda and Upanishads*

IKS-IV: Indian Science, Engineering and Technology (Past, Present and Future)

Course Objectives

- To familiarize learners with major sequential development in Indian science, engineering and technology.
- To review & strengthen the ancient discovery and research in physics, chemistry, maths, metallurgy, astronomy, architecture, textile, transport, agriculture and Ayurveda etc.
- To help students to trace, identify and develop the ancient knowledge systems to make meaningful contribution to development of science today
- To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the scientific, technological and holistic development of physical, mental and spiritual wellbeing.

Detailed contents:

Module 1: Indian Traditional Knowledge; Science and Practices

Introduction to the Science and way of doing science and research in India, Ancient Science in Intra & Inter Culture Dialogue & coevolution.Traditional agricultural practices, Traditional water-harvesting practices, Traditional Livestock and veterinary Sciences Traditional Houses & villages. Traditional Forecasting, Traditional Ayurveda & plant based medicine, Traditional writing Technology

Module 2: Ancient Indian Science (Physics, Chemistry, Maths)

Physics in India: Vaisheshika darshan Atomic theory & law of motion, theory of panchmahabhoota, Brihath Shathaka (divisions of the time, unit of distance), bhaskarachaya (theory of gravity, surya siddhanta & sidhanta shriomani), Lilavati (gurutvakashan Shakti).Chemistry in India Vatsyayana, Nagarjuna,Khanda, Al-Biruni, Vagbhaṭa – building of the ras-shala (laboratory), working arrangements of ras-shala, material and equipment, Yaśodhara Bhaṭṭa-process of distillation, apparatus, saranasamskara, saranataila Mathematics in India: Baudhayana's Sulbasutras, Aryabhaṭa, Bhaskaracharya- I, Severus Sebokht, Syria, Brahmagupta, Bhaskaracharya-II, Jyeṣthadeva

Module 3: Ancient Indian Science (metallurgy, Astronomy, Architecture)

Metallurgy in India: Survarṇa(gold) and its different types, prosperities, Rajata(silver), Tamra(copper), Loha(iron), Vanga(tin), Naga / sisa(lead), Pittala(brass)

Astronomy in India Vedang Jyotish, aryabhatta siddhanta, Mahabhaskriya, Laghubhaskariya, vatesvarasiddhanta, Sisyadhivrddhida, Grahashyay, Goladhyaya, Karabakutuhala (Aryabhaṭa, Varahamihira, Brahmagupta, Vaṭesvara, Bhaskara, Parameśvara, NilakaṇṭhaSomayaji, Jyeṣthadeva, ŚankaraVarman) Architecture in India: Nagara (northern style), Vesara (mixed style), and Dravida (southern style), Indian vernacular architecture, Temple sytle, cave architecture, rock cut architecture, kalinga architecture, chandels architecture, rajput architecture, jain architecture, sikh architecture, Maratha architecture Indo- Islamic architectural, Indo-Saracenic revival architecture, Greco Buddhist style.

Module 4: Ancient Indian Science (Textile, Agriculture, Transport)

Textile Technology in India: Cotton (natural cellulose fiber), silk, wool (natural protein fibers), bast and leaf fibers, mridhudhautadhupitambaram (meaning a practice of fumigating the fabric with incence smoke before use as a part of the finishing process), sitadhautavasanayugala (bleached white–a finishing process); suchhastah, sutradharah (needle and thread – tools for stiching), dyeing, washing spinning and weaving technology,Agriculture in India: krishisuktas, Krishiparashara, Brihatsamhita, Types of crops, Manures, Types of land- devamatruka, nadimatruka, use of animals in warfare, animal husbandry, Animals for medicines. Ancient transport in India

Module 5: Ancient Indian Science (Ayurveda & Yoga)

Ayurveda for Life, Health and Well-being: Introduction to Ayurveda: understanding Human body and Pancha maha bhuta, the communication between body & mind, health

regimen for wellbeing, introduction to yoga (raja yoga, astang yoga, gyan yoga), understanding of Indian psychological concept, consciousness, tridosha & triguna.

References:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A.K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
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5. R P Kulkarni, Glimpese of Indian Engineering and Technology (Ancient & Medieval period, Munshiram Manoharlal Publishers Pvt. Ltd. 2018
6. AK Pathak, Science and Technology in India, Anshika prakashan pratapgarh, 2016
7. PB Sharma, S. Narain. Doctors Scientists and Engineers of Ancient India, Kalpaz Publications 2017
8. NVP, Unithiri, Indian Scientific Traditions (Professor K.N. Neelakantan Elayath

IKS-V: Indian Town Planning and Architecture

Course Objectives

- To develop the knowledge and analysis on the understanding of eco-friendly, robust and scientific planning and architecture system of ancient India.
- To understand the importance of functional, aesthetic, psychological, culture and socio religious concept of ancient India architecture.
- To help the learners to trace, identify and develop the approach, process and material used in town and planning, construction and architecture
- To review and analyse the importance and significance of visual and performing arts and design in temples, houses, forts, caves and community places.
- To understand the various eco-friendly technology accepted in ancient civilization

Detailed contents:

Module 1: The Introduction to ancient Architecture
Introduction to relationship between Man, Nature, Culture and city forms. Study of determinants (Natural and man-made) influencing location, growth & pattern of human settlements including types of settlements growth (Organic and Planned) and settlement forms. Architecture as satisfying human needs: functional, aesthetic and psychological outline of components and aspects of architectural form-site, structure, skin, materials, services, use, circulation, expression, character, experience.
Understanding of the causative forces - the cultures, history, socio religious practices and institution, political and economic conditions, issues of land, climate and technology, Historical and Primitive Architecture.

Module 2: Ancient Architecture as Expression of Art & Design

Relationship between Art and Design with man, space and environment. Expression in Art and Architecture – concept of space, sense of enclosure- openness, robustness, dynamism, spatial geometry, Eco-friendliness.

Architecture through use of elements of visual arts such as point, line, plane, form, space, colour, texture, light, solids and voids, shadow and shade etc. Understanding of effect of scale, proportions, order, material effects such as textures, patterns, light, sound, temperature etc in architectural spaces.

Allied visual and performing arts and its relationship to build environments using colour theory, symbolism, glass painting, scriptural writing, clay moulding, stone carving.

Important Indian architecture as per elements space & form **Form:** specific geometry form (sphere, cube, pyramid, cylinder and cone and its sections as well as their derivatives) **Space:** build form space, open space, Internal and External space, Continuous spaces Centralized, Linear, Radial Clustered, Grid space Different type of Materials used for construction in Ancient Indian architecture.

Clay products: Classification of bricks, Fire Brick, Fly Ash Bricks, Tiles, Terra- cotta, Earthenware, Porcelain, Stoneware. **Stones:** Uses of Stones, Qualities of Good Building Stones, Dressing, Common Building Stones of India. **Glass:** Different glass Forms and their Suitability, **Timber**: Different Forms and their Suitability **Metals:** Ferrous & Nonferrous Metals and Alloys, and, their Suitability, limitations, precautions **Paints and Varnishes:** Different types and their Suitability, limitations, precautions

Module 3: Ancient Architecture Principle & Planning

Design: Principles of designing – Composition of Plan. Inception and development of the early Hindu temple form with reference to Vedic and Buddhist planning principles and design elements; Development of regional styles and manifestations thereof; Evolution of temple complexes and temple towns;

Planning: Residence- site selection, site orientation- aspect, prospect, grouping, circulation, privacy, furniture requirements, services and other factors. Vastu shastra and its importance in building interrelationship with human, nature and cosmos

Town Planning: Town plans of Harappa, Mohenjodaro, Pataliputra, Delhi. Vastu shastra and its application in city layout.

