Curriculum for Third Year Bachelor of Business Administration for AY 2024-25
SEMESTER V

Course Code	Course Title	L	T	P	Credit	Evaluation Scheme (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
UBA501 (PC|SM)	Strategic Management	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA502 (PC|SM)	Operation Research Techniques	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA503 (PC|SM)	Summer Internship Project	-	-	8	4	Practical (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX504 (PE|SM)	Elective Paper III	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX505 (PE|SM)	Elective Paper IV	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA506 (PC|SM)	Data Analysis Lab	-	-	2	NC	Theory & Practical (100)	FA	100	40%	**Satisfactory / Non-Satisfactory**
TOTAL		**12**	**4**	**8**	**20**	**Total Hours: 24 | Total Credits: 20**				

L: Lecture, T: Tutorial, P: Practical /Project; C: Credit; Th: Theory, WT: Weightage; PC: Program Core, PE: Program Elective; MNCC: Mandatory Non-credit Course; NC: Non-credit; UC: University Core; UE: University Elective; OE: Open Elective. SoT: School of Technology; SoS: School of Sciences, SoC: School of Commerce; SoM: School of Management; SLA: School of Liberal Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation Practical; POE: Practical Oral Examination; FA : Formative Assessment, SA: Summative Assessment .

ELECTIVE COURSES

Elective Course(s)	Marketing Management (MKT)	Finance (FIN)	Human Resource Management (HRM)	International Business (IBM)
Elective Paper III				
Course Code	**UBAMKT504**	**UBAFIN504**	**UBAHRM504**	**UBAIBM504**
Course Title	Digital Marketing	Financial Institutions and Markets	Compensation Management	International Opportunities and Risk
Elective Paper IV				
Course Code	**UBAMKT505**	**UBAFIN505**	**UBAHRM505**	**UBAIBM505**
Course Title	Brand Management	International Finance	Employee Training and Development	Export-Import Management

Curriculum for Third Year Bachelor of Business Administration for AY 2024-25
SEMESTER VI

Course Code	Course Title	L	T	P	Credit	Evaluation Scheme (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
UBA601 (PC|SM)	Entrepreneurship Development	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA602 (PC|SM)	Corporate Governance	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA603 (PC|SM)	E-business	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX604 (PE|SM)	Elective Paper V	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX605 (PE|SM)	Elective Paper VI	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA606 (PC|SM)	Employability Skills	-	-	2	NC	Theory & Practical (100)	FA	100	40%	**Satisfactory / Non-Satisfactory**
	TOTAL	**15**	**5**	2	**20**	**Total Hours: 22 | Total Credits: 20**				

L: Lecture, T: Tutorial, P: Practical /Project; C: Credit; Th: Theory, WT: Weightage; PC: Program Core, PE: Program Elective; MNCC: Mandatory Non-credit Course; NC: Non-credit; UC: University Core; UE: University Elective; OE: Open Elective. SoT: School of Technology; SoS: School of Sciences, SoC: School of Commerce; SoM: School of Management; SLA: School of Liberal Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation Practical; POE: Practical Oral Examination; FA : Formative Assessment, SA: Summative Assessment .

ELECTIVE COURSES

Elective Course(s)	Marketing Management (MKT)	Finance (FIN)	Human Resource Management (HRM)	International Business (IBM)
Elective Paper V				
Course Code	**UBAMKT604**	**UBAFIN604**	**UBAHRM604**	**UBAIBM604**
Course Title	International Marketing	Investment Management	Performance Management	International Marketing
Elective Paper VI				
Course Code	**UBAMKT605**	**UBAFIN605**	**UBAHRM605**	**UBAIBM605**
Course Title	Consumer Behaviour	Banking and Insurance	Counselling and Negotiation	International Finance

BBA III
SEMESTER V

Curriculum for Third Year Bachelor of Business Administration for AY 2024-25
SEMESTER V

Course Code	Course Title	L	T	P	Credit	Evaluation Scheme (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
UBA501 (PC|SM)	Strategic Management	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA502 (PC|SM)	Operation Research Techniques	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA503 (PC|SM)	Summer Internship Project	-	-	8	4	Practical (100)	FA (PR)	50	40%	40%
							SA (PoE)	50	40%	
UBAXXX504 (PE|SM)	Elective Paper III	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX505 (PE|SM)	Elective Paper IV	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA506 (PC|SM)	Data Analysis Lab	-	-	2	NC	Theory & Practical (100)	FA	100	40%	**Satisfactory / Non-Satisfactory**
	TOTAL	**12**	**4**	**8**	**20**	**Total Hours: 24 | Total Credits: 20**				

L: Lecture, T: Tutorial, P: Practical /Project; C: Credit; Th: Theory, WT: Weightage; PC: Program Core, PE: Program Elective; MNCC: Mandatory Non-credit Course; NC: Non-credit; UC: University Core; UE: University Elective; OE: Open Elective. SoT: School of Technology; SoS: School of Sciences, SoC: School of Commerce; SoM: School of Management; SLA: School of Liberal Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation Practical; POE: Practical Oral Examination; FA : Formative Assessment, SA: Summative Assessment .

ELECTIVE COURSES

Elective Course(s)	Marketing Management (MKT)	Finance (FIN)	Human Resource Management (HRM)	International Business (IBM)
Elective Paper III				
Course Code	**UBAMKT504**	**UBAFIN504**	**UBAHRM504**	**UBAIBM504**
Course Title	Digital Marketing	Financial Institutions and Markets	Compensation Management	International Opportunities and Risk
Elective Paper IV				
Course Code	**UBAMKT505**	**UBAFIN505**	**UBAHRM505**	**UBAIBM505**
Course Title	Brand Management	International Finance	Employee Training and Development	Export-Import Management

COURSE CODE	COURSE TITLE
UBA501	STRATEGIC MANAGEMENT (Program Core | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course provides the student with a general overview of the planning process of business strategies. Topics include concepts of corporate strategy, the decision-making process, formulation of strategy, strategic thinking, and the formation, implementation and evaluation of strategy.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the basic concept, importance and process of Strategic Management.
CLO2	**Apply**[3] the tools like PEST and/or SWOT analysis to analyze the environment of an organisation.
CLO3	**Propose**[5] suitable strategy for an organization.
CLO4	**Explain**[2] strategic evaluation and control techniques for decision making in business.

UNIT	DESCRIPTION	HOURS
I	**Overview of Strategic Management:** Strategy and Tactics, Mintzberg's 5P Framework, Strategic Management- Meaning, Evolution, Process of Strategic Management; Levels of Strategic Management- Corporate, Business and Functional; Hierarchy of Strategic Intent- Stretch, Leverage and Fit; Vision and Mission Statement, Goals and Objectives; 7S Framework; Stakeholders in Business.	11
Tut.	Based on above topics course teacher should plan tutorials. e.g. Study the interrelation between vision, mission, values and strategic decision of an organisation.	4
II	**Strategy Analysis:** Environmental Scanning–External Analysis: Macro – PEST Analysis; Micro Environment; Industry Analysis- Porter's Five Forces Model; Internal Environment Analysis-Organisational Capability Factors; Positioning Approach-Value Chain Analysis– Resource Based Approach; SWOT analysis.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Strategy Formulation:** Porter's Model of Generic Competitive Strategies; Low Cost, Differentiation, Focus Strategy; Portfolio Models Ansoff's Matrix, BCG Matrix, GE 9 Cell; Grand Strategies –Stability Strategies, Growth Strategies, Retrenchment, Combination Strategies; Blue Ocean Strategy.	12
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Strategy Implementation, Evaluation and Control:** Forms of Organisation Structures- Functional, Divisional, SBU; Strategy and Organization Structure Interrelation; Resource Mobilisation and Allocation; Strategic Evaluation and Control – Concept, Evaluation Process; Strategic Control Systems.	11
Tut.	Based on above topics course teacher should plan tutorials.	3
Numerical problems based on applicable topics to understand applications.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Gupta C.B. Strategic Management (Text and Cases). India, S. Chand Publishing, 1987.
[2] Jacob Thomas. Strategic Management. India, Pearson Education India, 2015.
[3] Kachru, Upendra. Strategic Management: Concepts and Cases. India, Excel Books, 2009
[4] Sekhar, G. V. Satya. Business Policy and Strategic Management. India, I.K. International Publishing House Pvt. Limited, 2013
[5] Verma, Shubhra, and Srivastava, R. M. Strategic Management: Concepts, Skills and Practices. India, PHI Learning, 2012

COURSE CODE	COURSE TITLE
UBA502	OPERATION RESEARCH TECHNIQUES (Program Core | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course is aim to help in decisions making for every business organization, Mathematical model designed to help business manager's plan and make necessary decisions to allocate resources. The model formulation and applications that are used in solving business decision problems

