STRUCTURE FOR

MASTER OF BUSINESS ADMINISTRATION PROGRAM

AS PER UGC GUIDELINES

BATCH 2024-26

R24

DEPARTMENT OF MANAGEMENT

Program Structure for Master of Business Administration (MBA) R24 (Batch 2024-26)

First Year Master of Business Administration Program Semester I: Teaching Scheme

Course Code	Course Title	Teaching Scheme			Credits Assigned			Total Credits
		L	T	P	L	T	P	
P73PC101	Organizational Behaviour	3	0	0	3	0	0	3
P73PC102	Business Economics and Environment	3	0	0	3	0	0	3
P73PC103	Accounting For Managers	3	1	0	3	1	0	4
P73PC104	Decision Science	3	1	0	3	1	0	4
P73PC105	Marketing Management	3	1	0	3	1	0	4
P73PC106	Emerging Trends in Business - Seminar	0	1	2	0	1	1	2
P73SE101	Management Information System	3	1	0	3	1	0	4
P73VS101	Professional Communication	1	1	0	0	0	0	NC
	Total	**19**	**6**	**2**	**18**	**5**	**1**	24

First Year Master of Business Administration Program Semester I: Evaluation Scheme

Course Code	Course Title	Theory Marks					Practical/ Tutorial Marks		Total Credits
		Continuous Assessment				ESE	TW	POE	
		FET-1	FET-2	FET-3	Total				
P73PC101	Organizational Behaviour	10	10	5	25	50	-	-	75
P73PC102	Business Economics and Environment	10	10	5	25	50	-	-	75
P73PC103	Accounting For Managers	10	10	5	25	50	25	-	100
P73PC104	Decision Science	10	10	5	25	50	25	-	100
P73PC105	Marketing Management	10	10	5	25	50	25	-	100
P73PC106	Emerging Trends in Business - Seminar	-	-	-	-	-	50	-	50
P73SE101	Management Information System	10	10	5	25	50	25	-	100
P73VS101	Professional Communication	10	10	5	25	-	25	-	Satisfactory/ Non-satisfactory

First Year Master of Business Administration Program Semester II: Teaching Scheme

Course Code	Course Title	Teaching Scheme			Credits Assigned			Total Credits
		L	T	P	L	T	P	
P73PC201	Human Resource Management	3	0	0	3	0	0	3
P73PC202	International Business Management	3	0	0	3	0	0	3
P73PC203	Financial Management	3	1	0	3	1	0	4
P73PC204	Operations Management	3	1	0	3	1	0	4
P73PC205	Business Research Methods	3	0	0	3	0	0	3
P73PC206	Business Research Lab	0	0	2	0	0	1	1
P73SE201	Business Analytics	3	0	0	3	0	0	3
P73VS201	Business Analytics Lab	0	0	2	0	0	1	1
P73FP201	Field Project for Community Engagement	0	0	4	0	0	2	2
	Total	18	2	8	18	2	4	24

First Year Master of Business Administration Program Semester II: Evaluation Scheme

Course Code	Course Title	Theory Marks					Practical/ Tutorial Marks		Total Credits
		Continuous Assessment				ESE	TW	POE	
		FET-1	FET-2	FET-3	Total				
P73PC201	Human Resource Management	10	10	5	25	50	-	-	75
P73PC202	International Business Management	10	10	5	25	50	-	-	75
P73PC203	Financial Management	10	10	5	25	50	25	-	100
P73PC204	Operations Management	10	10	5	25	50	25	-	100
P73PC205	Business Research Methods	10	10	5	25	50	-	-	75
P73PC206	Business Research Lab	-	-	-	-	-	25	-	25
P73SE201	Business Analytics	10	10	5	25	50	-	-	75
P73VS201	Business Analytics Lab	-	-	-	-	-	25	-	25
P73FP201	Field Project for Community Engagement	-	-	-	-	-	50	-	50

Second Year Master of Business Administration Program Semester III: Teaching Scheme
Course work only

Course Code	Course Title	Teaching Scheme			Credits Assigned			Total Credits
		L	T	P	L	T	P	
P73PC301	Strategic Management	3	1	0	3	1	0	4
P73PC302	Business Law and Corporate Governance	3	1	0	3	1	0	4
P73PEXX301	Discipline Specific Major Elective-I	3	1	0	3	1	0	4
P73PEXX302	Discipline Specific Major Elective-II	3	1	0	3	1	0	4
P73PEXX303	Discipline Specific Major Elective-III	3	1	0	3	1	0	4
P73PEXX304	Discipline Specific Minor Elective-I	3	0	0	3	0	0	3
P73PEXX305	Discipline Specific Minor Elective-II	3	0	0	3	0	0	3
P73SE301	AI for Business	1	1	0	1	1	0	2
	Total	22	6	0	22	6	0	28

Second Year Master of Business Administration Program Semester III: Evaluation Scheme

Course Code	Course Title	Theory Marks					Practical/ Tutorial Marks		Total Credits
		Continuous Assessment				ESE	TW	POE	
		FET-1	FET-2	FET-3	Total				
P73PC301	Strategic Management	10	10	5	25	50	25	-	100
P73PC302	Business Law and Corporate Governance	10	10	5	25	50	25	-	100
P73PEXX301	Discipline Specific Major Elective-I	10	10	5	25	50	25	-	100
P73PEXX302	Discipline Specific Major Elective-II	10	10	5	25	50	25	-	100
P73PEXX303	Discipline Specific Major Elective-III	10	10	5	25	50	25	-	100
P73PEXX304	Discipline Specific Minor Elective-I	10	10	5	25	50	-	-	75
P73PEXX305	Discipline Specific Minor Elective-II	10	10	5	25	50	-	-	75
P73SE301	AI for Business	10	10	5	25	-	25	-	50

Second Year Master of Business Administration Program Semester IV: Teaching Scheme

Course Code	Course Title	Teaching Scheme			Credits Assigned			Total Credits
		L	T	P	L	T	P	
P73PC401	Entrepreneurship Development	1	1	0	1	1	0	2
P73PC402	Project Management	3	1	0	3	1	0	4
P73PC403	Indian Ethos and Business Ethics	1	1	0	1	1	0	2
P73PEXX401	Discipline Specific Major Elective-IV	3	0	0	3	0	0	3
P73PEXX402	Discipline Specific Major Elective-V	3	0	0	3	0	0	3
P73PEXX403	Discipline Specific Minor Elective-III	2	0	0	2	0	0	2
P73SE401	Design Thinking Lab	0	0	4	0	0	2	2
P73SE402	Case Presentations On Leadership	0	1	2	0	1	1	2
P73FP401	Summer Internship Project (SIP)	0	0	12	0	0	6	6
	Total	13	4	18	13	4	9	26

Second Year Master of Business Administration Program Semester IV: Evaluation Scheme

Course Code	Course Title	Theory Marks					Practical/ Tutorial Marks		Total Credits
		Continuous Assessment				ESE	TW	POE	
		FET-1	FET-2	FET-3	Total				
P73PC401	Entrepreneurship Development	10	10	5	25	-	25	-	50
P73PC402	Project Management	10	10	5	25	50	25	-	100
P73PC403	Indian Ethos and Business Ethics	10	10	5	25	-	25	-	50
P73PEXX401	Discipline Specific Major Elective-IV	10	10	5	25	50	-	-	75
P73PEXX402	Discipline Specific Major Elective-V	10	10	5	25	50	-	-	75
P73PEXX403	Discipline Specific Minor Elective-III	10	5	-	15	35	-	-	50
P73SE401	Design Thinking Lab	-	-	-	-	-	50	-	50
P73SE402	Case Presentations On Leadership	-	-	-	-	-	50	-	50
P73FP401	Summer Internship Project (SIP)	-	-	-	-	-	100	50	150

Discipline Specific Major Elective Courses

Specialization	Finance (FM)	Marketing (MM)	Human Relations (HR)	International Business (IB)
Major Elective Course I				
Course Code	**P73FM301**	**P73MM301**	**P73HR301**	**P73IB301**
Course Title	Financial Services and Capital Markets	Brand Management	Industrial Relations and Labour Laws	Foreign Trade Documentation and Procedures
Major Elective Course II				
Course Code	**P73FM302**	**P73MM302**	**P73HR302**	**P73IB302**
Course Title	Financial Planning and Wealth Management	Marketing Communication and Digital Marketing	Performance Management	International Marketing
Major Elective Course III				
Course Code	**P73FM303**	**P73MM303**	**P73HR303**	**P73IB303**
Course Title	Banking & Insurance Operations	Consumer Behaviour	Organizational Change and Development	Cross Cultural Management and Global Leadership
Major Elective Course IV				
Course Code	**P73FM401**	**P73MM401**	**P73HR401**	**P73IB401**
Course Title	Security Analysis and Portfolio Management	Services Marketing and CRM	Human Resource Development	Export and Digital Marketing
Major Elective Course V				
Course Code	**P73FM402**	**P73MM402**	**P73HR402**	**P73IB402**
Course Title	International Financial Management	Sales Management and Personal Selling	Compensation and Benefits Management	International Financial Management