Module 4: Ancient Architecture-I

The settlement planning pattern, elements, associated forms, typical Vedic village, towns (Dandaka, Nandyavartha etc.), typology of Shelters and civic buildings of ancient architecture in reference to following civilization: Indus
Valley, Aryan/vedic Civilisation, Buddhist Architecture, Indo Aryan & Dravidian Architecture.

Role of Shilpasasthras and Arthashasthra in settlement planning.

Important architecture: Great baths, Development of fortification, walled towns, structures developed eg: Stupas, Viharas, Chaityas, Stambhas, Toranas, sacred railing etc.

Study of worshipping places with especial reference to Indo Aryan / Nagara style & Dravidian style (Chola, Chalukya, Pallava, Satavahana, Hoysala, Vijayanagara etc.), design of shikharas & gopuram, rock-cut and structural examples of temples.

Module 5: Ancient Architecture-II

Evolution of Hindu Temples in different period: Gupta, Aihole, Badami, Pattadakkal, Mahabalipuram, Indo Aryan Style in Orrisa, Khajuraho, Gujarah, Rajasthan. Dravidian Style in Chola, Chalukyan, Pandya, Pallava, Hoysala Style, Revival of Hindu architecture of South India at Vijaynagara and Madurai

Tradition Indian villages & House: Regional house construction, interior & importance e.g. Rajasthani house, bhungas of kutch, nalukettu of kerala, Ikra of assam, manduva logili or illu of Andra Pradesh, wadas of Maharashtra, Mud houses of Madhya Pradesh, kathkuni of himachal Pradesh, khanjaghara of orisa, Taq and dhajji diwari of Kashmir etc.

Scientific achievements though ancient architect: Jantar Mantar, Musical Pillars of Vitthal temple, Sundial of konark temple, construction of eight shiva temple in straight line from Kedarnath to rameshwaram at longitude 79°E 41'54, Veerbhadra temple with 70 hanging pillars, Ellora caves excavating the mountain, Jaipur plan pink city etc.

References:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
4. Dr. V. Ganapati Sthapati, Building Architecture of Sthapatya Veda
5. Binode Behari Dutt, Town planning in ancient India, Life Span Publishers & Distributors
6. NR Dave. A Study of The Hindu Science of Architecture and its Practice with Special Reference to Rajavallabha. Bharti vaidhya Bhavan , 2011
7. M W Meister, South India Lower Dravidadesa - Encyclopaedia of Indian Temple Architecture (Set of 2 Books)-An Old and Rare Books, American Institute of Indian Studies, 1999
8. D N Shukla Civil Architecture in Ancient India (Part-I) Meharchand lakshmidas publication, 2016.

IKS-VI: Indian Mathematics and Astronomy

Course Objectives

- To provide information about great mathematicians and astronomers who given significant contribution in Indian mathematics and astronomy.
- To help students to trace, identify, practice and develop the significant Indian mathematic and astronomical knowledge.
- To help to understand the astronomic significance with the human holistic development of physical, mental and spiritual wellbeing
- Enumerate the main characteristics of education system in Vedic and post Vedic period to enrich the intellectual imagination and diminish the dogmatic assurance which closes the mind against speculation

Detailed contents:

Module 1: The Introduction to Ancient Mathematics & Astronomy

Introduction to Brief introduction of inception of Mathematics & Astronomy from vedic periods. Details of different authors who has given mathematical & astronomical sutra (e.g. arytabhatta, bhaskara, brahmagupta, varamahira, budhyana, yajanvlkya, panini, pingala,

bharat muni, sripati, mahaviracharya, madhava, Nilakantha somyaji, jyeshthadeva, bhaskara-II, shridhara) Periodical enlisting of Mathematical & Astrological achievement in India. Evolution of Indian Numerals (Brahmi (1^{st} century), Gupta (4^{th} century) & Devanagri Script (11^{th} century)

Module 2: Ancient Mathematics –I

Veda & Sulvasutras (Pythagoras theorem, Square root & Squaring Circle) (baudhayana sulbhasutra, apastamba sulbhasutra, katyayana sulbhasutra, manava sulbhasutra, maitrayana sulbhasutra, varaha sulbhasutra, vadhula sulbhasutra , Pingala's chandasutras, sunya, yaat-tavat, Aryabhata (Aryabhatiya, Asanna, ardha-jya, kuttaka,), bhaskara (trigonometory,shridhara,
mahavira), Bhaskara Acharya (Sidhantashiromani), Varamahira panchasiddhantika.

Module 3: Ancient Mathematics –II

Brahamgupta (vargaprakrati, bhramasphuta siddhanta, bhavana), ayatavrtta, ganitasarasamgraha, lilavathi, ganesadaivajna, randavantika, suryasidhhanta, grahalaghava, sadratnamala, mandavrtta, sighrartta, Bijaganita, Bakshali manuscript Golavada, Madhyamanayanaprakara, Mahajyanayanaprakara (Method of Computing Great Sines), Lagnaprakarana, Venvaroha, Sphutacandrapti, Aganita-grahacara , Chandravakyani (Table of Moon-mnemonics)

Module 4: Ancient Astronomy –I

Parahita system of astronomy and drk system of astronomy, Manda samskara, sighra samskara.

Vedanga Jyotisha (astronomical calculations, calendrical studies, and establishes rules for empirical observation), Aryabhatiya (earth rotation, shining of moon), Brahmasphutasiddhanta (motion of planets), varahmihira (pancasiddhantika), Mahabhaskariya, lahubhaskariya & arybhatiya bhashya (Planetary longitudes, heliacal rising and setting of the planets, conjunctions among the planets and stars, solar and lunar eclipses, and the phases of the Moon), Sisyadhiveddhida (grahadhyaya, goladhyaya), siddhantasiromani, karanakutuhala (planetary positions, conjunctions, eclipses, cosmography), siddhantasekhara, yantra-kirnavali, Sphuṭanirṇaya, Uparagakriyakrama.

Module 5: Ancient Astronomy –II

Positional astronomy (sun, planets, moon, coordinate systems, precision of the equinox and its effects, eclipses, comets and meteors), Mahayuga & Kalpa system Yuga system, ayanas, months, tithis and seasons, time units, sun and moon's motion, planet position, ayanachalana, zero-precision year, katapayaadi system, Indian nakshatra system, astronomy

Instruments for naked eye astronomy (vedic observatories). The principal and application of Samrat Yantra, Jai Prakash Yantra, Disha Yantra, Rama Yantra, Chakra Yantra, Rashiwalya Yantra, Dingash Yantra, Utaansh Yantra

Reference:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. R P Kulkarni, Glimpese of Indian Engineering and Technology (Ancient & Medieval period, Munshiram Manoharlal Publishers Pvt. Ltd. 2018
3. AK Pathak, Science and Technology in India, Anshika prakashan pratapgarh, 2016
4. NVP, Unithiri, Indian Scientific Traditions (Professor K.N. Neelakantan Elayath

IKS-VII: Indian Aesthetics (including Music and Music Instruments)

Course Objectives

- To provide information about the foundations of Indian aesthetics as integral part of Indian culture
- To help to understand the importance of Indian aesthetics in individual realization of the truth arises by realizing the harmony within.
- To help learner to trace, identify and develop the Indian aesthetics to correlate human creative practices
- To build the learners a deep rooted pride in Indian aesthetic knowledge, committed to universal human right, well-being and sustainable development.