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the basic concept, importance and process of Strategic Management.
CLO2	**Apply**[3] the tools like PEST and/or SWOT analysis to analyze the environment of an organisation.
CLO3	**Propose**[5] suitable strategy for an organization.
CLO4	**Explain**[2] strategic evaluation and control techniques for decision making in business.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Operations Research (OR):** Meaning, Evolution, Nature, Scope, Phases of Operation Research, Applications of OR; Potential to Diverse Problems in Business and Industry General Linear Programming Problem - Mathematical Formulation of Linear Programming Problem - Solution to LPP - Graphical Approach – Utility of the Graphical Approach, Feasible & Infeasible Solution.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Transportation and Assignment Problems**: Mathematical Formulation of Basic Feasible Solution Using North/West Corner Rule; Least Cost Method and Vogel's Approximation Method; Optimum Solution by MODI Method; Variations in Transportation Problem; Assignment Problem Structure, Unbalanced and Infeasible Assignment Problems, Assignment Problems by Hungarian Method with Maximization/ Minimization, Traveling Salesman Problem.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Inventory Models and Network Analysis:** Inventory Management Concept & Importance, Types of Inventories, Cost Involved, Deterministic Model, Price Discount Model, Economic Order Quantity (EOQ), Economic Batch Quantity (EBQ), Determination of Safety Stock, Reorder Level, Lead Time; Networking and Network Analysis, Phases of Project Management; Rules of Drawing the Network, Estimating the Activity Time, Project Planning, Scheduling and Control Using CPM/PERT; PERT Cost; Application of CPM & PERT.	12
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Decision Theory:** Introduction, Steps in Decision-making Process; Decision Tree, Decision Making under Uncertainty; Decision Making under Risk; Decision Tree Analysis-Expected value, variance expected value, Maximax, Maximum, EMV, Regret (Opportunity Loss).	11
Tut.	Based on above topics course teacher should plan tutorials.	3
Numerical problems based on applicable topics to understand applications.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Agarwal, Ruchi, and Goel, Anup. Operation Research. India, Repro Books Limited, 2020.
[2] Balasubramani, P., and Natarajan, A. M. Operations Research. India, Pearson Education, 2006.
[3] Dr S P Gupta, Dr P K Gupta. Quantitative Techniques and Operations Research. N.p., Sultan Chand & Sons, 2022.
[4] Sharma J.K. Operations Research: Theory and Applications. India, Macmillan Publishers India Limited, 2009.
[5] Srivastava, U. K., et al. Operations Research for Management. India, Wiley Eastern, 1986.

COURSE CODE	COURSE TITLE
UBA503	SUMMER INTERNSHIP PROJECT (SIP) (Program Core | School of Management)

L	T	Pr	CR	Evaluation Scheme for (L T P)				
				Component	Exam	WT (%)	Mini. Passing %	
-	-	8	4	Practical (100)	FA (PR)	50	40%	40%
					SA (POE)	50	40%	

Course Description:

The Internship Project course offers students the opportunity to gain practical, hands-on experience in a professional work environment through an internship placement. This course is designed to complement academic learning by providing students with real-world exposure and the opportunity to apply theoretical knowledge and skills in a professional setting.

Course Learning Outcomes (CLOs):

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

CLO1	**Gain**[1] practical, real-world experience in a professional work environment.
CLO2	**Apply**[3] theoretical knowledge and skills acquired during academic studies to address practical challenges.
CLO3	**Develop**[6] a professional network and establish connections in the industry.
CLO4	**Demonstrate**[2] project management skills and deliver results according to project goals and expectations.

Description and Guidelines

Every student has to undergo 45 days Summer Internship Program (SIP) in any industry/ organization/ NGO / Govt. Organisation etc. after the IV semester. The primary objective of the SIP is to enable students gain an exposure to industry and understand current and contemporary management practices.

Every student will be allocated a faculty supervisor/guide from the department/school and an industry supervisor/guide where the student is doing the project. During the internship project, students will work closely with a host organization, under the guidance of a supervisor, to complete assigned tasks and academic project. The specific nature of the internship project will vary depending on the field of study and the organization's need(s). Students will be exposed to the day-to-day operations, industry practices, and challenges of their chosen field, gaining valuable insights into the profession and enhancing their employability skills.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founder(s) or stakeholders, the nature of business and its offerings, organisational structure, reporting relationships, working of the different management functions, key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive.

Students should collect and gather as much as possible written materials, published data, and related matter relevant to the study topic/project work. In the process of carrying out their SIP, students are required to identify an issue or problem or a given task or assignment or project or learning opportunity in the company etc. in an organization / industry to study during the SIP course under the supervision of company and faculty guide/supervisor. It is expected that the SIP shall sensitize the students to the demands of the workplace.

At the end of the SIP, students are expected to submit a complete project report to the company and two black bond hard along with soft (CD) copies to the Project Coordinator duly signed by Supervisor and Head of Department/Director. The report should clearly indicate the sources from which information was obtained.

Evaluation and Assessment: Students will be evaluated based on their performance during the internship project, including the quality of their work, professionalism, communication, and ability to meet project goals and deadlines. They may be required to submit a final report or presentation summarizing their internship experience and key learning's.

The report should be well documented and supported by:

Initial Pages

- Title page
- Copyright page/ Declaration
- Company Certificate (on company letter head, duly signed by authority person from the company with seal/stamp)
- School/University Certificate
- Faculty Guide Certificate
- Acknowledgements
- Table of Contents
    - List of Tables
    - List of Graphs
    - *List of Figures (where applicable)
    - *List of Abbreviations (Nomenclature), Symbols, (where applicable)
    - *List of Appendices (where applicable)
- Executive Summary

Body of Report / Chapter Scheme (divided into various chapters)

1.Introduction to the Study

1.1. Introduction to the Study
1.2. Objectives of the Study
1.3. Significance of the Study

2. Company Profile

2.1. Industry Profile
2.2. History of the Company
2.3. Details of Company
2.4 Organisation Structure of the Structure
2.5 Company Products/Services

3. Conceptual Framework and Literature Review

4. Research Methodology

4.1. Data Collection
4.1.1. Primary data
4.1.2. Secondary data
4.2. Sampling Technique, Sample Area and Sample Size
4.3. Limitations of the Study

5. Data Analysis and Interpretation

6. Findings, Conclusion and Recommendations

- **Bibliography/Books and Webliography**
- **Appendices**
    - Questionnaire
    - Plagiarism Report
    - Any other (if applicable) –

INSTRUCTIONS FOR PROJECT REPORT PRINTING

*The project report should be **strictly prepared according to the following guidelines** –

- **Paper:** Use Executive bond paper for report. The size of the paper sheet should be A4. Typing should be done on one side of the paper.
- **Font Type**: Times New Roman
- **Font Size:** Heading-16; Sub-Heading-14; Body Text/Paragraphs- 12
- **Line Spacing:**
  Body of the text:1.5 lines;
  List of tables/graphs/charts/bibliography: Single Line
- **Alignment:**
  Title page: Centre
  Chapter heading: Centre
  Sub-heading: Left
  Body of Text: Justify
  Margins at the binding edge(Left): not less than 3 cm
  Other margins (Right, Top, Bottom): not less than 2 cm.
- **Titles:**
  All titles and subtitles should be printed in BOLD.
  All the Tables/Graphs/Charts/ should have appropriate titles with numbering and source.
- **Numbering of the Tables/Graphs/Charts:**
  Tables/Graphs/Charts should be numbered. For e.g. First Table/Graph/Chart in Fourth Chapter should be numbered as Table/Graph/Chart No 4.1 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/Graph/Chart in that chapter. Same numbering system should be followed for other chapters. Tables/Graphs/Charts must be followed by proper explanation and analysis.
- **Pagination:**
  The title page should not carry any page number.
  For initial pages (i.e. from student's declaration to Executive Summary) no numbers should be given.
  Report should contain main page numbers (i.e.1, 2…..) after Executive Summary.
  Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.
  Page numbers are to be given at the Right of bottom of the page. Pages separating Chapters (divider page(s)) should not be numbered.
- **Binding of the report:** The project should be hard black bound with golden embossing as per the standard format provided by the Department.
- **Number of copies to be prepared**: 2 Hard copies and 1 soft copy mandatory with plagiarism report.
- Before submission students must sign Declaration and Acknowledgement before putting for the signature of the supervisor.
- Finalization of the Project Report Student should obtain clearance from their respective supervisor before final printing of the final project report.
- **Project report should be submitted in black bound copy with golden embossing cover page in prescribed format only after confirmation and approval of Faculty Supervisor and signature of HoD/Director. Otherwise project report submission will not be allowed.**

MARKETING SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAMKT504	DIGITAL MARKETING (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The Comprehensive Digital Marketing Course offers a practical and in-depth exploration of the dynamic field of digital marketing. This course is designed to equip individuals with the knowledge and skills necessary to excel in the digital marketing landscape and effectively promote products, services, and brands in the online business-world.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the digital marketing concepts, strategies, and techniques.
CLO2	**Develop**[3] proficiency in utilizing digital marketing tools and technologies for business.
CLO3	**Create**[5] suitable digital marketing strategies incorporating SEO, content marketing, social media and email marketing for an organization.
CLO4	**Recognise**[4] ethical and legal consideration in digital marketing including privacy regulations, advertising standards and/or IPR.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Digital Marketing:** Digital Marketing – Meaning – Role of Internet – Emergence of Digital Marketing as a Tool - Aligning Internet with Business Objectives - Differences Digital from Traditional Marketing - Return on Investments on Digital Marketing Vs. Traditional Marketing - Tools Used for Successful Marketing - Blogs, Websites, Portal and Their Differences - Visibility, Visitor Engagement, Conversion Process, Retention, Performance Evaluation.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Digital Marketing Tools:** Meaning, Importance and Purpose of Social Media Marketing; Types of Social Media Websites. Blogging: Types of Blogs, Blogging Platforms; Social Media Engagement, Target Audience, Social Media Contents, Do's and Don'ts on Social Media; Search Engine Optimization: Meaning, Common SEO Techniques, Understanding Search Engines, Basics of Keyword Search, Google Rankings; Link Building; Steps to Optimize Website; Basics of Email Marketing: Types of Emails, Mailing List, Email Marketing Tools, Email Structure and Delivery, Email Campaign and Measurement, Email Automation.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Digital Marketing Strategies:** Basics of Content Marketing- Introduction, Content Marketing Statistics, Types of Content, Types of Blog Posts, Content Creation, Content Optimization, Content Management & Distribution, Content Marketing Strategy, Content Creation Tools and Apps, Challenges of Content Marketing; Digital Marketing Strategies – Exploring Digital Marketing; Strategies in Digital Marketing – Digital Landscape, Digital Marketing Plan, Digital Marketing Models - User Behaviour and User Experience Design.	11
Tut.	Based on above topics course teacher should plan tutorials.	4

IV	**Web Analytics and Ethics in Digital Marketing**: Meaning and need of Search Engine Optimization (SEO) - Search Engine and Its Working Pattern, On-Page and Off-Page Optimization, SEO Tactics - SEM Web Analytics: Keyword Selection - Foundations of Analytics- Google Analytics and Google AdWords; Traffic Behaviour, Data Collection for Web Analytics, Universal Analytics, Tracking Code; Legal and Ethical considerations related to Digital Marketing Practices.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Ahuja, Vandana. Digital Marketing. India, Oxford University Press, 2015.
[2] Das, Abhishek. Application of Digital Marketing for Life Success in Business. India, BPB Publications, 2018.
[3] Draper, Stuart, and Larson, Jeff. Digital Marketing Essentials. United States, Edify, 2017.
[4] Kundu, Shakti. Digital Marketing Trends and Prospects: Develop an effective Digital Marketing strategy with
[5] Mathur, Vibha, Arora, Saloni. Digital Marketing. N.P., PHI Learning Pvt. Ltd., 2020.
[6] Romi Sainy, and Rajendra Nargundkar. Digital Marketing: Cases from India. N.P., Notion Press, Incorporated, 2018.