Discipline Specific Minor Elective Courses

Specialization	Human Resource Management (HR)	Business Analytics (BA)	Entrepreneurship (ES)	Marketing Management (MM)	Financial Management (FM)	International Business (IB)	Operations and SCM (OM)
Minor Elective Course I							
Course Code	**P73HR304**	**P73BA304**	**P73ES304**	**P73MM304**	**P73FM304**	**P73IB304**	**P73OM304**
Course Title	Employee Relations & Labour Laws	Business Intelligence	Start-up Management	Sales Management	Investment Analysis and Portfolio Design	International Business Environment	Operation Strategy
Minor Elective Course II							
Course Code	**P73HR305**	**P73BA305**	**P73ES305**	**P73MM305**	**P73FM305**	**P73IB305**	**P73OM305**
Course Title	Performance and Compensation Management	Data Visualization and Interpretation	Leadership and Family Business Management	Digital Marketing	Corporate Finance and Restructuring	Export and Import Procedures	Purchasing and Inventory Management
Minor Elective Course III							
Course Code	**P73HR403**	**P73BA403**	**P73ES403**	**P73MM403**	**P73FM403**	**P73IB403**	**P73OM403**
Course Title	Learning and Developmnt	Artificial Intelligence in Business Applications	Business Plan Development	Services and Retail Marketing	Behavioural Finance	Cross Cultural Management	Logistics and Warehouse Management

Any Major and/or Minor Electives (Specialization) will be offered by the school only if minimum 20% students from that batch will opt that specialization.

FACULTY OF COMMERCE & MANAGEMENT

SCHOOL OF COMMECE AND MANAGEMENT

DEPARTMENT OF MANAGEMENT

SEMESTER- I

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC101	Organizational Behaviour	03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC101	Organizational Behaviour	10	10	5	25	40%	-	-	-	**50**	40	75

Course Description: This course is indented to create awareness in the mind of management student about understanding, prediction, and management of human behaviour both individually and in group that occur in the organization.

Pre-requisites: Business Introduction, Management Principles, Psychology, Sociology

Course Objectives:

1. To understand fundamental management concepts, leadership, motivation, team dynamics, and the impact of organizational culture on performance and productivity.
2. To understand team dynamics, communication, and conflict resolution within organizations.
3. To understand the role of organizational culture and strategies for effective change management.
4. Develop skills to analyze and interpret human behavior in organizational settings to improve individual and group performance.
5. To understand and integrate Environmental, Social, and Governance (ESG) factors into

business practices for sustainable and responsible decision-making.

6. Apply organizational behavior theories and concepts to real-world business scenarios to enhance decision-making and problem-solving abilities.

Course Outcomes: after the end of this course students will able to

CLO1 **Describe**[2] the concept and importance of Management and Organizational Behavior with its relevance to the workplace.

CLO2 **Appraise**[4] the importance of group dynamics and its impact on organizational performance.

CLO3 **Demonstrate**[3] the ability to integrate ESG considerations into business decision-making processes.

CLO4 **Apply**[3] key theories of organizational behaviour and change management to real-world business scenarios, improving decision-making and problem-solving abilities.

CLO5 **Evaluate**[5] theories in organizational behavior for integrating sustainability and ethical practices.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Management Concepts and Organizational Behaviour:**	
1	1.1	Introduction to Management Concepts, Importance, Scope, Nature, Level, Theories and Functions.	9
	1.2	Best Management School, Thoughts and Practices.	
	1.3	Organizational Behaviour (OB): Meaning, Importance, Scope and Key Elements of OB.	
	1.4	Relationship of OB with other Discipline.	
	1.5	Models of OB-Autocratic, Custodial, Supportive, Collegial and System Model.	
	1.6	Approaches of OB-HR (Supportive), Contingency Approach, Productivity Approach, Systems Approach; Management functions and OB.	
2.0		**Social and Group Process in Organization:**	
2	2.1	Types of Groups and Teams at Workplace; Stages in Group and Team Development.	9
	2.2	Group Performance Factors - Composition, Size, Norms, Cohesiveness; Teamwork Competencies.	
	2.3	Approaches to Decision making- Rational, Behavioral and Group Decision-making in Organization.	
	2.4	Organizational Communication: Process, Media and Types of Communication; Conflict – Meaning, Causes; Emotions in Conflict.	
	2.5	Transactional Analysis; Interpersonal Conflict Management Strategies; Conflict and Negotiation-Process & Skills.	
	2.6	Organization Structure and Design – Characteristics Determinants & Technology and Alternative Structures and Design; Learning Organisation.	
3.0		**Organizational Culture and Change Management:**	

3	3.1	Determinants; Cultures of Conflicts & Inclusion; Organisational Politics; Managing Culture; Stress in Organisation –Causes and Consequences of Stress; Reducing Stress; Work-life Balance.	9
	3.2	OD Process, OD interventions- Classification; Change Management –Forces for Change; Processes for Planned Organization Change.	
	3.3	Resistance to Change; Leadership and Influence Processes in Organisations: Leading and Leadership.	
	3.4	Concept, Leadership Vs Management; Changing Nature of Leadership and Skills; Leadership Theories and Styles.	
	3.5	Emerging Issues in Leadership Impression Management. Controlling: Meaning, Importance and Process of Controlling.	
	3.6	Types of Control; Controlling Techniques; Controlling and Behavioral Implications.	
4.0		**Individual Behaviour and Process in Organization:**	
4	4.1	Individual, Personality and Attitude: People in organization and Individual Differences; Concept of 'fit'; Personality: Big-Five Framework, Myers- Briggs Framework; Personality Traits; Learning Theories;	9
	4.2	Perspectives on Motivation – Need-based, process-based and Learning-based; Goal Setting and Complexities in maintaining Motivation;	
	4.3	Mental Ability and Intelligence; Attitude– Formation, Cognitive Dissonance, Work-related Attitudes, Attitude Change; Value and Emotions in Organization;	
	4.4	Perception- Process and Errors; Perception and Fairness; Changing Environment of Organisation and OB: Globalization, Diversity and Business:	
	4.5	Trends in Globalization, Trends in Diversity, Generational Differences, Cultural Competence, Cross-cultural Differences and Similarities, Diversity issues for Managers; Technology and Competition;	
	4.6	New Employment Relationships: Management of Knowledge Workers; Outsourcing and Offshoring; Temporary and Casual Workers; Changing Nature of Psychological Contracts.	
5.0		**Emerging Trends in Organizational Behavior**	
5	5.1	Digital Transformation: AI, Automation, and Its Influence on Employee Roles	9
	5.2	Remote Work, Hybrid Models, and Virtual Team Dynamics.	
	5.3	Diversity, Equity, and Inclusion: Building Inclusive Work Environments.	
	5.4	Organizational Agility and Adaptability: Navigating Disruptive Change	
	5.5	Sustainable Organizational Practices: Corporate Social Responsibility and Ethical Leadership, ESG (Environmental, Social, and Governance).	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Leadership and Team Dynamics, Conflict Resolution and Negotiation Skills, Organizational Culture and Change Management*	
Project Assignment/PBL:		*Create a comprehensive development plan to enhance leadership skills for a manager, including training, coaching, and feedback mechanisms.*	

Text Books

- McShane, Steven. Organizational Behavior Essential. N.p., Tata McGraw Hill Education Private Limited, 2006.
- Robbins, Stephen P., and Judge, Tim. Essentials of Organizational Behavior. United Kingdom, Pearson Prentice Hall, 2012.
- Luthans, Fred, et al. Organizational Behavior: An Evidence-Based Approach, 13th Ed.. United States, Information Age Publishing, Incorporated, 2015.
- Organisation Behaviour by Dr. F. C. Sharma - (English): SBPD Publications. N.p., SBPD Publications, 2020.
- Griffin, Ricky. Griffin Moorhead Organizational Behavior Eighth Editionwith Web Booklet Plus Quick Coach Guide. N.p., Houghton Mifflin College Division, 2007.