Detailed contents:

Module 1: The Introduction to Indian Aesthetics

The nature of aesthetics, principle, its relation to philosophy and literature:
Indian traditions. Sadanga its origin and Applications of Six limbs in Indian Aesthetics Introduction to Alamkara, Rasa, Dhvani, Vakrokti, Auchitya

Module 2: Ancient Music and Music Instruments-I

Rasa Siddhanta, the concept of Rasa, constituent of rasa (Bhav, abhinay, Sthayibhava, Vibhava, Vyabhicharibhava), number of rasa, Rasasvadana Bharata's Natya Shastra and its Critics, Abhinavagupta's Rasa Siddhanta., Kāvyaprayojana, Sādhāranikarana, Sahrdaya, Rasavighna.

DhvaniSiddhanta, the Concept of Dhvani, Sphota, Pratibhā, classification of dhvani (Laukika Vyangya, Alaukika Vyangya, Avivaksita Vacya, Vivaksitanyapara Vacya) Anandavardana's Dhanyaloka, with reference to Abhidha, lakshana, Vyanjana and Tatpary, extension of dhvani siddhanta to music, dance and drama.

Alamkara Siddhanta, proponent, classification of alamkara, sabdalamkara (Anuprāsa, Yamaka, Ślesha, Dhvanyātmakatā), Arthālamkāra (Upamā, Drstanta, Virodha)

Module 3: Ancient Music and Music Instruments-II

VakroktiSiddhanta, Kuntaka's Vakroktijivita, Classification of Vakrokti (Varna- vinyasa vakrata (Phonetic Obliquity), Pada-purvardha vakrata (Lexical Obliquity) & Pada-parardha vakrata (Grammatical Obliquity), Vakya-vakrata (Sentential obliquity), Prakarana-vakrata (Episodic obliquity), Prabandha-vakrata (Compositional obliquity))
Different Classes of Musical Instrument as per Natyashastra of Bharat. Gana Vadya, Avanaddha Vadya, sushira vadya, tata/tantu vadya.
Brief introduction to following indian instruments
Veena, Ghatam, Gootuvadhyam, Flute, Thavil, Nadaswaram, Mridangam, Plain- drum, Harmonium, Sitar, Sarod, Shehnai, Tabla, Maddalam, violin, morsing, Tambura.

Module 4: Ancient Dance & Drama

Natyaveda: inception from Veda (pathya words(rigveda), abhinaya gestures (Yajureda), geet music (samaveda), rasa emotions (atharvaveda), Natya Shastra, Nata-nritya, geet- nritya, roop-nritya, bhav-nritya Indian traditional and fork dances (bharatnatyam, kuchipudi, kathakali, yakshagan, Bhangra, Bihu, Ghumura Dance, Sambalpuri, Chhau and Garba

Module 5: Ancient Art

Architecture, sculptures & popular art forms of Pallava& Cholas period, Chalukya & Rastrakuta period, Chandela/Hosalya period, Rajput period. Rock cut architecture, cave architecture, stupa, temples, sculptu Hindu Shilpa texts as per Vishnudharmotara-puran.Samaranana, Sutracharana, Sukranitisara, Silparatham

Reference:

1. Histroy of Indian Music by Swami Prajananda, Ram Krishna vedanta math, Kolkata
2. Prof. P. Sambomoorthy: A History of Indian Music, published by the Indian Music Publishing Houce, Madras-1.
3. Hulugur Krishnacharya (Hubli: Introduction to the Study, of Bharatiya Sangita- Sastra, pts. I & II in the Journal of the Music Academy, Madras, vol. I, January, 1930.
4. Dr. Saratchandra Shridhar Paranjr, Bharatiya Sangit-ki Rupa-Rekha (Hindi) upto the Gupta period, published in the Nada-Rwpa, second issue, College of Music and Fine Arts, Banaras Hindu University,1963

IKS-VIII: Indian Health, Wellness and Psychology (including Ayurved)

Course Objectives

- Understanding the fundamental principles of Indian health systems such as Ayurveda and yoga which are useful in maintaining the health of a healthy person
- Practical implementation of health principles to correct the intake of our food, air, water and sunlight to achieve perfect health.
- Understanding traditional way of cleansing the body regularly, strengthening body with Yogic exercises, maintaining the internal balance to prevent diseases.
- Understanding our unique Mind Body Constitution and choosing the right lifestyle suitable to maintain the internal balance.
- Understanding the influence of external environment on internal health and ways to synchronise our body and mind with nature to ensure smooth functioning of all organ systems of our body.
- Understanding mind and its dynamics through knowledge of Ayurveda and Yoga and using the knowledge to maintain harmony between body and mind to achieve perfect mental health.

Detailed contents:

Module 1: Understanding human body [Duration: 8 Lectures]
Introduction to Ayurveda, the Knowledge of Life, Health and treatment aspects in Ayurveda, Influence of Pancha maha bhuta on Internal environment of Human being, Understanding composition of Human body through the concept of Dosha Dhatu Mala, Understanding Prakruthi , the Mind – Body Constitution.

Module 2: Understanding the communication between body & Mind

Establishing communication between body and mind by understanding the language of body. Understanding the concept of Agni, Koshta, Sara and Ojas and their relevance in enhancing our immunity to protect from various infections. Looking at the world through the lenses of Dravya, Guna and Karma Applying the principle of Samanya and Visesha in every aspect of life to achieve perfect health.

Module 3: Introduction to Health Regimen

Understanding Swastha vritta, the healthy regimen to maintain state of wellbeing Dinacharya, the Daily regimen including Daily detoxification, exercise, Intake of Food, Water, Air and Sunlight, work and ergonomics, Rest and sleep hygiene. Ritu charya, the seasonal regimen, Sadvritta and the concept of social wellbeing, understanding trividha upastambhas, three pillars to health, Concept of Shadrasa in choosing appropriate nourishment to the body and mind.

Module 4: Introduction to Yoga

Definition, Meaning and objectives of Yoga, Relevance of yoga in modern age. Brief Introduction of Hatha yoga, Raja yoga, Karma yoga, Gyana Yoga, Bhakti yoga Understanding eight steps of Ashtanga yoga, Understanding Shatkriyas , the six cleansing procedures of Yoga

Module 5: Introduction to Indian Psychology

Concept of Manas in Ayurveda and understanding Mind Body harmony, Triguna based Psychology in Ayurveda and Yoga, Influence of Tri dosha on Mind, Mind body intellect and consciousness complex, Understanding Consciousness and solution to issues within Human Mind.