COURSE CODE	COURSE TITLE
UBAMKT505	BRAND MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course provides an opportunity to internalize the concepts, principles and tools important in successful branding. The course covers the branding and principles of branding and strategy, importance of brand equity and how to build and manage brand equity, brand positioning, brand communication.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concepts, functions, importance and types of brand.
CLO2	**Develop**[3] proficiency in utilizing strategic brand management process for building a strong brand.
CLO3	**Analyse**[4] need and importance of brand communication and promotion.
CLO4	**Evaluate**[6] brand performance through qualitative and quantitative analysis to inform and recommend future strategies.

UNIT	DESCRIPTION	HOURS
I	**Brand:** Meaning and Concept of Brand; Definition, Importance, Advantages and Disadvantages of Branding, Functions of Brand, Significance of Brand, Types of Brand, Factor Influencing on Brand.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Brand Strategies:** Strategic Brand Management Process, Building A Strong Brand, Brand Knowledge, Brand awareness, Brand Portfolio, Brand Positioning, Establishing Brand Value, Brand Vision, Brand Elements, Brand Issues and Problems.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Brand Communication and Brand Adoption:** Need and Importance of Brand Communication, Brand Image Building, Brand Loyalty, Brand Promotion Methods, Role of Brand Ambassador, Online Brand Promotion. Brand Adoption and Extension – Brand Adoption Practices, Need for brand Extension, Advantages of Brand Extension, Factor Influencing Brand Extension, Types of Brand Extension, Brand Rejuvenation, Re-Branding.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Brand Performance:** Measuring Brand Performance, Brand Equity Meaning and Brand Equity Management, Measuring Brand Equity, Brand Valuation, Brand Audit, Role of Brand Manager Branding for Global Market, Branding Challenges and Opportunities.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Aker and David, Building Strong Brand, 1995.
[2] Dutta, Kirti. Brand Management: Principles and Practices. India, OUP India, 2012.
[3] Kepferer J.N., Strategic Brand Management,4th edition Kogen press, 2008
[4] Kevin Land Keller, Strategic Brand Management, Pearson 4th edition, 2013.
[5] Moorthi YLR, Brand Management, Vikas Publishing, 2001.
[6] Verma, Harsh V. Brand Management: Text and Cases. India, Excel Books, 2006.

FINANCE SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAFIN504	FINANCIAL INSTITUTIONS AND MARKETS (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course will provide an understanding of the functions, and operations of the financial markets and institutions operating in India. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the role and functions of various financial institutions.
CLO2	**Evaluate**[6] the investment as a financial asset and use the various tools of the financial market.
CLO3	**Apply**[3] financial theories and concepts to analyze the pricing and valuation of financial instruments, such as stocks, bonds, options, and futures, within the context of financial markets..
CLO4	**Assess**[3] the different types of financial markets in India, including capital markets, money markets, derivatives markets, and foreign exchange markets and their functions.

UNIT	DESCRIPTION	HOURS
I	**Indian Financial System and Major Institutions:** Overview of the Indian Financial System, Major Reforms-Payment Banks, GST, Monetary Policy, Insolvency & Bankruptcy Code; Issues in Financial Reforms & Restructuring; Regulatory Institutions in India – RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of Central Bank & Commercial Banks, Retail Banking & Corporate Banking Products. Universal Banking: Need & Importance, Trends & RBI Guidelines, Core Banking Solution (CBS); RTGS & Internet Banking, NBFCs.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Financial Markets in India:** Role, Importance & Types of Financial Markets, Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Types of Mutual Funds & Different Types of Schemes, Concept of NAV, Credit Rating Agencies–Role & Mechanism, Merchant Bank–Role& Types, Venture Capital Funds Concept, Stages of Investment, Exit Options; Private Equity. Foreign Exchange Market, Foreign Capital – FDI & FII.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Introduction to Capital Market:** Stock Markets, Regional & Modern Stock Exchanges, International Stock Exchanges, Demutualization of Exchanges, Comparison between NSE & BSE, Primary and Secondary Market, Raising of Funds in International Markets: ADRs and GDRs, FCCB & Euro Issues; Indian Stock Indices & Their Construction, Maintenance, Adjustment for Corporate Actions (Rights, Bonus & Stock Split;) on Index with numerical, Classification of	11

	Securities, Bulls and Bears in Stock Markets, Major Instruments in Stock Markets- Equity Shares, Debentures, Opening of Account to Trade in Securities, DEMAT System, Placing Order for Purchase/Sale of Shares, Listing and Delisting of Corporate Stocks; Commodity Markets – Structure, Operations & Trends.	
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Money Markets & Debt Markets in India:** Role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit; Debt Market: Primary Market for Corporate Securities in India, Issue of Corporate Securities, Market for Government/Debt Securities, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Das, Subhash Chandra. The Financial System in India: Markets, Instruments, Institutions, Services and Regulations. India, Prentice Hall India Pvt., Limited, 2015.
[2] Dr. F. C. Sharma, Financial Markets, Institutions and Services, SBPD Publications, 2021.
[3] Frederic S Mishkin, Stanley G Eakins, Financial Markets and Institutions. India, Pearson Education, 2006.
[4] Pathak Bharti, Indian Financial System, 5/e. N.p., Pearson Education India, 2018.
[5] Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education, New Delhi, Second edition, 2010.
[6] Saunders, Anthony & Cornett, Marcia Millon. Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill, 2007.

COURSE CODE	COURSE TITLE
UBAFIN505	INTERNATIONAL FINANCE (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course focuses on international financial management and international trade. This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, investment decisions and multinational capital budgeting and financial risks in International Operations.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the international finance concepts and different components of balance of payment and its principles.
CLO2	**Assess**[3] different regulatory framework for international finance.
CLO3	**Analyze**[4] Forex Markets for successful trading.
CLO4	**Distinguish**[4] the exchange rate for currencies around the world to facilitate international trade and investment by enabling businesses to convert one currency into another.

UNIT	DESCRIPTION	HOURS
I	**Introduction to International Finance:** International Trade and Its Importance, Definition and Nature of International Finance; Ethical Considerations in International Finance; and Role of International Finance Manager; Meaning, Components & Importance of Balance of Payment (BOP), Deficit and Surplus, Equilibrium, Disequilibrium and Adjustments, Methods of Correcting Disequilibrium, Accounting Principles in BOP.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Regulatory Framework of International Finance:** Indian Perspective-FEMA, Foreign Trade Policy, Role Of RBI, Rupee Convertibility, EOU/STPI, SEZ, EPZ; International Perspective-Federal Bank, European Central Bank, ICC Guidelines	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Forex Markets:** Definition of Foreign Currency and Foreign Transactions- Trade and Non- Trade; Forex Markets- Spot Forward, Future Options and Swaps; Role of Participants of Forex Market.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Foreign Exchange Markets and Exchange Rate Determination:** Introduction- International Parity Conditions and Currency Forecasting- Impact of Euro Currency, Chinese Yuan, Japanese Yen and US Dollar; Foreign Exchange Market and Its Functions**;** Bid Ask Spread Bid-Ask rates (for both Interbank and Retail Market). Spot Market Liquidity and Bid Ask spread. Bid-Ask Spread and Demand; Supply of Currency, Bid- Ask Spread and Arbitrage Profit	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Bhalla, V. K. International Financial Management: (Text and Cases). India, Anmol Publ., 2007.
[2] Madhuvij. International Financial Management. India, Excel Books, 2006.
[3] P.G. Apte, International Financial Management, McGraw-Hill Education, 2010.
[4] Sercu, Piet. International Finance: Theory into Practice. United States, Princeton University Press, 2009.
[5] Somanath, V. S. International Financial Management. India, I.K. International Publishing House Pvt. Limited, 2011.
[6] V. K. Sharan, International Financial Management, PHI; Sixth edition, 30 October 2012.

HUMAN RESOURCE SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAHRM504	COMPENSATION MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The Compensation Management course is specifically designed for undergraduate students pursuing a specialization in Human Resources (HR). This course provides a comprehensive understanding of the principles, practices, and strategies involved in effectively managing compensation and benefits within organizations. Students will develop the skills necessary to design and administer compensation systems that align with organizational objectives.