References

- Bose, D. Chandra. Principles of Management and Administration. India, PHI Learning, 2012.
- Dipak Kumar Bhattacharyya, Organizational Behavior, Oxford University Press, 2016.
- Gupta C.B. A Textbook of Organisational Behaviour with Text and Cases. India, S. Chand Publishing.
- Gupta, M. Principles of Management. India, PHI Learning, 2009.
- J S Chandan Organizational Behaviour - Third Edition. India, Vikas Publishing House Pvt Limited, 2009.
- Paul Smith, Marilyn Farmer, Wendy Yellowley, Organizational Behavior, Taylor & Francis, 2013.
- Robbins, Stephen. Organisational Behaviour. Australia, Pearson Higher Education AU, 2013.
- Saha, Jayantee Mukherjee. Management and Organizational Behaviour. India, Excel Books, 2006.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be of **TWO HOURS.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC102	Business Economics and Environment	03	-	-	03	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC102	Business Economics and Environment	10	10	5	**25**	40%	-	-	-	**50**	40	**75**

Course Description: This course is essential for business decision making to all functional areas of business management. Manager can clearly see the economic structure of the market and of the business. It also unleashes factors influencing the business.

Pre-requisites: Business concepts, Microeconomics and Macroeconomics, Environmental Science

Course Objectives:

1. To apply economic principles to business decision-making and strategy.
2. To understand the theories and applications of demand, supply, and cost functions in economic decision-making.
3. To grasp the principles of price determination and resource allocation in product and factor markets.
4. To analyze how different market structures influence pricing decisions and understand the factors determining national income.

Course Outcomes: after the end of this course students will able to

CLO1 **Apply**[3] basic economics concepts in simple business situations.
CLO2 **Identify**[4] demand and supply by using mathematics, graphs and charts.
CLO3 **Explain**[5] various types of cost behaviour using mathematics, graphs and charts.
CLO4 **Analyze**[4] various market structures using their features and charting.
CLO5 **Apply**[3] economic theories and models to understand and address current economic problems**.**

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Managerial Economics:**	
1	1.1	The Nature, Themes and Scope of Economics – Scarcity and Efficiency.	9
	1.2	Three Fundamental Economic Problems – Society's Capability – Production Possibility Frontiers (PPF).	
	1.3	Productive Efficiency Vs Economic Efficiency.	
	1.4	Economic Growth & Stability.	
	1.5	Micro Economies and Macro Economies.	
	1.6	Role of Markets and Government – Positive Vs Negative Externalities.	
2.0		**Demand, Supply and Cost Function:**	
2	2.1	Market – Demand and Supply –Force of Demand.	9
	2.2	Types of Demand - Demand Function - Force of Supply – Supply Function – Market Equilibrium.	
	2.3	Elasticity of Demand and Supply Measurements – Consumer Equilibrium – Production – Short- run and long-run Production Function.	
	2.4	Economies Vs. Diseconomies of scale – Analysis of cost.	
	2.5	Short-run and Long-Run Cost Function – Relation between Production and Cost Function.	
	2.6	Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods.	
3.0		**Product and Factor Market:**	
3	3.1	Product Market – Perfect and Imperfect Market.	9
	3.2	Different Market Structures – Firm's Equilibrium and Supply.	
	3.3	Market Efficiency – Economic Costs of Imperfect Competition.	
	3.4	Factor Market – Land, Labour and Capital – Demand and Supply.	
	3.5	Determination of Factor Price – Interaction of Product and Factor Market.	
	3.6	General Equilibrium and Efficiency of Competitive Markets.	
4.0		**Market Structure Pricing Decisions and National Income:**	
4	4.1	The Competitive and Monopoly Model; Types of Monopoly; Monopolistic Competition and Oligopoly;	9
	4.2	Pricing of Multiple Products; Price and Output decision in Short and Long Run;	
	4.3	Price Discrimination; Price and Output decision of Discriminating Monopolist; Monopsony; Investment Analysis.	
	4.4	Macro-economic Aggregates – Circular Flow of Macroeconomic Activity – National Income - Determination - Concept and measurement.	
	4.5	GDN, GNP, Business cycles, Fiscal policy.	
	4.6	Monetary policy and inflation and the Impact – Reasons for Inflation.	

5.0		**Contemporary Economic Issues**	
5.0	5.1	Advanced Topics in Managerial Economics: Game Theory and Strategic Behaviour.	9
	5.2	Behavioural Economics: Psychological Factors Affecting Economic Decisions.	
	5.3	International Economics: Trade Theories, Exchange Rates, and Global Markets.	
	5.4	Econometrics: Introduction to Statistical Methods for Economic Data Analysis.	
	5.5	Environmental Economics: Economic Impacts of Environmental Policies and Sustainability.	
	5.6	Policy Analysis: Evaluating Economic Policies and Their Effectiveness.	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Economic Policy and Its Impact on Business, The Role of Government Regulation in Business Economics and so on….*	
Project Assignment/PBL:		*Students will create a business strategy that incorporates economic conditions and environmental sustainability. This will involve market analysis, risk assessment, and strategic recommendations.*	

Text Books

- Aswathappa, Kalupally. Essentials of Business Environment. India, Himalaya Publishing House, 1987.
- Cherunilam, Francis. Business Environment. India, Himalaya Publishing House, 2009.
- International Monetary Co-operation. United Kingdom, H.M. Stationery Office, 1972.
- Misra, S. K., and Puri, V. K.. Growth and Development. India, Himalaya Publishing House, 2004.
- Dogra, Balram. Application of IT and Management in Economic Growth. India, Deep & Deep Pub., 2008.

References

- Ahuja, H. L. Business Economics. India, S Chand & Company Limited, 2017.
- Dr. Anupam Aagrwal, Anju Agarwal. Business Economics, SBPD Publications. N.p., SBPD Publications, 2021.
- G.S. Gupta, Managerial Economics, McGraw-Hill Education (India) Pvt Limited, 2011.
- Geetika, Piyali Ghosh, Purba Roy Chowdhury, Managerial Economics, 3e, McGraw-Hill Education.
- Nadar, E. Narayanan, Vijayan, S., Managerial Economics, 3e, PHI Learning Pvt. Ltd., 2020.
- S K Agarwal. Business Economics (For CA Foundation), 5e. N.p., S. Chand Publishing.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.

3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC103	Accounting For Managers	03	-	01	**03**	-	**01**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC103	Accounting For Managers	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: This course is at an odd semester of first year. This course provides the student with a general overview of the planning process of financial aspects. Topics include concepts of financial accounting, final accounts, cost accounting and marginal costing.

Pre-requisites: Accounting Principles, Financial Accounting, Economics

Course Objectives:

1. To provide foundational skills in analyzing and using financial information for business decision-making and strategic planning.
2. To understand and apply the principles of financial accounting for accurate financial reporting and decision-making.
3. To study and apply cost accounting principles for effective cost management and decision-making within organizations
4. To analyze and utilize marginal costing and budgetary control techniques for optimizing decision-making and financial planning within organizational frameworks.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control

CLO2 **Create**[3] the Financial Statements of sole companies.

CLO3 **Analyze**[4] all the calculations of Cost Accounting.

CLO4 **Prepare**[5] different budgets for the business.

CLO5 **Evaluate**[6] financial impact of the decision

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Management and Financial Accounting:**	
1	1.1	Classification of Accounting; Nature, Objectives, Scope	9
	1.2	Tools of Management and Financial Accounting.	
	1.3	Accounting Principles; Comparison between Financial, Cost and Management Accounting, Benefit and Limitations.	
	1.4	Users of Accounting; Concepts and Conventions	
	1.5	Balance sheet and Profit and Loss Account related Concepts.	
	1.6	Accounting Process; Introduction to Inflation Accounting	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples that demonstrate the application of financial accounting/ allow students to interpret financial statements (balance sheet, profit and loss statement, etc.)/ accounting methods for mergers and acquisitions.*	3
2.0		**Financial Accounting System:**	
2	2.1	Meaning & Nature of Financial Statement.	9
	2.2	Basic Accounting Terms, Classification of Accounts,	
	2.3	Writing of Journal Entries in Journal Book.	
	2.4	Preparation of Ledger Accounts and Preparation of Trial Balance-Objectives of trial balance.	
	2.5	Methods of trial balance, adjustment entries, errors and their rectification.	
	2.6	Numerical Problems on Final Account of Sole Trading Concern.	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples that demonstrate the application of various accounts / Writing of Journal Entries in Journal Book / visiting to a nearby company to learn how to prepare Ledger Accounts / Preparation of Trial Balance exercise / Numerical Problems on Final Account of Sole Trading Concern, etc.*	3
3.0		**Cost Accounting:**	
3	3.1	Classification & Elements of Costs.	9
	3.2	Significance & Scope of Cost Accounting.	
	3.3	Cost Accounting Methods-Job, Process,	
	3.4	Activity Based Costing; Cost Accounting Techniques.	
	3.5	Operating Service Costing.	
	3.6	Preparation of Simple Cost Sheet.	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples that demonstrate the application of cost accounting / cost accounting techniques / preparation of simple cost sheet, etc.*	3