Reference:

1. The Charaka Samhita
2. The Susruta Samhita
3. Teh Ashtanga Hridaya
4. Dr Deepak Chopra, Perfect Health--Revised and Updated: The Complete Mind Body Guide, Harmony publication, 2001

Appendix – 3

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
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 internshinfluenced 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.

Appendix – 4

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
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.

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 mysupervision.
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 forguidance 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)

1.0 Introduction – Overview of chapter contents
1.1 Background of the Study
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
I clearly state the goal of the study.
1.3.1 Specific Objectives

- They should be SMART.
- They should be within the scope.

1.4 Significance of the Study
It should explain who benefits from the study and how.
1.5 Scope of the Study
It should include the concept, content, geographical, and time scope.
1.6 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)

2.0 Introduction – Overview of chapter contents
2.1 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.
2.2 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 AND RECOMMENDATIONS
(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 – 5.1 Summer Internship

BBA VII (Honours)

Course Title: Summer Internship

Course Code	:	SEC 702
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 howto 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 & SolutionsLearning 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.

Appendix – 5.2

Research Internship Report and Viva-Voce
BBA VII (Honours with Research)

Course Title: Research Internship Report and Viva-Voce

Course Code	SEC701
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.

Appendix – 6

Dissertation (FOR RESEARCH TRACK)

BBA VIII (BBA – (Honours with Research))

Course Code	SEC 801
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

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.

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 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

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 forguidance 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 was used in that study.

Presentation

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)

2.0 Introduction – Overview of chapter contents

2.1 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.

2.2 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

2.3 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.

2.4 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)

4.0 Introduction – overview of chapter contents
4.1 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)

5.0 Introduction - overview of chapter contents
5.1 Summary of Findings Begin with general information
5.1.1 Objective one.
5.1.2 Objective two, etc.
5.2 Conclusions Answers to the project objectives achieved.
5.3 Recommendations should be in line with the study area and the conclusions.
5.4 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.

Course Title: Principle and Practice Of Management
Credit: 4
Total Hours: 60
Weekly Contact Hours: 3 sessions/week × 20 weeks (2 theory + 1 practical/discussion/seminar recommended)
Delivery Mode: Lecture, Case Analysis, Role Play, Group Discussion, Quiz

Unit I: Introduction to Management and Evolution of Management Thought (15 Hours)

Lecture No.	Topics to be Covered	Hours
1	Definition, nature, and significance of management	1
2	principles of management, management and administration	1
3	levels of management,	1
4	role of managers and managerial skills	1
5	Case Study for practical implication	1
6	Evolution of management thought: Classical, Behavioral	1
7	Quantitative, Systems, Contingency	1
8	Modern approaches	1
9	Management as a science and an art	1
10	Functions of management: Planning,	1
11	Case Study for practical implication	1
12	Functions of management: Organizing	1
13	Functions of management: Leading	1
14	Functions of management: Controlling	1
15	Case Study for practical implication	1

Unit 2: Planning, Organizing and Staffing (14 Hours)

16	Nature, Importance and Purpose of planning in management	1

17	Types of plans: Strategic, tactical, operational	1
18	Planning process	1
19	Planning techniques: SWOT analysis, Forecasting	1
20	Case Study for practical implication	1
21	Decision- making- Importance and steps	1
22	Organizational structure and design	1
23	types of organizational structures: Functional, divisional, matrix;	1
24	Authority, responsibility, and delegation	1
25	Centralization Vs Decentralization of authority and responsibility – Span of Control	1
26	Coordination and integration, MBO and MBE	1
27	Nature and Importance of staffing	1
28	Process of selection and recruitment	1
29	Mock Drill of the recruitment and Selection drive	1
	Unit 3: Leading, Directing and Controlling (22 Hours)	
30	Meaning and nature of directing	1
31	Leadership theories: trait, behavioral	1
32	Leadership theories: contingency, participative	1
33	Leadership theories: charismatic,	1
34	transformational, level-5 leader	1
35	Case Study based on leadership	1
36	Motivation theories and practices: Maslow Need Theory	1
37	Herzberg two factor	1
38	Motivation theories and practices: McGregor's theory	1
39	X & Y theory	1

40	Hawthorne effect	**1**
41	Case Study	**1**
42	Communication (meaning and importance) in management	**1**
43	Types of Communication	**1**
44	Process,7 C's of Communication and Barriers	**1**
45	Team building and group dynamics	**1**
46	Team Building Experience	**1**
47	Controlling-meaning and steps in controlling	**1**
48	Control process and systems, essentials of sound control system	**1**
49	Methods of establishing control, types of control;	**1**
50	Performance measurement and management.	**1**
51	Case Studies based on Controlling	**1**
	Unit 4: Startegic Mangement, Ethics and Social Responsibility (6 Hours)	
52	Overview of strategic management	**1**
53	SWOT analysis and strategic formulation	**1**
54	Implementing and evaluating strategies	**1**
55	Case Studies based on Strategic Management	**1**
56	Ethical issues in management	**1**
57	Corporate social responsibility (CSR)	**1**
58	Case study on CSR initiatives	**1**
59	Sustainable management practices	**1**
60	Case study	**1**

Course Title: Business Communication-I
Credit: 2
Total Hours: 30
Weekly Contact Hours: 3 sessions/week × 20 weeks (2 theory + 1 practical/discussion/seminar recommended)
Delivery Mode: Lecture, Case Analysis, Role Play, Group Discussion, Quiz

Unit 1: Introduction to Communication in Organizations(8 Hours)

Lecture	Topics to be Covered	Hours
1	Introduction to Business Environment and Communication	1
2	Models of communication	1
3	Basics of Communication (types)	1
4	Channels	1
5	Barriers	1
6	7Cs of communication	1
7	Formal and informal communication, Listening Skills	1
8	Communication on social media platforms	1

Unit 2: Written Communication (10 Hours)

9	Planning and executing different types of messages, emails	1
10	formal letters (Planning of Business Letter),Layout of Business letter	1
11	Layout of Business Letter	1
12	informal messages on e-platforms	1
13	negative messages: indirect & direct negative messages	1
14	Persuasive messages	1
15	Request letters to various stakeholders	1
16	Sales Letters, Complaint & Follow up Letters	1
17	Promotion Letters, Job application Letters	1
18	Cover letters, Resume, Resignation Letters	1

Unit 3 - Interpersonal Communication (7 Hours)

19	Team communication	1
20	Managing communication during online meeting	1
21	Communication with virtual team	1
22	Communication in gig economy	1
23	Presentation skills (Verbal and non-verbal)	1
24	PowerPoint presentation skills, Infographics,	1
25	Introduction to contemporary alternatives (such as- Prezi,Visme, Microsoft Sway, Zoho)	1

Unit 4 - Digital Communication(5 hours)

26	Social media and individual, social media & organizations, Media Literacy	1
27	Strong Digital communication skills – email, Messaging, video conferencing, e-meetings	1
28	Digital collaboration,	1
29	Digital citizenship–digital etiquettes & responsibilities	1
30	Introduction to personal and organizational websites	1

Course Title: Financial Accounting
Credit: 4
Total Hours: 60
Weekly Contact Hours: 3 sessions/week × 20 weeks (2 theory + 1 practical)
Delivery Mode: Lecture, Practical