Course Learning Outcomes (CLOs):

AT THE END OF THE COURSE STUDENTS WILL BE ABLE TO –

CLO1	**Explain**[2] the concepts and theories related to compensation management, including the role of compensation in attracting, retaining, and motivating employees..
CLO2	**Review**[4] various methods and techniques used in designing and implementing compensation systems, including job evaluation, salary surveys, pay structures, and incentive plans, while considering legal and ethical implications..
CLO3	**Develop**[5] strategic compensation plans aligned with organizational objectives, considering factors such as industry benchmarks, labor market trends, and internal equity principles.
CLO4	**Prepare**[3] employee benefits program/plan for better employee productivity, satisfaction, and engagement.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Compensation:** Wages & Compensation, Types of Compensation, Conceptual Framework & Theories of Compensation Management, Theories of Wages, Criteria of Wage Fixation, Role of Compensation in Attracting, Retaining, and Motivating Employees; Institutional & Cultural Factors on Compensation Practices, National Differences in Compensation, Compensation System, Design Issues: Compensations Philosophies, Compensation Approaches.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Compensation Planning:** Developing Total Compensation Strategy, Competitive Advantage, Job Evaluation Systems, Compensation Structure- Wage & Salary Surveys, Wage Curve, Pay Grades & Rate Ranges, Preparing Salary Matrix, Fixing Pay, Significant Compensation Issues; Variable Pay – Strategic Reasons for Incentive Plans, Administering Incentive Plans, Individual Incentive Plans, Group Incentive Plans, Team Compensation, ESOPs, Performance Measurement Issues, Incentive Application & Globalization.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Wage Determination:** Principles of Wage & Salary Administration, Methods of Wage Determination in India; Internal & External Equity in Compensation Systems, Wage Policy in India, Wage Boards – Structure, Scope & Functions, Pay Commissions; Strategic Compensation Plan; Elements of Executive Compensation & Its Management, Executive Compensation in International Context.	11

Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Employee Benefits Management:** Nature & Types of Benefits, Employee Benefits Programs Security Benefits, Retirement Security Benefits, Health Care Benefits, Time–Off Benefits, Benefits Administrations, Employee Benefits Required by Law, Discretionary Major Employee Benefits, Employee Services Designing Benefits Package; Pay for Performance for Global Employees, Employee Benefit Practices in Different Industries, CEO Pay in a Global Context.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Bhawdeep Singh and Prem Kumar. Current Trends in HRD: Challenges and Strategies in a changing Scenario
[2] Dewakar Goel, Performance Appraisal and Compensation Management, PHI Learning, New Delhi.
[3] K. Aswathappa, Human Resource Management, Tata McGraw Hill Publishing Company Ltd.
[4] L.M Prasad. Human Resource Management, Sultan Chand and Sons.
[5] P. Subba Rao. Personnel and Human Resource Management, Himalaya Publishing House.
[6] Richard. I. Henderson, Compensation Management in a Knowledge Based World, Prentice Hall India, New Delhi.

COURSE CODE	COURSE TITLE
UBAHRM505	EMPLOYEE TRAINING AND DEVELOPMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course provides students with an overview of the need, roles and importance of training and development (T&D) in human resource management.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concepts and characteristics of an employee training and development programme.
CLO2	**Apply**[3] learning principles and theories for designing a training program in an organisation.
CLO3	**Identify**[2] various training methods and their applicability in different organizational situations.
CLO4	**Adapt**[5] suitable training evaluation model/method to ensure and measure the effectiveness of training programme.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Training:** Concept & Need for Training & Development, Differences of Training and Development, Rationale for Training, Culture & Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Learning Environment:** Principles of Learning, Learning Theories, Learning Styles, Stages of Learning, Learning Principles, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Training Programme:** Principles of Training Design, Training Design Process, Outlining Programmed Sequences & Themes, Approaches to Programmed Design, Work Environment Characteristics, Implementation of Training Programme – Various Training Methods, Training Methods Compared with Objectives; Training Aids, Training Delivery Competencies, Trainers & Training Styles, Trainers Role, Trainers Skills, Qualities of a Good Trainers, Internal Trainer Vs External Trainer, Post Training Support for Improved Performance at Work;	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Training Evaluation**: Process of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity; Use of New Technologies for Training Delivery, Emphasis on Speed in Design, Focus on Content & Use of Multiple Delivery Methods, Use of Training Partnerships & Outsourcing Training, Importance and Process of Coaching, Counselling and Mentoring.	12

Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Dessler, Gary. Human Resource Management. United Kingdom, Prentice Hall, 2000.
[2] Dr. B. Janakiraman. Training & Development: Indian Text Edition. India, Dreamtech Press, 2007.
[3] Harrison, Rosemary. Learning and Development. India, Chartered Institute of Personnel and Development, 2005.
[4] K Aswathappa, Human Resource Management 6E. India, McGraw-Hill Education (India) Pvt Limited, 2010.
[5] Raymond Noe. Employee Training & Development. N.p., McGraw-Hill Higher Education, 2014.
[6] Sahu, R.K. Training for Development. India, Excel Books, 2009.

INTERNATIONAL BUSINESS SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAIBM504	INTERNATIONAL OPPORTUNITIES AND RISK (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course is designed to provide students with an understanding of the nature of international business and how it differs from purely domestic business. The course explores the major theories and concepts used to explain global trade and foreign direct investment, and examines cases of companies that have undertaken international expansion, with an eye to why a particular strategy was taken and whether, in retrospect, it was the best option.

Course Learning Outcomes (CLOs):

AT THE END OF THE COURSE STUDENTS WILL BE ABLE TO –

CLO1	**Analyze**[4] various opportunities in International Business.
CLO2	**Examine**[4] Foreign Laws and Regulations to face the challenges in International Business.
CLO3	**Evalute**[6] various risks in international business.
CLO4	**Apply**[3] risk management techniques to formulate effective risk management strategy in International Business

UNIT	DESCRIPTION	HOURS
I	**Opportunities in International Business:** Exploitation of Opportunities - Introduction and Planning, Opportunities Identification, Quantitative and Qualitative Opportunities Analysis, Opportunity Response planning, Opportunity Monitor and Control, Documentation and Opportunity Register. International Linkages, Strategy Formulation and Implementation, Technology Transfer, Knowledge Transfer, Negotiations and Decision-Making, International Human Resource Management, Managing Cross-Boundary Projects.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Challenges in International Business:** International Company Structure, Foreign Laws and Regulations, International Accounting, Global Pricing Strategy, Universal Payment Methods, Communication Difficulties and Cultural Differences, Supply Chain Complexity, Worldwide Environmental Issues, Emerging Trends in International Business.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Risks in International Business:** Risk Breakdown Structure in International business, International business decisions Risks, Economic risks- Foreign Exchange Risk and Credit Risk, Cross-cultural risks, Political Risk, Intellectual Property Risk, Shipping Risks Ethics Risk, Country Risk, Trade Risks, Regulatory Risk, , Socio-Cultural Risks, Technological Risks, Legal Risks, Weak Economies.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Risk Management in International Business:** Managing Risks- Introduction and Planning, Risk Identification- RBS, Tools and Techniques, Quantitative and Qualitative Risk Analysis-Probability and Impact Matrix, Risk Response Planning-Strategies, Risk Monitor and Control-Contingency Reserve,	12

	Corresponding Templates, Documentation and Risk Register, Risk Tracking and Updating.	
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Choi, J. J., and Powers, M. R. Global Risk Management: Financial, Operational, and Insurance Strategies. Emerald Group Publishing Limited, 2014.
[2] Daniels, J. D., Radebaugh L. H., and Sullivan, D. P. International Business: Environments and Operations,10th Ed. Prentice Hall, 2011.
[3] Dunung S. P., and Carpenter, M. A. International Business: Opportunities and Challenges in a Flattening World. Flat World Knowledge, 2011.
[4] Vesna Sedoglavich (ed. International Strategic Management, North Ryde: McGraw Hill Custom Publishing, 2017.
[5] Yilmaz A. K. and Flouris T. Corporate Risk Management for International Business. Singapore: Springer Singapore, 2017.

COURSE CODE	COURSE TITLE
UBAIBM505	EXPORT-IMPORT MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the basic concept and functions of export and import and categories of export.
CLO2	**Practice**[3] the exports procedure and documentation as well as its related formalities.
CLO3	**Analyze**[4] foreign trade regulations and export promotions.
CLO4	**Apply**[3] knowledge of excise and customs procedures for Exporting and/or Importing.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Export and Import Management**: Meaning of Exports and Imports, Classification of Exports and Imports, Categories of Exporters, Export Import Policy of India; Export Promotion Organization and its Objectives; Strategy and Preparation for Foreign Trade, Identifying Foreign Markets, Methods of Entering International Market.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Processing of Export Order:** Export Order Processing; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Regulations related to EXIM:** Categories of Importers, Import License, Import Contract, Pre-import Procedure, Legal Dimensions of Import Procedure; Role of customs in Foreign Trade, Customs Regulations, Levy and Types of Customs Duties, Bill of Entry, Customs Clearance and Warehousing of Imported Goods, Commercial and Statutory Documents in Export and Import Transactions.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Regulations related to Excise and Customs:** Role of Customs and Organizations, Preventive Control, Role of Central Excise Taxpayer's Assistance and Responsiveness, Export Scheme & Customs Excise; Export Contract, Export Facility Offered by GOI, Export Import Assistance from Banks, Pre Shipment Export Credit Pre- Shipment Credit in Foreign Currency (PCFC); Future Trends in EXIM: Introduction, Transaction from License Raj to Liberalization, Future Trends in EXIM.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Aseem Kumar. Export and Import Management. India, Excel Books, 2005.
[2] Francis Cherunilam, International Business: Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010.
[3] K Aswathappa, International Business, 5th Ed., McGraw Hill Education, 2012.
[4] Pathak, Ajay. Export Import Management. India, Educreation Publishing, 2016.
[5] Paul, Justin, and Aserkar, Rajiv. Export Import Management. India, OUP India, 2013.