4.0		**Marginal Costing & Budgetary Control**	
4	4.1	Marginal Costing: Meaning, Principles	9
	4.2	Advantages and Limitations, Contribution, P/V Ratio,	
	4.3	Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, and Numerical Problems;	
	4.4	Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages,	
	4.5	Functional Budgets–Raw Material Purchase & Procurement Budget,	
	4.6	Cash Budget and Flexible Budget and Numerical Problems.	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples that demonstrate the application of marginal costing & budgetary control / Numerical problem to calculate and interpret financial ratios (e.g., liquidity ratios, profitability ratios, leverage ratios) / Provide financial data for a company and have students compute and analyze relevant ratios to assess the company's financial performance, etc.*	3
5.0		**Standard Costing**	
5	5.1	Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis.	9
	5.2	Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance	
	5.3	Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance	
Tutorial		*Students will practice calculating basic variances and engage in a discussion about what these variances reveal about production efficiency. The activity encourages critical thinking about cost management and potential areas for improvement*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Financial Statement Analysis and Interpretation, Activity-Based Costing (ABC) Implementation, Accounting for Mergers and Acquisitions:*	
Project Assignment/PBL:		*Students will undertake a comprehensive project involving the creation and analysis of a detailed financial report for a hypothetical or real company. This will include preparing financial statements, conducting variance analysis, and implementing responsibility accounting and activity-based costing systems. The project will require students to present their findings, justify their cost management strategies, and propose improvements based on their analyses.*	

Note: Distribution of Questions Between Problems and Theory of This Paper Must Be 60:40 I.E., Problem Questions: 60 % & Theory Questions: 40 %

Text Books

- Horngren, Charles T., et al. Introduction to Management Accounting, Chap. 1-14. United Kingdom, Prentice Hall PTR, 2005.
- Khan, M. Y., and Jain, P. K.. Management Accounting and Financial Management: Problems and Solutions. India, Tata McGraw-Hill, 1985.
- Accounting for Management: Text and Cases, 3th Edition. India, Vikas Publishing House Pvt

Limited, 2009.

References

- Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13e, Tata McGraw Hill Publishers, 2005.
- Raman. Arulanandam, Advanced Accountancy, Himalaya Publishing House, 2016
- Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
- Stice & Stice, Financial Accounting Reporting and Analysis, 7th edition, Cengage Learning, 2008.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC104	Decision Science	03	-	01	03	-	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC104	Decision Science	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: This course equips students with essential quantitative skills for effective business decision-making. It covers statistical techniques and problem-solving algorithms. Students will learn to apply theories from statistics, and probability to real-world business scenarios, enhancing their ability to use Operations Research techniques across various management and public systems.

Pre-requisites: Managerial Economics**,** Operations Research, Business Acumen

Course Objectives:

1. To provide students with a solid foundation in basic statistical concepts.
2. To enable students to interpret statistical outputs correctly.
3. To equip students with the knowledge and skills to formulate real-world business problems as linear programming models.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyzet**[2] the data sets using quantitative, statistical and optimization techniques for decision making.

CLO2 **Compute**[2] two measures of correlation and regression analysis to evaluate the strength and nature of relationships between variables and interpret the results for data-driven decision-making in an organization.

CLO3 **Solve**[3] business problems using quantitative decision-making techniques.

CLO4 **Apply**[3] decision-making models under conditions of certainty, risk, and uncertainty to solve business problems and evaluate outcomes.

CLO5 **Develop**[6] and implement strategies to optimize queuing systems based on your analysis.

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Statistics and Quantitative Techniques:**	
1	1.1	Introduction, Importance, Scope and Applications of Statistics.	9
	1.2	Types of Statistical Techniques; Classification	
	1.3	Tabulation of Data and Graphical Presentation	
	1.4	Histogram, Frequency Polygon, Frequency Curve, Ogives.	
	1.5	Quantitative Techniques: Meaning and Classification of Quantitative Techniques.	
	1.6	Programming Techniques, Role of Quantitative Techniques in Management Decision-making.	
Tutorial:		*Suggestive tasks/assignments: Engage students in case studies/real-world examples that demonstrate the application of statistics and quantitative techniques / Practice on tabulation of data and graphical presentation or programming techniques*	3
2.0		**Measures of Central Tendency and Dispersion:**	
2	2.1	Introduction to Statistical Averages and Objectives	9
	2.2	Requisites of a Good Average	
	2.3	Statistical Averages: Arithmetic Mean, Median, Mode	
	2.4	Measures of Dispersion: Range, Quartile Deviations, Mean Deviation, Standard Deviation	
	2.5	Skewness, Kurtosis, and Coefficient of Variation	
	2.6	Types of Variables and Organizing Data of Dispersion.	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples / Choose a real-world scenario or industry where the concepts of central tendency and dispersion are important (e.g., finance, healthcare, marketing) and explain how the measures of central tendency and dispersion could be used in this scenario. Provide specific examples. / Download the dataset from the following link: Dataset Link Calculate the mean, median, and mode & also variance and standard deviation of the dataset. Interpret the results. Which measure of central tendency best represents the data, and why?*	3
3.0		**Linear Programming:**	
3	3.1	Introduction, areas of applications and assumptions, Formulation of LPP, Solution methods- Graphical.	9
	3.2	Simplex algorithm, Special cases in applications, Interpretation of the solution,	
	3.3	Assignment and Transportation Models Assignment model as a special case of Linear Programming.	
	3.4	Mathematical statement, Hungarian method for solving assignment model, Variations of assignment problems.	
	3.5	Transportation Model, Mathematical statement and matrix representation, Initial basic Feasible solution (IBFS) method.	
	3.6	Variants of transportation problem.	

Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples / LP problem to find the optimal production quantities for Products / exercise on using the concept of decision trees and expected value to determine the optimal production quantities for Products A and B that maximize expected profit*	3
4.0		**Decision Theories**	
4	4.1	Queuing Theory: Concepts, Models, and Applications.	9
	4.2	Decision Theory: Decision-Making Under Certainty, Risk, and Uncertainty.	
	4.3	Game Theory: Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, Solution of games with dominance, Average Dominance Method.	
	4.4	Sequencing Problem: Introduction, Problems involving n jobs-2 machines,	
	4.5	n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.	
Tutorial		*Suggestive tasks/assignments: Engage in a case study focusing on competitive strategies in business or economics.*	3
5.0		**Advanced Topics in Quantitative Techniques**	
	5.1	Simulation Techniques: Monte Carlo Simulation and Applications.	9
	5.2	Forecasting Techniques: Time Series Analysis, Moving Averages, Exponential Smoothing. ARIMA and GARCH.	
	5.3	Optimization Techniques: Non-linear Programming and Integer Programming.	
	5.4	Data Analysis and Interpretation: Using Statistical Software for Advanced Analysis.	
Tutorial		*Practical exercises and case studies on advanced quantitative techniques and their applications in real-world scenarios.*	3
# Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lecture(s)		*Optimization Techniques for Strategic Planning, The Role of Simulation Models in Decision Science*	
(Suggestive Project Assignment/ PBL):		*Students will develop a decision support system for a chosen business scenario, incorporating quantitative analysis and optimization techniques. The project involves defining a problem, collecting relevant data, applying decision-making models, and presenting a comprehensive solution. Students will analyze the impact of their decisions on various business metrics and provide recommendations for improving decision outcomes. The assignment will culminate in a presentation where students will demonstrate their use of decision science principles to solve complex business problems.*	

Text Books

- Quantitative Techniques. India, S.Chand Limited, 2009.
- Buglear, John. Quantitative Methods for Business: The A-Z of QM. Germany, Taylor & Francis Group, 2004.
- Panneerselvam, R.. Operations Research. India, Prentice-Hall of India, 2006.

- Hooda, R. P.. Statistics for Business and Economics, 5th Edition. India, Vikas Publishing Hose Pvt. Limited, 2013.
- Shah, Nita H., Et Al. Operations Research. Iceland, Phi Learning, 2007.

References

- Gupta C.B. & Gupta, Vijay, Business Statistical, Sultan Chand & Sons. 2008
- Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi, 2014.
- Mik Wisniewski, Quantitative Methods for Decision Makers 6E, Pearson Education Limited, 2016.
- H. P. Williams, Model Building in Mathematical Programming, 4th Edition, Wiley Publications.
- Ravindran, Phillips and Solberg J. J., Operations Research: Principles and Practice", Wiley India
- Hillier and Liberman, "Operations Research: Concepts and Cases" McGraw-Hill

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET 1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of the entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course Code	Course Name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC105	Marketing Management	03	-	01	03	-	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC105	Marketing Management	10	10	5	**25**	40%	25	40	-	**50**	40	**100**

Course Description: Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.