Unit– I: Introduction to Accounting, Accounting system and process(14 Lectures)

Lecture	Topics to be Covered	Hours
1	Meaning, Need for accounting and accounting information system	1
2	Stakeholder using accounting information	1
3	Qualitative aspects of financial accounting	1
4	Accounting standards in India and International (outline)	1
5	Branches of Accounting	1
6	Types of Business Organisations	1
7	Accounting taxonomy	1
8	Accounting concepts and conventions	1
9	Accounting concept of income and expenditure	1
10	Classification of capital and revenue- expenditure and income	1
11	Accounting equation of assets equals capital and liabilities(Theory)	1
12	Accounting equation of assets equals capital and liabilities(Practical)	1
13	Accounting equation of assets equals capital and liabilities(Practical)	1
14	Accounting process	1
15	Contingent assets and liabilities	1
16	Fictitious assets	1

Unit – II: Recording transactions and Trial balance(24 Hours)

17	Transactions -nature, Entry in Journal(Theory)	1
18	Entry in Journal(Practical)	1
19	Entry in Journal(Practical)	1
20	Purchases, sales, Returns(Theory and Practical)	1
21	Purchases, sales, Returns(Practical)	1
22	Purchases, sales, Returns(Practical)	1
23	Receivables, and payables(Theory and Practical)	1
24	Receivables, and payables(Practical)	1
25	Receivables, and payables(Practical)	1
26	Inventory	1
27	Depreciation and amortizations(Theory)	1
28	Depreciation and amortizations(Practical)	1
29	Depreciation and amortizations(Practical)	1
30	reserves	1
31	Intangible assets accounting(Theory)	1
32	Intangible assets accounting(Practical)	1
33	Intangible assets accounting(Practical)	1
34	GST transactions(Theory and Practical)	1
35	GST transactions(Practical)	
36	Entry in Ledger(Theory)	1

37	Entry in Ledger(Practical)	
38	Accounting accuracy through Trial balance	1
39	correction of errors(Theory)	1
40	correction of errors(Practical)	
	Unit – III: Final Accounts(11 Hours)	
41	Preparation of Trading and Profit and Loss account(Theory)	1
42	Preparation of Trading and Profit and Loss account(Practical)	1
43	Preparation of Trading and Profit and Loss account(Practical)	1
44	cash books(Theory)	1
45	cash books(Practical)	1
46	cash books(Practical)	1
47	Balance Sheet of sole trading concerns(Theory)	1
48	Balance Sheet of sole trading concerns(Practical)	1
49	Balance Sheet of sole trading concerns(Practical)	1
50	importance of disclosures in final accounts(Theory)	1
51	importance of disclosures in final accounts(Practical)	1
	Unit - IV: Company Final Accounts(9 hours)	
52	Introduction to company, Kinds of Company	1
53	Share capital-types and importance, Issue of shares	1
54	Issue of shares(Practical)	1
55	Schedules to accounts. Financial statements as per Companies Act- 2013	1
56	Provisions as to Preparation of Financial Statements	1
57	Preparation of Income statement and Balance sheet (horizontal and Vertical)	1
58	Green Accounting and Sustainable Reporting- Need and objectives	1
59	Sustainability reporting need and methods, Data collection	1
60	Analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.	1

Course Title: General English-I
Credit: 2
Total Hours: 30
Weekly Contact Hours: 3 sessions/week × 20 weeks
Delivery Mode: Lecture

Unit- I: Vocabulary Building

Lecture	Topics to be Covered	Hours
1	The concept of Word Formation	1
2	Root words from foreign languages and their use in English	1
3	Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives	1
4	Synonyms	1
5	Antonyms	1
6	standard abbreviations	1

Unit-II: Basic Writing Skills

7	Sentence Structures	1
8	Use of phrases in Sentence	1
9	Use of clauses in sentences	1
10	Importance of proper punctuation	1
11	Creating coherence	1
12	Organizing principles of paragraphs in documents	1
13	Techniques for writing precisely	1

Unit- III: Identifying Common Errors in Writing

14	Subject-verb agreement	1
15	Noun-pronoun agreement	1
16	Misplaced modifiers	1
17	Articles	1
18	Prepositions	1
19	Redundancies	1

Unit- IV: Nature and Style of sensible Writing

20	Describing, Defining, Classifying	1
21	providing examples or evidence	1
22	writing introduction and conclusion	1
23	Module V: Writing Practices	1
24	Comprehension	1
25	Précis Writing	1
26	Essay Writing	1

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

27	Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm	1
28	Common Everyday Situations: Conversations and Dialogues	1
29	Communication at Workplace	1
30	Interviews, Formal Presentations	1

Course Title: BUSINESS STATISTICS
Credit: 4
Total Hours: 60
Weekly Contact Hours: 3 sessions/week × 20 weeks
Delivery Mode: Lecture,

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

Lecture	Topics to be Covered	Hours
1	Classification and tabulation of data	1
2	frequency distribution(Theory)	1
3	frequency distribution(Practical)	1
4	diagrams and graphs(Theory)	1
5	diagrams and graphs (Practical)	1
6	measure of central tendency- arithmetic mean(Theory & Practical)	1
7	measure of central tendency- arithmetic mean(Practical)	1
8	weighted arithmetic mean(Theory & Practical)	1
9	weighted arithmetic mean(Practical)	1
10	Median and Mode(Theory)	1
11	Median and Mode (Practical)	1
12	Median and Mode (Practical)	1
13	geometric mean and harmonic mean (theory only)	1
14	meaning of partition values- quartiles (Theory & Practical)	1
15	deciles, percentiles(Theory & Practical)	1
16	measures of dispersion – range (Theory & Practical)	1
17	quartile deviation (Theory & Practical)	1
18	mean deviation from mean (Theory & Practical)	1
19	Median	1
20	Median(Practical)	1
21	standard deviation	1

22	standard deviation(Practical)	1
23	coefficient of variation.	1
24	coefficient of variation. (Practical)	1
25	Skewness - meaning, difference between dispersion and skewness	1
26	Karl Pearson's measures of skewness and Bowley's measures of skewness (Theory and Practical)	1
27	Karl Pearson's measures of skewness(Practical)	1
28	Bowley's measures of skewness(Practical)	1
29	concept of kurtosis, types of kurtoses and importance.	1

Unit – II: Correlation and Regression

30	Meaning, definition and use of correlation	1
31	covariance	1
32	scatter diagram, types of correlation	1
33	Karl Pearson's correlation coefficient	1
34	Karl Pearson's correlation coefficient (Practical)	1
35	Spearman's Rank correlation coefficient	1
36	Spearman's Rank correlation coefficient, probable error(Practical)	1
37	Regression- meaning and utility of regression analysis	
38	Comparison between correlation and regression	1
39	Regression lines –x on y, y on x, regression equations	1
40	Regression coefficients. meaning	1
41	Regression coefficients(Practical)	1

Unit – III: Probability and Probability distributions

42	Introduction to probability	1
43	Basic concepts of probability- classical definition	1

44	Addition and multiplication rules(Theory)	1
45	Addition and multiplication rules(Practical)	1
46	Probability distributions – binomial, poisson(Theory)	1
47	Binomial(Practical)	1
48	Poisson(Practical)	1
49	Normal distributions, expected value(Theory)	1
50	Normal distributions, expected value(Practical)	1