COURSE CODE	COURSE TITLE
UBA506	DATA ANALYSIS LAB (Program Core | School of Management)

L	T	P	CR	Evaluation Scheme (L T P)			
				Component	Exam	Wt. (%)	Mini. Passing %
-	-	-	NC	Theory & Practical (100)	FA	100	40%

Course Description:
This lab-based course is designed to provide students with practical experience in applying data analysis techniques to real-world business problems. Students will learn to collect, clean, analyze, and interpret data using various software tools and methods commonly used in business analytics

Course Learning Outcomes (CLOs):	
At the end of the course students will be able to –	
CLO1	**Develop**[3] proficiency in data manipulation and analysis using software tools.
CLO2	**Apply**[3] statistical methods to analyze business data and draw meaningful insights.
CLO3	**Apply**[3] in data visualization and presentation techniques using hands-on experience.
CLO4	**Understand**[2] the role of data analysis in supporting decision-making processes in business..

Unit	Contents	Hours
I	**Introduction to Data Analysis:** Overview of Data Analysis Process, Importance of Data Analysis in Business, Introduction to Software Tools (e.g., Excel, Python, R); Data Collection and Cleaning – Sources of Business Data, Data Collection Methods, Data Cleaning Techniques (e.g., handling missing values, outliers).	7
II	**Descriptive Statistics:** Measures of Central Tendency and Dispersion, Frequency Distributions, Data Visualization Techniques (e.g., histograms, box plots); Probability Distributions – Normal Distribution and Z-scores, Sampling Distributions.	7
III	**Correlation and Hypothesis Testing:** Hypothesis Testing: One-sample, Two-sample Tests, Confidence Intervals, Chi-square Test; Regression Analysis – Simple Linear Regression, Multiple Linear Regression, Interpretation of Regression Results. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.	8
IV	**Time Series Analysis and Data Visualization:** Introduction to Time Series Data, Trend Analysis, Seasonality and Decomposition, Classification and Clustering Techniques, Decision Trees, K-Means Clustering, Principles of Data Visualization, Tools for Data Visualization (e.g., Tableau, Power BI), Designing Effective Charts and Dashboards.	8
Use relevant recent cases and real-world applications for discussions.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	100%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
The learners will be tested for the acquired skill, knowledge and attitude through formative assessment at the end of the course.	**100%**				
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Békés, Gábor, and Kézdi, Gábor. Data Analysis for Business, Economics, and Policy. India, Cambridge University Press, 2021.
[2] Groebner, D. F., Shannon, P. W., Fry, P. C., & Smith, K. D. Business statistics: A decision-making approach. Pearson, 2018.
[3] James, G., Witten, D., Hastie, T., Tibshirani, R. An Introduction to Statistical Learning (Vol. 112). Springer, 2013.
[4] McKinney, W. Python for data analysis: Data wrangling with pandas, O'Reilly Media, 2018.
[5] Srivastava, Vijay Shankar, Data Analysis & Interpretation. N.p., S. Chand Publishing.

BBA III

SEMESTER VI

Curriculum for Third Year Bachelor of Business Administration for AY 2024-25
SEMESTER V

Course Code	Course Title	L	T	P	Credit	Evaluation Scheme				
						Component	Exam	WT (%)	Mini. Passing %	
UBA601 (PC|SM)	Entrepreneurship Development	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA602 (PC|SM)	Corporate Governance	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA603 (PC|SM)	E-business	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX604 (PE|SM)	Elective Paper V	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBAXXX605 (PE|SM)	Elective Paper VI	3	1	-	4	Theory (100)	FA	50	40%	40%
							SA	50	40%	
UBA606 (PC|SM)	Employability Skills	-	-	2	NC	Theory & Practical (100)	FA	100	40%	**Satisfactory / Non-Satisfactory**
	TOTAL	**15**	**5**	2	**20**	**Total Hours: 22 | Total Credits: 20**				

L: Lecture, T: Tutorial, P: Practical /Project; C: Credit; Th: Theory, WT: Weightage; PC: Program Core, PE: Program Elective; MNCC: Mandatory Non-credit Course; NC: Non-credit; UC: University Core; UE: University Elective; OE: Open Elective. SoT: School of Technology; SoS: School of Sciences, SoC: School of Commerce; SoM: School of Management; SLA: School of Liberal Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation Practical; POE: Practical Oral Examination; FA : Formative Assessment, SA: Summative Assessment .

ELECTIVE COURSES

Elective Course(s)	Marketing Management (MKT)	Finance (FIN)	Human Resource Management (HRM)	International Business (IBM)
Elective Paper V				
Course Code	**UBAMKT604**	**UBAFIN604**	**UBAHRM604**	**UBAIBM604**
Course Title	International Marketing	Investment Management	Performance Management	International Marketing Management
Elective Paper VI				
Course Code	**UBAMKT605**	**UBAFIN605**	**UBAHRM605**	**UBAIBM605**
Course Title	Consumer Behaviour	Banking and Insurance	Counselling and Negotiation	International Finance

COURSE CODE	COURSE TITLE
UBA601	ENTREPRENEURSHIP DEVELOPMENT (Program Core | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course is to create awareness about entrepreneurship among students. This course focuses on motivating students for entrepreneurship. The more focus is given on entrepreneurship support schemes, business idea generation, feasibility study and business plan preparation.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the basic concept, importance and process of entrepreneur and entrepreneurship development.
CLO2	**Apply**[3] the knowledge to plan an entrepreneurial development programme for potential entrepreneurs.
CLO3	**Analyse**[4] institutional support for entrepreneurship by state government, non-government, and district level institutions in India.
CLO4	**Prepare**[5] a business plan for selected business/startup idea/product/service.

UNIT	DESCRIPTION	HOURS
I	**Overview of Entrepreneurship:** Meaning and Importance of Entrepreneur and Entrepreneurship; Evolution of term 'Entrepreneurship', Characteristics of an Entrepreneur; Types of Entrepreneur; Skills of an Entrepreneur; Entrepreneur versus Manager versus Intrapreneur; Factors influencing Entrepreneurship; Barriers to Entrepreneurship; Entrepreneurship as a Career.	11
Tut.	Based on above topics course teacher should plan tutorials. Study the interrelation between vision, mission, values and strategic decision of an organisation.	4
II	**Entrepreneurial Development:** Meaning of Entrepreneurial Development, Environmental Factors, Socio-economic, Political-Legal Environment in the Emergence of Entrepreneurship; Entrepreneurial Development Programme (EDP) – Meaning, Objectives, Need & Evaluation of EDPs, Course Contents of EDP, Training Methods, Institutional Support for EDPs. Social Entrepreneur and Women Entrepreneurs – Meaning, Opportunities and Challenges. Understanding Start-ups & Start-up India Initiative.	11
Tut.	Based on above topics course teacher should plan tutorials. Discuss inspirational stories of successful Start-ups and learning from Failure stories of Start-ups.	4
III	**Entrepreneurship Support System:** Definition, Role, Objectives, Importance & Problems of MSME, Programmes & Schemes of Ministry of MSME, Steps to Start an SSI Sources of Finance, Incentives and Subsidies, Government Support Schemes for Entrepreneurship, Role & Functions of Support Institutes – MCED, National Institute of MSME, NIESBUD, NAYA, KVIC, PMEGP, SSIB, NABARD, SIDO, SISI, NSIC, SIDBI, Coir Board, SSID, SSIDC, FICCI, District Industries Centres.	12
Tut.	Based on above topics course teacher should plan tutorials. Getting Information from concerned stakeholders like MCED, NI-MSME, KVIC, PMEGP etc.	4
IV	**Creativity and Business Plan Preparation:** Creativity and Entrepreneurship, Steps in Creativity, Innovation and Inventions, Legal Protection of Innovation. Sources of Idea for Business, Techniques for Generating New Ideas, Idea Screening, Meaning, Classification & Identification of Project, Meaning &	11

	Significance of Project Report - Contents & Formulation, Project Feasibility Study, Ownership, Capital, Budgeting, Feasibility Report Preparation & Evaluation Criteria, Project Appraisal, Risk Analysis –Meaning, Types and Methods, Business Plan Component and Preparation.	
Tut.	Based on above topics course teacher should plan tutorials. Feasibility Report Preparation and Evaluation and Business Plan Preparation.	3
Numerical problems based on applicable topics to understand applications.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] David Stokes, Nicholas Wilson, Martha Mador, Entrepreneurship, Cengage Learning EMEA, 2010
[2] Peter Drucker, Innovation and Entrepreneurship Routledge, 2014.
[3] Sharma, Sangeeta, Entrepreneurship Development, Second Edition. N.p., PHI Learning Pvt. Ltd., 2021.
[4] Robert Hisrich and Michael Peters, Entrepreneurship, Tata McGraw Hill, 2002.
[5] Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3rd Ed. Pearson. N.p., Pearson Education India, 2019.

COURSE CODE	COURSE TITLE
UBA602	CORPORATE GOVERNANCE (Program Core | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The value of a firm depends on good corporate governance practices protecting investors. Greater protection of shareholders lowers the cost of capital due to better risk mitigation. Thus, the set of governance practices, rules, and regulations that promote private sector investment and jobs creation also promote firm value. The course looks into corporate pyramidal structures, hostile takeovers, and the failure of the market for corporate control.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concepts and importance of business ethics and corporate governance in an organization
CLO2	**Analyze**[4] role of regulators for enhancing corporate governance practices and the composition and relevance of the board in corporate governance.
CLO3	**Analyse**[4] institutional support for entrepreneurship by state government, non-government, and district level institutions in India.
CLO4	**Relate**[5] corporate governance practices and corporate scams/governance issues, the impact of whistle blowing.