Pre-requisites: Basic Business Concepts

Course Objectives:

1. To understand the core concepts and principles of marketing management.
2. To identify different types of consumers buying behavior.
3. To explore pricing strategies and their impact on consumer perception and demand.
4. To learn how to formulate effective marketing strategies.

Course Outcomes: after the end of this course students will able to

CLO1 **Examine** [4] the core concepts of marketing and various marketing environment variables and interpret them for designing marketing strategy for business firms.

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CLO2 **Apply**[3] analytical skills in identification and resolution of problems pertaining to principles of marketing management.

CLO3 **Analyze**[4] the Marketing Mix decisions concepts in various business organizations

CLO4 **Design**[6] marketing strategies that incorporate sustainability practices.

CLO5 **Evaluate**[5] the effectiveness of marketing control systems using key performance indicators and audit results to make informed improvements.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Marketing Management:**	
1	1.1	Nature of Marketing	9
	1.2	Core Concepts of Marketing, Holistic Marketing,	
	1.3	Marketing Planning, Marketing Environment Analysis-:	
	1.4	Elements of the Marketing Environment	
	1.5	Porter's five forces; Value Chain Analysis;	
	1.6	BCG and GE Models, Developing Marketing Strategies and	
Tutorial:		*Case studies and real-world examples to apply marketing concepts and develop marketing strategies.*	3
2.0		**Consumer Buying Behavior and STP:**	
2	2.1	Nature and Importance of Consumer Behaviour;	9
	2.2	Factors influencing on Consumer Behaviour, Model of Consumer Behaviour; Consumer Buying Process;	
	2.3	Segmentation, Targeting and Positioning (STP)	
	2.4	Concept of market segmentation, Bases for market segmentation,	
	2.5	Targeting, Positioning, Differentiation and Positioning Strategies,	
	2.6	New Paradigms in STP.	
Tutorial		*Field surveys and case studies to understand consumer behavior and STP strategies.*	3
3.0		**Marketing Mix Decisions:**	
3	3.1	Product Mix - Classification of Products, Product Line and Product Mix Decision	9
	3.2	New Product Development Process, Product Life Cycle (PLC) and Marketing	
	3.3	Consideration, Setting Product, and branding Strategy.	
	3.4	Place Mix - Channels of Distribution for Consumer and Industrial Products, Levels of Marketing Channels, Channel Design Decisions-Factors.	
	3.5	Promotion Mix - Elements of Promotion Mix.	
	3.6	Extended P's of Services Marketing	
Tutorial		*Practical assignments to analyze product, price, place, and promotion strategies for selected products or services.*	3
4.0		**Strategic Marketing:**	
4	4.1	Types of Marketing Strategies	9
	4.2	Porter's Generic Strategies	

	4.3	Identifying Competitive Advantages	
	4.4	Strategies for Market Leaders, Challengers, Followers, and Nichers	
Tutorial		*Suggestive tasks/assignments: Engage students in case studies/real-world examples or ask students to refer to Harvard Business Review, Adweek, Marketing Week, or MarketingProfs. sources which often cover emerging trends, case studies, and expert opinions on new trends in marketing and write a report / Follow reputable marketing blogs and news websites like Marketing Land, HubSpot Blog, Neil Patel, and Moz / Listen to marketing podcasts that cover various aspects of the field, including "Marketing Over Coffee," "Call to Action," and "Marketing Smarts" to study new trends in marketing and prepare a report.*	3
5.0		**Marketing Organization and Control:**	
5.0	5.1	Organization for Marketing: Structure, Roles, and Responsibilities	9
	5.2	Marketing Implementation and Control: Techniques, Tools, and Performance Measurement	
	5.3	Ethics in Marketing: Principles and Practices	
	5.4	Emerging Trends in Marketing: Affiliate marketing, Conversational marketing, Rural Marketing and Societal Marketing	
	5.5	Direct and Online Marketing: Strategies and Best Practices	
	5.6	Retail Marketing: Trends, Challenges, and Innovations	
Tutorial		*Engage with emerging trends through case studies, reports, and expert opinions from marketing sources.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Data-Driven Marketing, Brand Management and Development, Digital Marketing Best Practices:*	
Project Assignment/PBL:		*Students will undertake a project to develop a comprehensive marketing strategy for a selected company or product. This assignment involves conducting a detailed market analysis, identifying target segments, and creating a positioning strategy. Students will also design a digital marketing campaign, including social media and content strategies. The project culminates in a presentation where students will showcase their strategic plan, demonstrate their understanding of market dynamics, and provide actionable recommendations based on their research.*	

Text Books

- Kotler, Philip. Marketing Management. Spain, Prentice Hall, 2000.
- Stanton, William J., et al. Fundamentals of Marketing. Singapore, McGraw-Hill, 1993.
- Saxena, Rajan. Marketing Management, 6/E. India, McGraw Hill Education (India) Private Limited.
- Perreault, William D., and McCarthy, Edmund Jerome. Basic Marketing: A Global-managerial Approach. United Kingdom, Irwin, 1996.

Panda, Tapan K., Marketing Management: Text and Cases Indian Context. India, Excel Books, 2009.

References

- K.S. Chandrasekar, Marketing Management Text And Cases, Tata Mcgraw-Hill Publication, New Delhi.2010
- Govindarajan, Marketing Management Concepts, Cases, Challenges And Trends, Prentice Hall Of India, New Delhi. 2009.
- Kotler, Philip. Marketing Management: Analysis, Planning, Implementation, and Control. United Kingdom, Prentice Hall, 1997.
- Ramaswamy. V S & Namakumari. S, Marketing Management-Planning Implementation And Control, Macmillan Business Books, New Delihi, 2002,

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC106	Emerging Trends in Business - Seminar	-	02	01	-	01	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P61PC106	Emerging Trends in Business - Seminar	-	-	-	-	-	50	40	-	-	-	**50**

Course Description: This course explores the latest trends shaping the business landscape. Students will delve into current and emerging issues in various sectors, including technology, finance, marketing, human resources and socio-cultural. The course is designed to equip students with the knowledge and skills necessary to understand and respond to these trends in a dynamic business environment.

Pre-requisites: N.A

Course Objectives:

1. To provide an understanding of the emerging trends and their impact on businesses globally.
2. To analyze the implications of these trends for various functional areas of business.
3. To develop critical thinking and decision-making skills through case studies and practical assignments.
4. To foster the ability to anticipate future trends and adapt business strategies accordingly.

Course Outcomes: after the end of this course students will able to

CLO1 **Identify**[4] and explain key emerging trends in the real world of business.
CLO2 **Analyze**[4] the impact of these trends on different business functions.
CLO3 **Apply**[3] theoretical knowledge to practical scenarios through case studies and projects.
CLO4 **Examine**[4] strategies to leverage emerging trends in business decision-making.
CLO5 **Design**[6] innovative business strategies that incorporate adaptability and foresight.

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PRACTICAL/TUTORIAL CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Emerging Business Trends**	
1	1.1	Overview of the global business environment and its evolution over the past decade.	6
	1.2	Key drivers of change: technological advancements, globalization, and sustainability.	
	1.3	The impact of the COVID-19 pandemic on traditional business models and operations.	
	1.4	Emerging market opportunities and challenges in the post-pandemic era.	
	1.5	The role of government policies and regulations in shaping business trends.	
	1.6	The importance of agility and adaptability in navigating an ever-changing business landscape.	
Tutorial/Practical:		*Case Study Analysis: Students will analyze a case study on how a specific industry adapted to the challenges posed by the COVID-19 pandemic, focusing on the strategic changes made.* *Guest Lecture Reflection: After attending a guest lecture by an industry expert, students will write a reflection paper on the insights gained about emerging business trends.*	3
2.0		**Digital Transformation and Innovation**	
2	2.1	Understanding the role of Artificial Intelligence (AI) and Machine Learning (ML) in modern business.	6
	2.2	The rise of Big Data and its implications for decision-making and customer insights.	
	2.3	E-commerce trends and the digitalization of customer experiences.	
	2.4	Blockchain technology: its impact on finance, supply chains, and cybersecurity.	
	2.5	Innovations in supply chain management, including IoT and smart logistics.	
	2.6	The challenges and opportunities of implementing digital transformation in organizations.	
Tutorial/Practical:		*Case Study Analysis: Analysis of a successful digital transformation case, such as a company that successfully implemented AI or big data, followed by a class discussion.* *Innovation Pitch: Students will develop and pitch an innovative digital product or service idea to the class, simulating a startup environment.*	3
3.0		**Sustainability and Corporate Social Responsibility (CSR)**	
3	3.1	The rise of the gig economy and its implications for traditional employment models.	6
	3.2	The impact of remote work on productivity, employee engagement, and company culture.	
	3.3	Strategies for managing diversity and inclusion in the workplace.	