Unit–IV: Introduction to Logic

51	Number series(Theory and Practical)	1
52	Coding Number series decoding and odd man out series(Theory and Practical)	1
53	Direction sense test(Theory and Practical)	1
54	Number series, Coding Number series decoding and odd man out series, Direction sense test(Practical)	1
55	seating arrangements – linear and circular(Theory and Practical)	1
56	blood relations(Theory and Practical)	1
57	blood relations(Practical)	1
58	arithmetic and geometric progressions(Theory and Practical)	1
59	Inductive and deductive reasoning(Theory and Practical)	1
60	arithmetic and geometric progressions(Practical) Inductive and deductive reasoning(Practical)	1

Course Title: Environmental Science and Sustainability
Credit: 4
Total Hours: 60
Weekly Contact Hours: 3 sessions/week × 20 weeks
Delivery Mode: Lecture, Case Analysis,

Unit 1: Understanding Environment, Natural Resources, and Sustainability

Lecture	Topics to be Covered	Hours
1	Fundamental environmental concepts and their relevance to business operations	1
2	Components and segments of the environment	1
3	the man-environment relationship, and historical environmental movements	1
4	Concept of sustainability	1
5	Classification of natural resources	1
6	issues related to their overutilization, and strategies for their conservation	1
7	Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues	1
8	The conservation and equitable use of resources, considering both intergenerational and intergenerational equity	1
9	The importance of public awareness and education	1

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

10	Various natural ecosystems	1
11	learning about their structure, functions, and ecological characteristics	1
12	Biodiversity- The importance of biodiversity	1
13	the threats it faces, and the methods used for its conservation	1
14	Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management.	1
15	Strategies for in situ and ex situ conservation	1
16	nature reserves	1
17	the significance of India as a mega diverse nation.	1

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

18	Various types of environmental pollution, including air, water	1
19	noise, soil, and marine pollution, and their impacts on businesses and communities	1
20	Causes of pollution, such as global climate change	1
21	ozone layer depletion, the greenhouse effect	1
22	acid rain, with a particular focus on pollution episodes in India.	1
23	Importance of adopting cleaner technologies	1
24	Solid waste management, Natural Disasters, Man-made Disasters	1
25	Management of the Disasters, and the role of businesses in mitigating disaster impacts.	1

Unit 4: Social Issues, Legislation, and Practical Applications

26	Dynamic interactions between society and the environment with a focus on sustainable development and environmental ethics	1
27	Role of businesses in achieving sustainable development goals and promoting responsible consumption	1

28	the Water (Prevention and Control of Pollution) Act of 1974 and the Environment (Protection) Act of 1986, the Air (Prevention and Control of Pollution) Act of 1981	**1**
29	Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations	**1**
30	Ecological economics, human population growth, and demographic changes in India.	**1**

Course Title: Human Behaviour and Organization
Credit: 4
Total Hours: 60
Weekly Contact Hours: 3 sessions/week × 20 weeks (2 theory + 1 practical/discussion/seminar recommended)
Delivery Mode: Lecture, Case Analysis, Role Play, Group Discussion, Quiz

Lecture	Topic to be covered	Hours
Unit 1: Introduction to Human Behavior and Organization(5 Hours)		
1	Introduction to OB: Meaning, nature, scope	1
2	Importance and application in management	1
3	Historical development and key models	1
4	Contributing disciplines of OB	1
5	OB as an interdisciplinary approach	1
Unit 2: Individual Behavior (19 Hours)		
6	Individual differences and OB relevance	1
7	Foundations of individual behaviour	1
8	Personality: Meaning, determinants, major theories	1
9	Type A & B behaviour, Big Five Traits	1
10	Stages of personality development	1
11	Perception: Concept, perceptual process	1
12	Influencing factors and perceptual errors	1
13	Learning theories: Classical & operant conditioning	1
14	Cognitive learning and social learning	1
15	Reinforcement theory: OB Mod	1
16	Attitude: Components, functions	1
17	Types of job-related attitudes	1
18	Value system: Terminal vs. Instrumental values	1
19	Motivation: Introduction and overview	1
20	Maslow's Need Hierarchy Theory	1
21	Herzberg's Two-Factor Theory	1

22	Theory X & Y, McClelland's Theory of Needs	1
23	Contemporary Theories: Self-determination, Goal-setting	1
24	Reinforcement & Self-efficacy theory	1
Unit 3: Group &Team Behaviour (12 Hours)		
25	Introduction to Groups & Teams	1
26	Formal vs. informal groups	1
27	Five-stage model of group development	1
28	Groupthink, group shift and norms	1
29	Teams: Types, development of team players	1
30	Activity: Team behavior simulation	1
31	Group conflict: sources and resolution	1
32	Indian perspectives on group behaviour	1
33	e-Teams: Challenges and benefits	1
34	Communication in organizations: Types, process	1
35	Barriers to effective communication	1
36	Cross-cultural communication styles	1
Unit 4: Leadership & Power (21 Hours)		
37	Leadership: Concepts and importance	1
38	Trait theories and behavioral theories (Ohio & Michigan)	1
39	Contingency theories (Fiedler, Path-Goal)	1
40	Inspirational leadership: Charismatic, Transformational	1
41	Self-leadership, Authentic leadership	1
42	Mentoring and coaching	1
43	Indian vs. global leadership styles	1
44	Power: Types and organizational politics	1
45	Managing political behavior ethically	1
46	Organizational Culture: Meaning and elements	1
47	Functions, liabilities and culture strength	1
48	Creating and sustaining culture	1
49	Positive and ethical cultures	1

50	Cross-cultural management concepts	**1**
51	Case discussion on culture clash	**1**
52	Organizational stress: Sources, outcomes	**1**
53	Individual and organizational stress management	**1**
54	Role Play / Simulation on conflict & stress	**1**
55	Case Study: Leadership and Motivation	**1**
56	Case Study: Group Conflict and Team Building	**1**
57	Internal Assessment 1: MCQs + Short Answers	**1**
58	Recap of core areas (motivation, leadership, perception)	**1**
59	Internal Assessment 2: Descriptive / Case-based	**1**
60	Final Summary, Open Q&A, Feedback, Exam prep	**1**

Course Title: Marketing Management
Course Code: CC202
Credit: 4
Total Hours: 60
Weekly Sessions: 3 sessions/week × 20 weeks (Lecture + Discussion/Case/Project-based)

Lecture	Topics to be covered	Hours
Unit-1:- (4 Hours)		
1	Introduction: Nature, scope, and evolution of marketing	1
2	Marketing concepts: Production, product, selling, marketing, holistic	1
3	Marketing environment (macro & micro); Indian context	1
4	Marketing environment (continued): Political, technological, legal	1
5	Competition and market analysis	1
6	Delivering customer value and satisfaction	1
7	Types of marketing: B2C, B2B, B2G, C2C	1
Unit-2:- (11 Hours)		
8	Segmentation: Concept, levels, and bases	1
9	Segmentation: Behavioral, demographic, psychographic	1
10	Targeting: Strategies and approaches	1
11	Positioning: Concepts and differentiation	1
12	Perceptual mapping and repositioning	1
13	Consumer Behavior: Overview and decision-making process	1
14	Stimulus-response model	1
15	Cultural, social, and psychological influences	1
16	Business markets vs. consumer markets	1
17	Business buying process	1
18	Organizational buying behavior	1
Unit-3:- (21 Hours)		
19	Product: Classification and types	1