UNIT	DESCRIPTION	HOURS
I	**Business Ethics and Corporate Governance:** Meaning of Values, Ethics and Business Ethics, Ethical Principles and Practices; Ethical Issues in Business. Workers and Employee Rights and Responsibilities, Profit Maximization vs. Social Responsibility. The Corporation, Strategy Formation and Value Creation. Corporate Governance: Concept, Significance and Features of Good Corporate Governance Practices, Sustainable Corporate Governance.	11
Tut.	Based on above topics course teacher should plan tutorials. Discuss *Case Study on business ethics should be discussed.* | *Case study on significance of good corporate governance practices by the firm(s).*	4
II	**Corporate Governance and Role of Regulators & Board:** Role played by Regulators to improve Corporate Governance Practices, Accounting Standards and Corporate Governance, Corporate Disclosure, Insider Trading. Role of Board –Ownership and Shareholders; Relevance and Composition of the Board, Role of Board, Outside Directors on the Board (independent, nominee), Executive and Non-Executive Directors, SEBI clause 49, Directors and Financial Institutions in enhancing corporate governance; The Management and Compensation.	11
Tut.	Based on above topics course teacher should plan tutorials. Exercise / case study on composition and relevance of the board & regulators in corporate governance practices. | Discuss Case study on role of Board in Success and Failure of Corporate Governance.	4
III	**Enhancing Corporate Governance:** Auditors - Duties and Responsibilities of Auditors, Corporate Governance and Internal Auditors, Whistle blowing: Kinds of Whistle Blowing, Precluding the need for Whistle Blowing. Discrimination, Affirmative Action, and Reverse Discrimination: Equal Employment Opportunity, Affirmative Action, Preferential Hiring.	12
Tut.	Based on above topics course teacher should plan tutorials. Discuss Case study on Whistle Blowing.	4

IV	**Corporate Governance Code and Issues:** Corporate Governance Code, Transparency, Disclosure and Communication; Global issues of Governance, Corporate Scams, Committees in India and Abroad, Corporate Social Responsibility.	11
Tut.	Based on above topics course teacher should plan tutorials. Discuss Case study on Global issues of Governance, Corporate Scams.	3
Numerical problems based on applicable topics to understand applications.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] D Geeta Rani, R K Mishra Corporate Governance. India, Excel Books, 2009.
[2] Fernando A.C. Business Ethics and Corporate Governance. India, Pearson Education, 2010.
[3] Mathur U C, Corporate Governance and Business Ethics: Text and Cases. India, Macmillan Limited, 2005.
[4] Minow, Nell, and Monks, Robert A. G. Corporate Governance. United Kingdom, Wiley, 2004.
[5] Murthy, C. S. V. Business Ethics and Corporate Governance. India, Himalaya Publishing House, 2009.

COURSE CODE	COURSE TITLE
UBA603	E-BUSINESS (Program Core | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The Internet has transformed the way firms carry out their businesses. The objective of this course is to present concepts, tools and approaches to electronic business to the undergraduate students. Additional, the course will help the students to develop skills to manage businesses in the digital world.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concepts and importance of e-business vs traditional offline business.
CLO2	**Differentiate**[4] various e-payment systems for convenient business transactions.
CLO3	**Analyse**[4] institutional support for entrepreneurship by state government, non-government, and district level institutions in India.
CLO4	Analyze[4] importance of Security & Control in E-Business by recognizing security threats.

UNIT	DESCRIPTION	HOURS
I	**Introduction to E-Business:** Concept, E-Business vs. the Offline/Traditional Business & Its Mechanism, E-business Models – Business-to-Business (B2B), Business-to-Consumer (B2C) Model, Consumer-to-Consumer (C2C), Consumer-to-Business (C2B) Model, Peer to-Peer (P2P) Model – Emerging Trends. Advantages/ Disadvantages of Ecommerce, Web Auctions, Virtual Communities, Portals, E-Business Revenue Models. Forces Effecting E-Business, Requirements of E-Business, Functions of E-Business.	11
Tut.	Based on above topics course teacher should plan tutorials. Discuss *Case Study on E-Business vs. the Traditional Business or Functions of E-Business.*	4
II	**E-Payment Systems:** E-payment Systems, Electronic Funds Transfer, Modern Payment Systems, Steps for Electronic Payment, B2C & B2B Payments Net Banking, Types of E- Payment System–Credit Card Payment, Debit Cards, Accumulating Balance, Online Stored Value Payment Systems, Digital Cash, Digital (Electronic) Wallets, Agile Wallet, Smart Cards & Digital Cheques. Secure Electronic Transaction (SET) Protocol. RFID Concepts. Concept of EDI, Advantages of EDI.	11
Tut.	Based on above topics course teacher should plan tutorials. Discuss Case study on significance of Modern Payment Systems.	4
III	**E-Security**: Need and importance for Security & Control in E-Business, Threats to Security, Attacks, Physical Security & Logical Security, Security Policy– Implementing E-Commerce Security – Encryption – Decryption, Protecting Client Computers E-Commerce Communication Channels & Web Servers Encryption, SSL Protocol, Firewalls, Cryptography Methods, VPNs, Protecting, Networks. Legal Aspects of E-Business, Internet frauds –Cyber Laws. IT Act 2000 Salient Features. Guidelines on Cyber Securities to be included.	12
Tut.	Based on above topics course teacher should plan tutorials. Exercise / case study on Issues in E-Marketing and E-selling practices	4
IV	**E-Marketing**: E-commerce and Its Impact on Markets; Traditional Marketing vs. E-Marketing, E-Selling, Issues in E-Marketing and E-selling, E-Supply Chain Management, Promoting E-Business- Direct Marketing – One to One Marketing,	11

	Affiliate Marketing, Viral Marketing. Customer Relationship Management (CRM) System,.	
Tut.	Based on above topics course teacher should plan tutorials. Discuss Case study on security and control in e-business.	3
Numerical problems based on applicable topics to understand applications.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Combe, Colin. Introduction to E-Business. Netherlands, Taylor & Francis, 2012.
[2] Gaurav Gupta, Sarika Gupta, E-Commerce, Khanna Book Publishing, Second edition, 2011
[3] Nidhi Diwan, Introduction to E-Commerce, International Book House Pvt Ltd., 2010.
[4] U S Pandey, Saurabh Shukla, Bajaj and Nag, E-commerce and Mobile Commerce Technologies, S Chand Publishing; 2nd Ed., 2007

MARKETING SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAMKT604	INTERNATIONAL MARKETING (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context. The course will explore differences in global environment in different cultures; the political, legal, and economic conditions that affect market entry strategies and marketing mix decisions.

Course Learning Outcomes (CLOs):

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

CLO1	**Analyze**[4] the impact of cultural, social, political and economic factors on international marketing strategies.
CLO2	**Choose**[3] market segmentation, targeting, and positioning strategies for entering an international market.
CLO3	**Apply**[3] knowledge of basic elements of the marketing mix to successfully introduce products and services in a global context.
CLO4	**Choose**[3] suitable international distribution channels and distribution strategies for a product/service.

UNIT	DESCRIPTION	HOURS
I	**Introduction to International Marketing:** Concept, Scope and Significance of International Marketing, Differences between International and Domestic Marketing; International Marketing Environment, International Marketing Environment. International Market Entry Strategies- Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment;	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**International Product and Pricing Strategies** International Product Positioning, International Product Life Cycle, Differentiation & Positioning Strategies - Global Branding & Positioning of Same Brand in Different Countries; Gray Market Goods; New Products in Intentional Marketing, Product and Culture. Factors in Global Pricing & Methods, Pricing Policies – Marginal Cost, Cost Plus, Market Oriented, Export Payment Methods – L/C, Advance, DA/DP, FIBC, Counter Trade, Transfer Price, Dumping & Legal Aspects.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Export Marketing:** EXIM Policy of India; Export Market Selection, Export Entry Modes; Export Marketing – Concept and Importance; Export Pricing Decisions; Export Marketing Promotion and Communication Decision; Export Order and Physical Distribution, Media advertising, PR, Trade Fairs.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**International Distribution Channels:** International Distribution Channels Concept and Types–Distribution Structures, Distribution Patterns, Factors	12

	effecting Choice of Channels, the Challenges in Managing an International Distribution Strategy; Selecting Foreign Country Market Intermediary. The Management of Physical Distribution of Goods, Advertising and Branding.	
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Albaum International Marketing and Export Management. India, Pearson Education, 2006.
[2] Czarnecka, Barbara, et al. International Marketing. United Kingdom, SAGE Publications, 2018.
[3] Mathur, U C. International Marketing Management: Text and Cases. India, SAGE Publications, 2008.
[4] Srinivasan, R. International Marketing. India, Prentice Hall India Pvt., Limited, 2016.
[5] Vasudeva, P. K. International Marketing. India, Excel Books, 2006.