	3.4	The future of work: automation, AI, and the evolving skill sets required.	
	3.5	Leadership in the digital age: adapting to changes in workforce dynamics.	
	3.6	Employee well-being and mental health in the context of modern work environments.	
Tutorial		*Students work in groups to create a CSR initiative for a company that addresses both social and environmental sustainability. They will design the initiative, plan stakeholder engagement, and develop metrics for assessing its impact.* *Sustainability and CSR Debate: Engage students in a critical discussion about the role of CSR in business and its impact on sustainability.*	3
4.0		**Changing Workforce Dynamics**	
4	4.1	The rise of the gig economy and its implications for traditional employment models.	6
	4.2	The impact of remote work on productivity, employee engagement, and company culture.	
	4.3	Strategies for managing diversity and inclusion in the workplace.	
	4.4	The future of work: automation, AI, and the evolving skill sets required.	
	4.5	Leadership in the digital age: adapting to changes in workforce dynamics.	
	4.6	Employee well-being and mental health in the context of modern work environments.	
Tutorial		*Remote Work Simulation: Students will simulate a remote work environment by collaborating on a project entirely online, using tools like Zoom, Slack, or Teams.* *Leadership Case Study: Analyze a case study of a company that successfully navigated changes in workforce dynamics, focusing on leadership and management strategies.* *Role-Playing Exercise: Role-play scenarios involving conflict resolution, leadership challenges, or team management in a changing workforce environment.*	3
5.0		**The Future of Business**	
5.0	5.1	Predicting future business trends: the role of foresight and scenario planning.	6
	5.2	The importance of continuous innovation in maintaining a competitive edge.	
	5.3	Strategic planning for uncertainty: building resilient and flexible business models.	
	5.4	The ethical implications of emerging technologies, including AI and biotechnology.	
	5.5	The future of customer experience: personalization, automation, and AI-driven insights.	
	5.6	Preparing for the future: developing leadership and organizational capabilities for long-term success.	

Tutorial	*Guest Speaker Reflection: After a guest speaker session on the future of business, students will write a reflection paper discussing the key insights and their implications for business strategy.* *Scenario Planning Exercise: Engage in a scenario planning exercise where students predict future business trends and develop strategies for a company to navigate potential futures.*	3
Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Emerging Business Trends, Sustainable Business Practices and CSR, The Future of Work and Workforce Transformation, Globalization and Emerging Markets, Strategic Foresight and Business Innovation:*	
Project Assignment/PBL:	*Students will work in groups to develop a comprehensive business strategy that leverages emerging trends covered in the course. Each group will select a real or hypothetical company, identify relevant trends (e.g., digital transformation, sustainability, globalization), and create a detailed strategic plan. The project will include market analysis, innovation proposals, and implementation strategies. The final deliverable will be a presentation and a report that outlines their findings, proposed solutions, and potential impact on the business.*	

Text Books

- Marr, Bernard. Business Trends in Practice: The 25+ Trends That are Redefining Organizations. United Kingdom, Wiley, 2021.
- Digital Transformation, Build Your Organization's Future for the Innovation Age. Lindsay Herbert · 2017
- Dathe, Tracy, et al. Corporate Social Responsibility (CSR), Sustainability and Environmental Social Governance (ESG): Approaches to Ethical Management. Switzerland, Springer International Publishing, 2022.

References

- Schwab, Klaus. The Fourth Industrial Revolution. Switzerland, Penguin Books Limited, 2017.
- Siebel, Thomas M., Digital Transformation: Survive and Thrive in an Era of Mass Extinction. United States, RosettaBooks, 2019.
- Kotter, John P., Leading Change. United States, Harvard Business Review Press, 2012.
- Cases on the Resurgence of Emerging Businesses. United States, IGI Global, 2023.

Internal Assessment (Term Work): .

- Term Work shall be based on tutorials of all modules for 50 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

N.A

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73SE101	Management Information System	03	-	01	03	-	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73SE101	Management Information System	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: This Course focuses on perpetual base for multi-disciplinary principles & concepts in Information Systems, significance of various types of information system on different managerial levels, different phases of system life development cycle with its models, Success & failure factors of IS, ERP, SAP for achieving organizational goals and role of Software's in IT industry.

Pre-requisites: Basic operations of computer systems, Business Fundamentals

Course Objectives:

1. To understand the role and impact of information systems in organizations and how they support business processes and decision-making.
2. To explore various types of management information systems and their applications in enhancing organizational efficiency and decision-making.
3. To learn the formulation and solution of linear programming problems for optimal decision-making in resource allocation.
4. To understand the stages and methodologies involved in the development and implementation of information systems.

Course Outcomes: after the end of this course students will able to

CLO1 **Examine**[4] multi-disciplinary principles & concepts in the Information System.
CLO2 **Identify**[2] the various types of information systems on different managerial levels.
CLO3 **Analyse**[4] the different phases of the system life development cycle with its models and design a IS architecture for a business.

CLO4 **Analyse**[4] the various aspects of ERP Modules, SAP Modules & role of software in IT industry and evaluate the factors for success and failures of Information system.

CLO5 **Develop**[5] strategic plans for integrating emerging trends into organizational processes.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Information System:**	
1	1.1	Concepts and importance of Information System in businesses.	9
	1.2	Role and usage of data and information,	
	1.3	Organization structures, Business Process,	
	1.4	Systems Approach.	
	1.5	Anthony's classification of information used in business for decision-making:	
	1.6	Strategic Information, Tactical Information & Operational Information.	
Tutorial:		*Assess student understanding through participation, assignments (including case studies, project work, and hands-on exercises), examinations, and presentations. Ensure assessments align with course objectives and encourage the practical application of information systems concepts.*	3
2.0		**Types of Management Information System:**	
2	2.1	Resources and components of Information System, integration and automation of business functions and developing business models.	9
	2.2	Role and advantages of Transaction Processing System.	
	2.3	Management Information System, Expert Systems and Artificial Intelligence,	
	2.4	Executive Support Systems and Strategic Information Systems.	
	2.5	Information Systems, Factors of success and failure of IS.	
	2.6	Wang and Strong on dimensions or elements of Information Quality (Intrinsic, Contextual, Representational, Accessibility)	
Tutorial		*Assess student understanding through participation, assignments (including case studies, project work, and practical exercises), examinations, and presentations. Ensure assessments align with course objectives and encourage the practical application of MIS concepts..*	3
3.0		**Business Intelligence in MIS:**	
3	3.1	Business Intelligence and Analytics	9
	3.2	E-commerce and Digital Markets	
	3.3	Information Security Management	
	3.4	Knowledge Management System	
	3.5	Artificial Intelligence in MIS	
	3.6	Digital Transformation	
Tutorial		*Assess student understanding through participation, assignments (including case studies, project work, and practical exercises), examinations, and presentations. Ensure assessments align with course objectives and encourage the practical application of Advanced MIS concepts.*	3
4.0		**Information System Development Life Cycle:**	

4	4.1	System Analysis and Design. Models and Approaches of Systems Development.	9
	4.2	Planning and Enterprise Information Requirement Analysis, Defining Requirements	
	4.3	Designing System & DBMS Architecture- main server, client server, web based, Distributed, Cloud, and Grid.	
	4.4	Overview of hardware, software and storage devices; Network Types – Topology of Networks;	
	4.5	Building or Developing the System-Prototyping – Rapid development Tools-CASE Tool, Testing the System, Deployment of the System, System Evaluation and Maintenance.	
	4.6	Security Issues in MIS. Information System Development Life Cycle models like Waterfall Model Iterative Model, Spiral Model etc.	
Tutorial		*Guide students through the stages of Information System Development Life Cycle (SDLC), emphasizing planning, analysis, design, implementation, and maintenance phases. Use case studies and practical examples to illustrate each stage's importance in developing effective information systems. Encourage hands-on experience in applying SDLC methodologies to real-world scenarios for comprehensive learning.*	3
5.0		**Managerial Issues in MIS**	
5.0	5.1	Overview of advanced information systems and their applications.	9
	5.2	Integration of Information Systems with emerging technologies.	
	5.3	Big Data and Analytics: Concepts, tools, and applications.	
	5.4	Cloud Computing and its impact on information systems.	
	5.5	Cyber security and data protection in information systems.	
	5.6	Future trends in Information Systems and their implications for businesses.	
Tutorial		*Explore advanced topics and emerging trends through case studies and current industry examples. Assign research projects and presentations to enhance understanding of cutting-edge developments in information systems*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Emerging Trends in Information Systems: Cloud Computing and Big Data,Implementing Enterprise Resource Planning (ERP) Systems , The Role of Artificial Intelligence and Machine Learning in MIS*	
Project Assignment/PBL:		*Students will work in groups to design a complete information system tailored for a hypothetical startup. This will include defining system requirements, selecting appropriate technologies, and outlining an implementation plan.*	

Text Books

- Anderson, D. L., & Post, G.V. Management information systems (3rd ed.). McGraw- Hill, 2002.
- Laudon K. C., Dass, R., & Laudon, J. P. Management information systems (11th ed.). Pearson, 2010.
- Lucas, H. L. Information systems concepts for management. McGraw-Hill, 1994.