20	Product mix and levels of product	**1**
21	Product Life Cycle (PLC): Stages and strategy	**1**
22	Branding decisions and brand equity	**1**
23	Brand positioning, loyalty and value	**1**
24	Packaging and labelling strategies	**1**
25	Innovation in marketing and NPD process	**1**
26	Pricing: Objectives and influencing factors	**1**
27	Pricing strategies and adaptation	**1**
28	Pricing Methods (non-mathematical)	**1**
29	BCG Matrix: Concept and application	**1**
30	Pricing in Indian and global contexts	**1**
31	Promotion Mix: Introduction and relevance	**1**
32	Advertising, Sales Promotion, PR	**1**
33	Personal Selling and Direct Marketing	**1**
34	Advertising Strategy: Message and media selection	**1**
35	Indian ad campaigns and effectiveness	**1**
36	IMC: Tools and consistency	**1**
37	Channels of Distribution: Concepts and types	**1**
38	Channel conflict and cooperation	**1**
39	Retail Management: Concepts and formats	**1**
Unit-4:- (21 Hours)		
40	Marketing of Services: Characteristics	**1**
41	Service differentiation and 7Ps	**1**
42	Services marketing mix: Application	**1**
43	Digital Marketing: SEO, SEM, Email	**1**
44	Social Media, Content, Mobile Marketing	**1**
45	E-commerce and Online Payment Systems	**1**
46	Trends: Green, Rural, Experiential Marketing	**1**
47	Influencer marketing and viral strategies	**1**

48	Ethics and Social Responsibility	**1**
49	Case Study: Segmentation, Targeting, Positioning	**1**
50	Case Study: Product and Branding	**1**
51	Internal Assessment 1: Quiz + Short Answer	**1**
52	Case Study: Pricing and Promotion	**1**
53	Project briefing and topic finalization	**1**
54	Project guidance and review	**1**
55	Group Presentations – Part I	**1**
56	Group Presentations – Part II	**1**
57	Peer Review + Faculty Feedback	**1**
58	Revision: Key concepts recap	**1**
59	Internal Assessment 2: Case + Theory	**1**
60	Final Q&A, Feedback, and Wrap-up	**1**

Course Title: Business Economics
Course Code: CC203
Credits: 4
Total Hours: 60
Weekly Sessions: 3 (1 hour each) × 20 Weeks
Lecture Pattern: 2 Theory + 1 Activity/Discussion/Assessment

Lecture	Topic to be covered	Hours
Unit-1: Fundamentals and Basic elements of Microeconomics (15 Hours)		
1	Nature, scope, and importance of Business Economics	1
2	Micro vs. Macro Economics; Central Economic Problems	1
3	Case: Application of Economics in Business Decisions	1
4	Law of Demand, Determinants	1
5	Price, Income, and Cross Elasticity	1
6	Group Activity: Elasticity in daily life	1
7	Demand Forecasting: Need and importance	1
8	Qualitative & Quantitative techniques	1
9	Live Data Task: Interpreting demand forecasts	1
10	Law of Supply, Elasticity	1
11	Market Equilibrium: Surplus & shortage	1
12	Graphical Problems: Supply & Demand Curves	1
13	Utility Analysis: Cardinal Approach	1
14	Ordinal utility, Indifference curve	1
15	Budget line and consumer equilibrium	1
Unit-2: Producer And Consumer Behavior (6 Hours)		
16	Production Function and Law of Variable Proportions	1
17	Isoquants and Returns to Scale	1
18	Class Activity: Production game	1
19	Cost Concepts: Fixed, Variable, Total Costs	1
20	Short-run & Long-run cost curves	1
21	Revenue: TR, AR, MR	1
Unit-3: Analysis of Market (9 Hours)		

22	Market Structures Overview	1
23	Perfect Competition & Monopoly	1
24	Simulation: Competitive pricing	1
25	Monopolistic Competition & Oligopoly	1
26	Kinked demand, collusion, price leadership	1
27	Price & Output Determination (graph + examples)	1
28	Internal Assessment 1: MCQs & Short Answers	1
29	Group Discussion: Real-world market structures	1
30	Case Study: Competition policy	1
Unit-4: National Income and Various Indian Economy Challenges (30 Lectures)		
31	National Income: GDP, GNP, NDP, NNP	1
32	Nominal vs. Real Income	1
33	Class Activity: GDP Data Analysis (India)	1
34	National Income Measurement: Methods	1
35	Circular Flow of Income (2-, 3-, 4-sector)	1
36	Case: GDP vs. Well-being	1
37	Inflation & Deflation: Types, Causes, Effects	1
38	Measurement tools: CPI, WPI	1
39	Current scenario discussion: Indian economy	1
40	Monetary Policy: Tools and Role of RBI	1
41	Fiscal Policy: Budgeting and taxation	1
42	Debate: Public vs. Private investment	1
43	Business Cycles: Phases and characteristics	1
44	Theories of business cycles	1
45	Activity: News-based cycle analysis	1
46	Indian Economy: Pre-independence background	1
47	Post-1991 liberalization & reforms	1
48	Discussion: India's economic challenges	1
49	Trade, Globalization, FDI, WTO	1

50	Role of Human Capital in growth	**1**
51	Sustainability and Green Economics	**1**
52	Internal Assessment 2: Case-based & Theory	**1**
53	Case Study Discussion: Market & Policy	**1**
54	Evaluation + Feedback on Assignments	**1**
55	Project Presentation (Part 1)	**1**
56	Project Presentation (Part 2)	**1**
57	Peer Evaluation & Discussion	**1**
58	Final Recap: Micro and Macro Core Topics	**1**
59	Quiz + Q&A Session	**1**
60	Final Viva / Course Wrap-up & Feedback	**1**

Subject: SEC201 – Artificial Intelligence
Credits: 2 (L:1, T:0, P:2)
Total Contact Hours: 30 hours
Structure: 2 sessions per week × 15 weeks = 30 sessions × 1 hour each
Session Duration: 1 hour per session

Lecture	Topic to be covered	Hours
Unit-1: Fundamentals of Artificial Intelligence and Machine Learning (5 Hours)		
1	Definition and meaning of AI and ML – Brief history and evolution	1
2	Types of AI including narrow, general, and super AI	1
3	Key components such as data, model, and algorithm	1
4	Types of machine learning including supervised, unsupervised, semi-supervised,and reinforcement-learning	1
5	Case Study	1
Unit-2: AI Concepts and Industry Applications (6 Hours)		
6	Overview of how AI works – Core components of AI including algorithm,	1
7	Data, computing power, and models	1
8	Applications of AI in education, robotics	1
9	healthcare, agriculture, gaming, banking	1
10	finance, government, manufacturing, and automobiles	1
11	Case Study	1
Unit-3: Introduction to Digital Marketing (9 Hours)		
12	Concept and importance of digital marketing	1
13	Types of digital marketing including search engine optimization, social media marketing	1
14	Email marketing, content marketing, affiliate marketing	1
15	Case Study	1
16	Pay-per-click, and influencer marketing	1
17	Benefits of digital marketing such as cost-effectiveness	1
18	Global reach, targeted advertising	1
19	Measurable results, improved engagement, and higher ROI	1
20	Case Study	1