COURSE CODE	COURSE TITLE
UBAMKT605	CONSUMER BEHAVIOUR (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course provides an opportunity to internalize the concepts, principles and tools important in successful branding. The course covers the branding and principles of branding and strategy, importance of brand equity and how to build and manage brand equity, brand positioning, brand communication.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concepts, functions, importance and types of brand.
CLO2	**Use**[3] the factors that influence the consumers' buying behaviour in determining the marketing mix strategies..
CLO3	**Discuss**[2] consumer decision making models, consumers rights and dark side of consumer from business perspective.
CLO4	**Analyse**[4] social and group influence the consumers' buying behaviour in forming the marketing mix strategies.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Consumer Behavior:** Concept, Nature and Need of Consumer Behavior, Significance of Consumer Behavior for Marketing Decisions; Factors Influencing Consumer Behaviour; Consumer Buying Process, Organisations as Buyers.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Factors affecting Consumer Behaviour:** Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Consumer Decision Making Models and Consumer Rights:** Consumer Decision Making Models – Black Box Model - Economic Model - Howard & Sheth Model, The Nicosia Model, Dark Side of Consumer Behavior, Consumer Protection Act 1986, Rights of Consumers.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Social Class and Group Influences on Consumer Behaviour:** Meaning, Nature & Categories of Social Class, Money and Other Status Symbols, Nature & Types of Reference Groups, Reference Groups Influences & Its Applications, Family Life Cycle Stages, Husband-wife Influences, Parent-child Influences, Word-of-Mouth Communications within Groups, Opinion Leadership	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Leon G. Schiffman, Leslie lazer Kanuk, S. Ramesh Kumar, Consumer Behaviour, 10e, Pearson, 2011.
[2] Michael Solomon, Rebekah Russell-Bennett, Josephine Previte, Consumer Behaviour, 3/e, Pearson Higher Education, 2012.
[3] Ray Wright, Consumer Behaviour, Cengage Learning EMEA, 2006.
[4] S. Ramesh Kumar, Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, Pearson Education India, 2009.
[5] Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.

FINANCE SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAFIN604	INVESTMENT MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course provides a broad overview of investment environment and introduces different investment alternatives available to an investor along with their markets. Then it moves to computation of risk and return of an individual asset as well as that of portfolios and selection of optimal portfolio. This course will provide students with foundation knowledge of investment management.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] a basic concepts of the investments and functionalities of the securities and money market and its components.
CLO2	**Apply**[3] technique of fundamental and portfolio analysis for investment decision.
CLO3	**Apply**[3] technique of Technical analysis for investment decision in security market
CLO4	**Determine**[3] asset prices with the help of various theories of market efficiency.

UNIT	DESCRIPTION	HOURS
I	**Investment Management:** Meaning of Investment; Investment Categories, Investment avenues/alternatives; Investment Process; Speculation and Gambling, Non-Marketable Financial Assets. Securities Markets; Securities Market Institutions; Bond/Debentures, Equity Shares, Schemes of LIC, Mutual Funds, Money Market Instruments for Investments.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Fundamental and Portfolio Analysis:** Economic Analysis, Significance and Interpretation of the Economic Indicators, Industry Analysis, Industry Growth Cycle, Company analysis, Accounting Policies, Profitability, Dividend Policy. Portfolio Analysis – Portfolio and Single Asset Returns and Risk, Mean Variance Criterion: Covariance, Portfolio Markowitz Model, Risk and Return with Multiple Asset, Correlation, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Technical Analysis:** Technical Tools, The Dow Theory, Primary Trend, The secondary Trend, Minor Trends, Support and Resistance Level, Indicators, Odd Lot Trading, Moving Average, Rate of Change, Charts, Technical Indicators, Charting Techniques, Efficient Market Theory, Weak, Semi Strong, Strong Form, Random-Walk Theory.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Equity Valuation:** Valuation by comparable; Limitations of Book Value; Intrinsic Value versus Market Price; Dividend Discount Models; the Constant-growth DDM; Stock Prices and Investment Opportunities; Life Cycles and Multistage Growth Models; The Price–Earnings Ratio and Growth Opportunities; Pitfalls in P/E Analysis; Free Cash Flow Valuation Approaches.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Alexander, G. J., Sharpe, W. F. & Bailey, J. V. Fundamentals of investments. Prentice Hall of India Ltd.
[2] Bhalla, V.K. Investment Management (Security Analysis and Portfolio Management), 19th Ed. S. Chand Ltd, 2008.
[3] Bodie, Z., Kane, A., Alan, J. M. Essentials of investments. McGraw Hill. 2010.
[4] Jordan, B. D. & Miller, T. W. Fundamentals of Investments. McGraw-Hill.
[5] Maheshwari, Yogesh. Investment Management. PHI Learning, 2008.
[6] Reilly, F. K. & Keith, C. B. Investment Analysis and Portfolio Management. Cengage Learning (India) Pvt Ltd.

COURSE CODE	COURSE TITLE
UBAFIN605	BANKING AND INSURANCE (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course focuses on the concepts of banking, banking system, insurance, banking and insurance regulatory framework and operations, etc. This course will help students to acquire knowledge about the operations of banking and insurance.

Course Learning Outcomes (CLOs):

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

CLO1	**Demonstrate**[2] a comprehensive understanding of the principles, functions, and operations of banking and insurance industries.
CLO2	**Distinguish**[4] various types of banking services and insurance products, including their features, benefits, and suitability for different customer segments.
CLO3	**Explain**[2] types of insurance and policies conditions and principles of insurance.
CLO4	**Examine**[4] the role of insurance agent for insurance management.

UNIT	DESCRIPTION	HOURS
I	**Management and Principles of Bank:** Banking System in India, Principles of Banking, The Banking Regulation Act, 1949, Creation of Money, Electronic Banking System, Role of Reserve Bank of India. Bank's Investment Policies, Different Loan Policies, Credit Management in Bank.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Deposit, Advances and Investment Report:** Opening of a Account, Types of Deposit Account, Importance of CRM, Types of Advances, Investment Report – Nature of Bank Investment, SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment; Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Principles of Insurance and Insurance Business:** Introduction, History of Insurance Policies, Types of Insurance, Policies Conditions and Principles of Insurance; Nature of Insurance, Contract Insurance, Contract vs. Wage Sing Contract, Importance of Insurance- Uses of Insurance Business. Meaning, Importance & Duties of Development Officer, Principles of General Insurance' Function Personal General Insurance Products, Commercial General Insurance Products.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Role of Insurance Agents and Insurance Management:** Meaning, Duties & Rights of Agents, Recruitment & Selection of Agents, Training of Agents, Code of Conduct for Agents, Essential Qualifications for Successful Agents, Termination of Agents; Management Function in Insurance, Hierarchy, Individual and Group Behaviour, Management of personnel- Management Process of Selection, Training , Promotion etc.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Gulati, Neelam C. Banking and Insurance: Principles and Practices. India, Excel, 2011.
[2] Paul, Justin, and Suresh, Padmalatha. Management of Banking and Financial Services. Pearson Education India, 2014.
[3] R Parameswaran, Indian Banking. S. Chand Limited, 2001.
[4] Suresh Padmalatha, Management of Banking and Financial Services, 2/E. Pearson Education, 2011.
[5] Vijayaragavan Iyengar, Introduction to Banking. Excel Books, 2009.

HUMAN RESOURCE SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAHRM604	PERFORMANCE MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance management systems that aim to transform organisational objectives into performance outcomes.

Course Learning Outcomes (CLOs):

AT THE END OF THE COURSE STUDENTS WILL BE ABLE TO –

CLO1	**Explain**[2] the concepts, importance & components of an effective performance management system in an organization.
CLO2	**Describe**[2] various performance management theories and its application.
CLO3	**Apply**[3] the suitable cycle of performance management and appraisal methods.
CLO4	**Develop**[3] criteria and standards for performance assessment.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Performance Management:** Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Applications of Performance Management System, Importance and Components of Performance Management, Linkage of Performance Management to Other HR Processes.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Theories of Performance Management:** Performance Management Theories and its Application - Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory; Learning Theories and Principles, Role of Organizational Reward Systems, Behavioural Performance Management and OB Modification.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Performance Management System:** Concept, Aims and Purpose of Performance Management System, Elements of Performance Management, Performance Appraisal v/s Performance Management, Designing a Performance Management System. Performance Management Process, Performance Management Planning Process, Mid-cycle & End-cycle Review Process; Performance Appraisal – Methods and Process; Performance Counselling.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Performance Management Planning and Development:** Performance Management Planning – Concept, Importance & Process - Criteria and Standards for Performance Assessment -Steps of PMPD, Competency Mapping, Assessment of Competency Models, Performance Agreement. Need for Structure & Documentation, Mechanics of Performance Management Planning & Creation of PM Document - Manager's & Employee's Responsibility.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Cadwell, Charles M. Performance Management. United Kingdom, AMACOM, 2002.
[2] K. Aswathappa, Human Resource Management, Text and Cases, Himalaya Publishing House. 2018.
[3] R K Sahu. Performance Management System. Excel Books, 2009.
[4] Bhattacharyya, Dipak Kumar. Performance Management Systems and Strategies. N.p., Pearson.
[5] Tapomoy Deb. Performance Appraisal and Management. India, Excel Books, 2009.

COURSE CODE	COURSE TITLE
UBAHRM605	COUNSELLING AND NEGOTIATION (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the concept & techniques of counselling and various terms associated with it.
CLO2	**Identify**[2] the challenges in dealing with negotiation and conflict resolution.
CLO3	**Evaluate**[5] the impact of counselling in enhancing organisational performance.
CLO4	**Analyse**[4] the global trends to adopt the best practices in counselling and negotiation.

UNIT	DESCRIPTION	HOURS
I	**Introduction to Counselling:** Concept, Emergence and Growth of Counselling, Factors Contributing to the Emergence; Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Changing Behaviours:** Changing Behaviours through Counselling; Specific Techniques of Counselling; Role Conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Introduction to Negotiation**: Introduction, Nature and Need for Negotiation, negotiation process, Types and Styles of Negotiation; Strategies and Tactics; Barriers in Effective Negotiation, Communication Style, Breaking Deadlocks; Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Modern Trends in Counselling:** Role of Counsellors- Skills and Competencies of Counsellors; Role of Counsellors in enhancing Organisational Performance. International and Cross-cultural Negotiations - Context and Concept, Influence of Culture on Negotiation; Best Practices in Negotiation – Fundamental Structure of Negotiation and BATNA.	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Cohen, Steven. Negotiating Skills for Managers. McGraw Hill LLC, 2002.
[2] Kapoor, Premvir. Counselling and Negotiation Skills for Managers. Wiley India Pvt. Limited, 2011.
[3] Lewicki, Roy J., et al. Essentials of Negotiation. McGraw-Hill Education, 2020.
[4] Roy Lewicki, Bruce Barry, Saunders, David, et al. Negotiation: Readings, Exercises, and Cases. McGraw-Hill Co, 2007.
[5] Singh, Kavita. Counselling Skills for Managers. Prentice Hall India Pvt., Limited, 2015.