- O. Brien J. A., Marakas, G.M., & Behl, R. Management information systems (9th ed.). Tata McGraw-Hill, 2009.
- Schultheis, R., & Sumner, M. Management information systems: The Manager's view (4th ed.). Tata McGraw-Hill, 1999.
- Turban, E., Leidner, D., Mclean, E., & Wetherbe, J. Information technology for Management (6th ed.) Wiley Publication, 2008.

Reference Books

- Jawadekar, W. S.. Management Information Systems. India, Tata McGraw-Hill Publishing Company Limited, 1998.
- Kroenke, David, and Hatch, Richard. Management Information Systems. United Kingdom, Mitchell McGraw-Hill, 1994.
- Management Information Systems: Managerial Perspectives, 4th Edition. India, Vikas Publishing House, 2014.
- Laudon, Kenneth C., and Laudon, Jane Price. Management information systems : managing the digital firm. United Kingdom, Prentice Hall, 2004.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73VS101	Professional Communication	01	-	01	NC	-	NC

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			SEE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73VS101	Professional Communication	10	10	5	**25**	-	**25**	40	-	-	40	**50**

Course Description: This course is aim to keep the business and industry expectations from professionals. Professional Communication subject will cover all areas to meet the requirements of management graduates.

Pre-requisites: Basic English Proficiency, Interpersonal Skills

Course Objectives:

1. Develop strategies for effective interpersonal interactions in a business environment.
2. Understand the principles of rhetoric and how to apply them in business contexts.
3. Apply communication skills to real-world business scenarios through case studies, role-playing, and simulations.
4. Learn techniques for persuasive writing and speaking.

Course Outcomes: after the end of this course students will able to

CLO1 **Examine**[4] business communication process with its barriers.
CLO2 **Apply**[3] professional writing skills in business situations.
CLO3 **Apply**[3] and demonstrate listening skills, body language and non-verbal communication skills in business communication.
CLO4 **Apply**[3] presentation skills and ICT in business communication.
CLO5 **Evaluate**[5]different negotiation techniques and their effectiveness in various scenarios.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Communication:**	
1	1.1	Communication – Meaning; Process of Communication.	3
	1.2	Need of Effective Communication in the Workplace; Types of Communication.	
	1.3	Flow of Communication; Use of Language in Communication.	
	1.4	Communication Networks.	
	1.5	Significance of Technical Communication.	
	1.6	Barriers of Communication; Overcoming Measures.	
Tutorial		*Students participate in role-playing scenarios that simulate various professional communication situations (e.g., presenting a project, negotiating with a client, resolving a conflict).*	3
2.0		**Professional Writing Skills:**	
2	2.1	Formal, Informal and Demi-Official Letters.	3
	2.2	Business Letters & Its Types; Planning and Layout of Business Letter.	
	2.3	Enquiries and Replies - Placing and Fulfilling Orders - Complaints and Follow-Up - Sales Letters.	
	2.4	Circular Letters - Notices, Agenda, Minutes of the Meetings and Memos.	
	2.5	Email Writing; Report Writing: Basics, Structure & Types of Reports.	
	2.6	Job Application: Cover letter, Differences between bio- data, CV and Resume.	
Tutorial		*Students will draft various professional documents, such as business emails, reports, and proposals, based on provided scenarios. Emphasis will be placed on achieving clarity, conciseness, and maintaining an appropriate tone. Participants will practice crafting messages that are tailored to their audience and purpose, ensuring effective communication in a professional setting.*	3
3.0		**Listening Skills:**	
3	3.1	Listening as an active Skill; Types of Listeners; Listening for General Content.	3
	3.2	Listening to Fill up Information; Intensive Listening.	
	3.3	Listening for Specific Information; Developing effective Listening Skills.	
	3.4	Barriers to Effective Listening Skills.	
	3.5	Listening to Customers, Team Members and Managers.	
	3.6	Forms of Non-verbal Communication; Interpreting Body Language Cues.	
Tutorial		*Engage students in scenarios where they practice these techniques in real-life situations.*	3
4.0		**Presentation Skills:**	
4	4.1	Planning and Creating Effective Power Point Presentation. Oral Presentation and Public Speaking Skills.	3
	4.2	Types of Interviews; Ensuring Success in Job Interviews.	

	4.3	Appropriate use of Non-verbal Communication. Mock Interview and Group Discussion- Differences between Group Discussion and Debate.	
	4.4	Ensuring Success in Group Discussions. Business Presentations. Technology-based Communication.	
	4.5	Use of ICT and digital tools for business communication; Enhancing Editing Skills Using Computer Software.	
	4.6	Corporate Etiquette: Intercultural communication.	
	4.7	Office Etiquette; Meeting Etiquette; Telephone Etiquette; Email Etiquette; Netiquettes: effective e-mail messages; Presentation Etiquette.	
Tutorial		*Guide students on creating effective slides using visuals, charts, and graphs. Discuss best practices for slide design and the use of visual aids to support their message.*	3
5.0		**Conflict Resolution and Negotiation Skills**	
5.0	5.1	Introduction to Conflict Resolution: Definition, Types of Conflicts, and Sources of Conflict.	3
	5.2	Conflict Resolution Styles: Avoiding, Accommodating, Competing, Collaborating, and Compromising.	
	5.3	Techniques and Strategies for Effective Conflict Resolution: Mediation, Arbitration, and Negotiation.	
	5.4	Negotiation Fundamentals: Principles of Negotiation, Types of Negotiations (Distributive vs. Integrative), and Key Negotiation Tactics.	
	5.5	The Role of Communication in Conflict Resolution: Active Listening, Empathy, and Assertiveness.	
	5.6	Developing a Conflict Resolution Plan: Steps to Address Conflict, Implementing Solutions, and Evaluating Outcomes.	
Tutorial		*Teach strategies for successful negotiation, including preparation, making offers, finding common ground, and achieving win-win outcomes. Emphasize communication skills and emotional intelligence.*	3
Team of maximum 3-4 students would undertake the project work during the semester. The Course coordinator would provide the project topic with detail guidelines and rubrics based on the Course Units to broaden the horizons of the students concerning their domain knowledge and practical know-how. The project/assignment in their desired field of interest and related to course units will motivate the students to learn more and obtain skills that are essential for their domain area in today's world. The purpose of this kind of formative assessment is that the students will understand the holistic perspective of theprogram and the specialization they are pursuing with practical know-how			

Text Books

- Choudhury, Soumitra Kumar. Business English. India, Pearson Education, 2011.
- Kaul, Asha. Effective Business Communication. India, Phi Learning, 2014.
- Monippally, Matthukutty M.. Business Communication Strategies. India, McGraw-Hill Education (India) Pvt Limited, 2001.
- Tyagi, Kavita, And Misra, Padma. Professional Communication. India, Phi Learning, 2010.

References

- Alok Jain, Pravin S.R. Bhatia and A.M. Sheikh, Professional Communication Skills, S. Chand Limited, 2008.

- Aruna Koneru, Professional Communication, 1E, McGraw Hill Education, 2008.
- Konar N, Communication Skills for Professionals,2E, Prentice Hall India Learning Pvt. Ltd, 2011.

Internal Assessment (FET &Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

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SEMESTER- II

FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC201	Human Resource Management	03	-	-	03	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC201	Human Resource Management	10	10	5	**25**	40%	-	40	-	**50**	40	**75**

Course Description: A objective of this course is to show that HR management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance. The general purpose is to familiarize students with the basic principles and techniques of human resource management

Pre-requisites: Management Principles, Labor Laws

Course Objectives:

1. To introduce students to the key concepts and theories in human resource management (HRM).
2. To explore the strategic role of HRM in achieving organizational goals.
3. To understand the processes involved in recruiting, selecting, training, and developing employees.
4. To examine the importance of performance management and employee retention strategies.
5. To analyze the legal and ethical considerations in HRM practices.
6. To develop practical skills in handling HR-related issues and challenges.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] basic concepts and importance of human resource management and describe important traits and role of today's human resource managers.

CLO2 **Apply**[3] modern practices of HR procurement effectively aligning with organization needs and objectives.