Unit-4: Challenges and Future Trends in AI and Digital Marketing (10 Hours)		
21	Challenges in digital marketing such as high competition	1
22	changing algorithms, privacy concerns, and ad fatigue	1
23	Ethical and operational challenges in AI	1
24	Future trends including AI	1
25	Powered automation, hyper-personalization	1
26	Case Study	1
27	Predictive analytics, conversational AI	1
28	Integration with IoT and immersive technologies	1
29	Quiz + Q&A Session	1
30	Final Viva / Course Wrap-up & Feedback	1

Subject: MDE201 – Media Literacy and Critical Thinking
Credits: 2 (1L:1T:0P)
Total Contact Hours: 30
Lecture Duration: 1 hour
Frequency: 2 contact hours/week (1L + 1T) × 15 weeks

Lectures	Topic to be covered/ Activity	Hours
Unit 1: Foundations of Media Literacy and Critical Thinking (5 Hours)		
1	Core principles of media literacy and critical thinking	1
2	Definition and significance of media literacy	1
3	Understanding media as a powerful communication tool	1
4	Communications role in shaping societal perceptions and behaviors.	1
5	**Internal Assessment 1: MCQ + Descriptive Test**	1
Unit 2: Deconstructing Media Texts (8 Hours)		
6	Forms of media texts	1
7	print, broadcast, digital, and social media	1
8	Textual analysis using semiotics	1
9	The deconstruction of visual media using semiotics	1
10	The impact of media representations on individual	1

	perceptions	
11	The impact of media representations on societal attitudes, from relevant case studies in the Indian context.	1
12	**Case Study analysis**	1
13	**Internal Assessment 1: MCQ + Descriptive Test**	1
Unit 3: Media Consumption and Production Dynamics (6 Hours)		
14	Dynamics of media production, distribution, and consumption in India	1
15	Influence of ownership and control structures on media content	1
16	Techniques for critically evaluating media content	1
17	Analysing audience consumption patterns	1
18	**Internal Assessment 1: MCQ + Descriptive Test**	1
19	**Case study analysis**	1
Unit 4: Ethics, Regulation, and Digital Media Literacy (11 Hours)		
20	Ethical considerations inherent in media practices	1
21	Regulatory considerations inherent in media practices	1
22	The evolving landscape of digital media literacy	1
23	Ethical principles in media	1
24	The regulatory framework governing media content	1
25	The role of self-regulatory bodies in upholding ethical standards	1
26	Digital media's impact on contemporary media literacy practices	1
27	Strategies for navigating online information, and promoting digital citizenship	1
28	Quiz Prep and FAQs	1
29	Final Quiz / Viva Voce (Optional)	1
30	Course Feedback & Wrap-up Discussion	1

Course Title: Indian Constitution
Course Code: VAC201
Credits: 2 (2L:0T:0P)
Total Contact Hours: 30 hours

Lectures	Topic to be covered	Hours
Unit 1: An Economic History of the Constitution of India (5 Hours)		
1	Historical understanding of the constitution as an economic document	1
2	Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI	1
3	This module signpost all of the important economic moments in the constitutional history of post-colonial India	1
4	Legal Regulation and economic justice	1
5	Internal Assessment 1: MCQ + Descriptive Test	1
Unit 2: Fundamental Rights and Business in India (8 Hours)		
6	Article 19(1)(g): Freedom to Practice Trade/Business	1
7	Fundamental Rights (Articles 20–35)	1
8	Fundamental Duties (Article 51A): Business Relevance	1
9	Directive Principles of State Policy	1
10	State Policies and Economic Justice (Post-1991 Reforms)	1
11	Structure of Indian Government: Executive	1
12	Legislature and Judiciary: Roles in Economy	1
13	Union and State Government: Division of Powers	1
Unit 3: Fiscal Federalism (5 Hours)		
14	Fiscal Federalism: Articles 301–307, Finance Commission (280)	1
15	Role of Judiciary: Judicial Review, PILs	1
16	Case Study: PILs on Economic and Environmental Rights	1
17	Internal Assessment 1: MCQ + Descriptive Test	1
18	Aadhaar & Right to Privacy: Business Implications	1
Unit 4: Constitutional battles that shaped the economy (12 Hours)		
19	Case Study: Demonetisation and Constitutional Validity	1

20	Diesel Ban Case: Environment vs Economy	**1**
21	Telecom & Media Regulation: Constitutional Case Laws	**1**
22	Cryptocurrency, RBI and Freedom of Trade: Article 19	**1**
23	Uniform Civil Code & Contemporary Constitutional Debates	**1**
24	Constitution in Everyday Business Practice & Compliance	**1**
25	Group Presentation: Business, Rights & Constitution	**1**
26	Peer Review, Viva and Rubric-based Evaluation	**1**
27	Recap: Rights, Duties, DPSPs, Federalism	**1**
28	Discussion: Is the Constitution an Economic Charter?	**1**
29	Final Quiz: Objective + Case-Based Questions	**1**
30	Feedback, Reflection & Closing Remarks	**1**

Course Title: Business Communication – II
Course Code: AEC201
Credits: 2 (1L:1T:0P)
Total Contact Hours: 30 hours
Lecture Structure: 2 sessions/week × 15 weeks = 30 sessions
Total Weeks: 15

Lecture	Topic to be Covered	Hours
Unit 1: Written communication: intra organizational/ departmental/ workplace communication (10 Hours)		
1	Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages	1
2	Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes	1
3	Use of online social media for communication and Public Relations	1
4	Ethical dilemmas in use of social media for communication	1
5	Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose	1
6	Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation	1
7	Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals	1
8	Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting;	1
9	Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication	1
10	Managing Crisis- Communication; Managing communication during change; Culture as communication	1
Unit 2: Oral Communication, Professionalism and team work (4 Hours)		
11	Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences	1
12	Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast.	1

13	Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting;	**1**
14	Online and offline professional etiquettes; Conducting appraisals, conducting interviews	**1**
Unit 3: Negotiation Skills and Cross-Cultural Communication(5 Hours)		
15	Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations	**1**
16	Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication	**1**
17	Etic and Emic approaches to Culture; Communication to a diverse workforce	**1**
18	Overcoming barriers and biases in Cross-Cultural Communication	**1**
19	Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.	**1**
Unit 4: Contemporary Communication(11 Hours)		
20	Digital communication- individual communicating via social media, organizations communicating via social media	**1**
21	Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration	**1**
22	Digital citizenship –digital ctiquettes & responsibilities	**1**
23	Introduction to personal and organizational websites; communication through podcasts.	**1**
24	Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications	**1**
25	Purposes and Types of Employment Interviews	**1**
26	Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.	**1**
27	**Internal Assessment (Written + Oral)**	**1**
28	**Feedback & Communication Skill Drill**	**1**
29	**Mock Interview Rounds**	**1**
30	**Final Viva + Reflective Feedback**	**1**