INTERNATIONAL BUSINESS SPECIALIZATION ELECTIVE COURSES

COURSE CODE	COURSE TITLE
UBAIBM604	INTERNATIONAL MARKETING MANAGEMENT (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context. The course will explore differences in global environment in different cultures; the political, legal, and economic conditions that affect market entry strategies and marketing mix decisions.

Course Learning Outcomes (CLOs):

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

CLO1	**Analyze**[4] the impact of cultural, social, political and economic factors on international marketing strategies.
CLO2	**Choose**[3] market segmentation, targeting, and positioning strategies for entering an international market.
CLO3	**Apply**[3] knowledge of basic elements of the marketing mix to successfully introduce products and services in a global context.
CLO4	**Choose**[3] suitable international distribution channels and distribution strategies for a product/service.

UNIT	DESCRIPTION	HOURS
I	**Introduction to International Marketing:** Concept, Scope and Significance of International Marketing, Differences between International and Domestic Marketing; International Marketing Environment, International Marketing Environment. International Market Entry Strategies- Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment;	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**International Product and Pricing Strategies** International Product Positioning, International Product Life Cycle, Differentiation & Positioning Strategies - Global Branding & Positioning of Same Brand in Different Countries; Gray Market Goods; New Products in Intentional Marketing, Product and Culture. Factors in Global Pricing & Methods, Pricing Policies – Marginal Cost, Cost Plus, Market Oriented, Export Payment Methods – L/C, Advance, DA/DP, FIBC, Counter Trade, Transfer Price, Dumping & Legal Aspects.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Export Marketing:** EXIM Policy of India; Export Market Selection, Export Entry Modes; Export Marketing – Concept and Importance; Export Pricing Decisions; Export Marketing Promotion and Communication Decision; Export Order and Physical Distribution, Media advertising, PR, Trade Fairs.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**International Distribution Channels:** International Distribution Channels Concept and Types–Distribution Structures, Distribution Patterns, Factors	12

	effecting Choice of Channels, the Challenges in Managing an International Distribution Strategy; Selecting Foreign Country Market Intermediary. The Management of Physical Distribution of Goods, Advertising and Branding.	
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	**Weight (%)**	**Intended course learning outcomes to be assessed (Please tick as appropriate)**			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Albaum International Marketing and Export Management. India, Pearson Education, 2006.
[2] Czarnecka, Barbara, et al. International Marketing. United Kingdom, SAGE Publications, 2018.
[3] Mathur, U C. International Marketing Management: Text and Cases. India, SAGE Publications, 2008.
[4] Srinivasan, R. International Marketing. India, Prentice Hall India Pvt., Limited, 2016.
[5] Vasudeva, P. K. International Marketing. India, Excel Books, 2006.

COURSE CODE	COURSE TITLE
UBAIBM605	INTERNATIONAL FINANCE (Program Elective | School of Management))

L	T	P	Credit	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
3	1	-	4	Theory (100)	FA	50	40%	40%
					SA	50	40%	

Course Description:

This course focuses on international financial management and international trade. This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, investment decisions and multinational capital budgeting and financial risks in International Operations.

Course Learning Outcomes (CLOs):

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

CLO1	**Explain**[2] the international finance concepts and different components of balance of payment and its principles.
CLO2	**Assess**[3] different regulatory framework for international finance.
CLO3	**Analyze**[4] Forex Markets for successful trading.
CLO4	**Distinguish**[4] the exchange rate for currencies around the world to facilitate international trade and investment by enabling businesses to convert one currency into another.

UNIT	DESCRIPTION	HOURS
I	**Introduction to International Finance:** International Trade and Its Importance, Definition and Nature of International Finance; Ethical Considerations in International Finance; and Role of International Finance Manager; Meaning, Components & Importance of Balance of Payment (BOP), Deficit and Surplus, Equilibrium, Disequilibrium and Adjustments, Methods of Correcting Disequilibrium, Accounting Principles in BOP.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
II	**Regulatory Framework of International Finance:** Indian Perspective-FEMA, Foreign Trade Policy, Role Of RBI, Rupee Convertibility, EOU/STPI, SEZ, EPZ; International Perspective-Federal Bank, European Central Bank, ICC Guidelines	11
Tut.	Based on above topics course teacher should plan tutorials.	4
III	**Forex Markets:** Definition of Foreign Currency and Foreign Transactions- Trade and Non- Trade; Forex Markets- Spot Forward, Future Options and Swaps; Role of Participants of Forex Market.	11
Tut.	Based on above topics course teacher should plan tutorials.	4
IV	**Foreign Exchange Markets and Exchange Rate Determination:** Introduction- International Parity Conditions and Currency Forecasting- Impact of Euro Currency, Chinese Yuan, Japanese Yen and US Dollar; Foreign Exchange Market and Its Functions**;** Bid Ask Spread Bid-Ask rates (for both Interbank and Retail Market). Spot Market Liquidity and Bid Ask spread. Bid-Ask Spread and Demand; Supply of Currency, Bid- Ask Spread and Arbitrage Profit	12
Tut.	Based on above topics course teacher should plan tutorials.	3
Discuss recent Case Studies on relevant topics.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	50%	√	√	√	√
Summative Assessment	50%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CLO1	CLO2	CLO3	CLO4
Assessment 1 – Case Study based	**50%**				
Assessment 2 – Project based (PBL)					
Assessment 3 – Simulation/ Reflections journals.					
Assessment 4 – Field or Desk Project/ application based/ Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course learning outcome(s).					
Summative Assessment	**50%**	√	√	√	√
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Bhalla, V. K. International Financial Management: (Text and Cases). India, Anmol Publ., 2007.
[2] Madhuvij. International Financial Management. India, Excel Books, 2006.
[3] P.G. Apte, International Financial Management, McGraw-Hill Education, 2010.
[4] Sercu, Piet. International Finance: Theory into Practice. United States, Princeton University Press, 2009.
[5] Somanath, V. S. International Financial Management.I.K. International Publishing House Pvt. Ltd, 2011.
[6] V. K. Sharan, International Financial Management, PHI; Sixth edition, 30 October 2012.

COURSE CODE

UBA606

COURSE TITLE

EMPLOYABILITY SKILLS

(Program Core | School of Management)

L	T	P	CR	Evaluation Scheme (L T P)			
				Component	**Exam**	**Wt. (%)**	**Mini. Passing %**
-	-	-	NC	Theory & Practical (100)	FA	100	40%

Course Description:
Getting employment after professional education is a must for the young graduates. Employability skills are needed by UG students. Thus, this course is designed to help students identify the knowledge and skills required for obtaining and keeping employment.

Course Learning Outcomes (CLOs):	
At the end of the course students will be able to –	
CLO1	**Develop**[6] confidence, self-esteem, and to bring positive changes in the attitude & behavior of the participants.
CLO2	**Communicate**[3] effectively at work place / with the customers.
CLO3	**Apply**[3] knowledge and skills for writing resume, group discussions, facing interview.
CLO4	**Prepare**[5] self for Campus to Corporate transition

Unit	Contents	Hours
I	**Behavioral Skills:** a. Self -awareness and confidence building - Core Competence, personal values and ethics such as honesty, integrity, caring and respecting others, etc. b. Professionalism at the institute and work place c. Characteristic of a responsible citizen- respecting self, others, environment, care for duty and value for time.	7
II	**Communication and Presentation Skills:** a. Verbal and non-verbal communication etiquette b. Active listening techniques for effective communication c. Writing Skills, Writing E-Mails, Business Letters d. Presentation Skills (Corporate Standard) – Platform Skills, Overcoming Stage Fear, Planning & Organizing the Presentation, Use of PowerPoint, , Body Language.	8
III	**Corporate Skills:** a. Goal Setting and SMART Goals – Milestone Mapping b. Avoiding Arguments | SWOC and Creating an Action Plan for Learning c. Time & Stress Management d. Team Building & Team Synergy e. Corporate Etiquettes	8
IV	**Campus to Corporate Transition:** a. Career Awareness, Career Planning & Career Readiness b. Writing Resume – Major and Essential Information to be Shared, Do's & Don'ts, The Sequence, The Structure of Resume c. Group Discussions (GDs). d. Facing Interviews –Mock Interviews. e. Social Media Platforms for Professional Networking and Creating Profile for Professional Development	7
Use relevant recent cases and real-world applications for discussions.		

Assessment	Weight (%)	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CLO1	CLO2	CLO3	CLO4
Formative Assessment (L T P)	100%	√	√	√	√

Suggestive Formative Assessment Tools/Methods *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods (L T P)	**Weight (%)**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
The learners will be tested for the acquired skill, knowledge and attitude through formative assessment at the end of the course.		CLO1	CLO2	CLO3	CLO4
	100%				
Total	**100%**				

REFERENCES / TEXT BOOKS:

[1] Gallagher, Kevin. Essential Study and Employment Skills for Business and Management Students. United Kingdom, Oxford University Press, 2016.
[2] Rao, M. S.. Soft Skills - Enhancing Employability: Connecting Campus with Corporate. India, I.K. International Publishing House Pvt. Limited, 2010.
[3] Shalini Verma, Enhancing Employability @ Soft Skills. India, Pearson Education India.
[4] Chaita, Mercy V.. Developing Graduate Employability Skills: Your Pathway to Employment. United States, Universal Publishers, 2016.

****