CLO3 **Identify**[4] the appropriate compensation strategies to retain the talent pool within the organization.

CLO4 **Access**[5] a impact of industrial relation aspects on organizational performance.

CLO5 **Apply**[3] and Implement advanced HRM practices in real-world scenario of international context.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Human Resource Management:**	
1	1.1	Definition, Nature, and Scope of Human Resource Management (HRM), Evolution of HRM.	9
	1.2	Difference between HRM and Personnel Management; Role of HR managers. New Approaches to Organizing HR.	
	1.3	Functions of HRM - Managerial and Operative	
	1.4	HR Competencies, HR Architecture, Contemporary Issues in HRM, e-HR.	
	1.5	5P's HR Model - Philosophy, Policy, Programs, Practices, Processes	
	1.6	Strategic Human Resource Management - Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM	
2.0		**HR Procurement & Development**	
2	2.1	Human Resource Planning - Concept, Process, Factor affecting on HRP	9
	2.2	Job Analysis - Definition, Process, Uses, Job Description and Specification	
	2.3	Recruitment - Concept, Process, Sources, e-Recruitment Selection - Concept, Process, Selection Interview, Selection Tests, e-Recruitment and Selection, Effective Recruitment and Selection	
	2.4	Induction and Socialization - Concept, Importance, Types of Induction, Trends in Induction, Socialization Process, Socialization Tactics, Trends in HR Procurement	
	2.5	Training and Development - Training Need Assessment, Training Process, Training Methods, Management Development, Competency Management, Competency Framework	
	2.6	Career Management - Career Planning and Management, Career Paths, Career Development Interventions, Talent Management Framework, Future trends in Talent Development	
3.0		**HR Compensation and Maintenance**	
3	3.1	Job Evaluation - Principles, Process, Methods,	9
	3.2	Performance Appraisal and Management- Concept, Process, Methods, Performance Management System	
	3.3	Compensation Administration - Concept, Components, Types, Incentives and Benefits,	
	3.4	Labour Codes 2020 - Concept, Overview	
	3.5	HR Maintenance - Health and Safety Measures, Welfare Measures	
	3.6	Social Security - Concept, Objectives, Social Security measures in India	
4.0		**HR Integration and Emerging Issues**	
4	4.1	Industrial Relations - Concept, Parties in IR, Industrial Disputes, Disputes Prevention and Settlement Machinery	9
	4.2	Grievance & Discipline Administration - Grievances Redressal Procedure, Concept of Discipline, Approaches to Discipline, Code of Discipline	
	4.3	Trade Union - Concept, Origin & Growth, Current Trends in Trade Unionism	
	4.4	Collective Bargaining - Concept, Features, Objectives, Process, Collective bargaining in India	

	4.5	Emerging Issues in HRM - Work life Balance -Concept, Work life Balance Interventions, Managing Diversity,	
	4.6	Personnel Records, Personnel Audit, HR Accounting, Job Stress	
5.0		**International HRM & Trends in HRM**	
	5.1	International HRM - Concept, Model of IHRM, International HRM and Domestic HRM	9
	5.2	HRM Functions in MNCs/Process of IHRM	
	5.3	HR Analytics - Introduction, Overview	
	5.4	HRM & Environment, HRM and Sustainable Development, HRM Sustainability Initiatives	
	5.5	Comparative Analysis of HRM practices in India and Other Countries	
	5.6	Current Trends in HRM	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Case Studies in HRM, HR Analytics, International HRM, Sustainable Development and HRM*	
Project Assignment/PBL:		*Teams of 3-4 students will develop comprehensive HR policies and processes for a hypothetical or real company. Students will present their document to the class, incorporating theoretical knowledge and real-world applications.*	

Text Books

- Human Resource Management 6e. India, McGraw-Hill Education (India) Pvt Limited, 2010.
- Khanka, S. S.. Human Resource Management. India, S. Chand Limited, 2007.
- Mamoria C B. Personnel Management (text & Cases). India, Himalaya Publishing House, 2001.
- Human Resource Management. India, Pearson Education, 2005.

References

- Decenzo, D. A., Robbins, S.P. Human Resource Management, John Wiley & Sons. 2010
- Dessler, G. Human Resource Management. 13th ed. Pearson Education, Inc. 2013
- Fisher, C. D, Schoenfeldt, L. F, Shaw J. B, Human Resource Management, Biztantra. 2011
- Mathis R.L., Jackson J.H. Human Resource Management. 9th ed. Thomson Learning Publications. 2000
- Monappa A. Personnel Management and Industrial Relations. Tata McGraw Hill, New Delhi. 1992
- Sinha., R, N, Sinha, I.B., Shekhar S.P. Industrial Relations, Trade Unions and Labour Legislation. Pearson Education. 2001
- Snell, S., & Bohlander, G. Human Resources Management: A South Asian Perspective. Cengage Learning. 2009

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73PC202	International Business Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		03	-	-	03	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73PC202	International Business Management	FET1	FET2	FET3	Total	Min Pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	5	**25**	40%	-	-	-	**50**	40	**75**

Course Description: This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It also gives the role of international institutions in the international business and framing the business policies.

Pre-requisites: International Economics

Course Objectives:

1. To understand the basics of globalization and its effects on international business.
2. To analyse the factors shaping the international business landscape.
3. To develop and apply strategies for competing successfully in global markets.
4. To effectively oversee and optimize global business operations.
5. To explore and apply advanced strategies and solutions to complex global business challenges.

Course Outcomes: after the end of this course students will able to

CLO1 **Recognize**[2] International market to understand an organization's international business decision-making.

CLO2 **Analyse**[4] the environment to evaluate the impact of world issues on an Organization's International Business Opportunities.

CLO3 **Examine**[4] significance of conflict management and ethics in International Business Management

CLO4 **Evaluate**[5] the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.

CL05 **Formulate**[6] and propose strategic solutions based on advanced international business concepts and analysis.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Globalization and International Business (IB)**	
1	1.1	Concepts & Factors Driving Globalization, Global Business Mapping	9
	1.2	Globalization and Its Impact on International Business,	
	1.3	Characteristics and Importance of Emerging Countries & Their Development	
	1.4	Threats to National Sovereignty, Economic Growth and Environmental Stress; Companies Engaged in IB.	
	1.5	Modes of operations in IB – Investments, Types of International Organizations, IB versus Domestic Business,	
	1.6	Challenges in International Business	
2.0		**Global Business Environment**	
2	2.1	External Environment: Nature, Components and Significance of Environmental Scanning, PESTLE & CAGE	9
	2.2	Porters Diamond Model; Industry Environment-Five Forces Model, Internal Environment: Positioning Perspective vs. Resource Based Perspective	
	2.3	Understanding bases of rule and implication for managers Operational and Strategic Concerns	
	2.4	Corporate Capability Analysis- Analysing Firms' Resources And Capabilities	
	2.5	International Economic Analysis, Elements of Economic Analysis; Global Value Chains	
3.0		**International Business Strategies**	
3	3.1	Trade and Investments: Theories, of Trade. Conflicting results of Trade Policies, Economic and Noneconomic	9
	3.2	Rationale for Governmental Interventions, Instruments of Trade Control,	
	3.3	Dealing with Governmental Trade Influences; World Trade Organization (WTO).	
	3.4	Effects of REI, Major Trading Groups and Conglomerations. Industry, Strategy and Firm Performance,	
	3.5	Global Integration versus Local Responsiveness, Types of strategy; Country Evaluation & Selection	
	3.6	Direct Investments and Collaborative Strategies, Entry Strategies in International	
4.0		**Managing International Operations:**	
4	4.1	Marketing Globally - Marketing Orientations, Segmenting and targeting Markets,	9
	4.2	Product Line Extent and Mix, International Pricing, Promotion and Distribution Challenges in Global business operations	
	4.3	Manufacturing and SCM: Key Factors and GSCM, Factors affecting on Manufacturing and GSCM)	
	4.4	Inventory Management; Multinational Financial Function: Accounting for International Differences.	
	4.5	Transactions in Foreign Currencies, Capital Structure and Global Capital Markets, Foreign Exchange Risk Management, Taxation of Foreign source income,	
5.0		**Strategic and Sustainable Practices in International Business**	

5	5.1	Integration of Sustainability, CSR, and Ethical Practices into Global Business Strategies	9
	5.2	Sustainable Business Models, Strategies, and Green Innovations	
	5.3	Ethical Sourcing, Sustainable Supply Chain Management, and Circular Economy Practices	
	5.4	International Environmental Standards Compliance. Ethical Issues in Global Operations	
	5.5	Integration of Sustainability, CSR, and Ethical Practices into Global Business Strategies	
Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*		
Suggested Expert Lectures:	*Globalization and Its Impact on International Business, Characteristics and Importance of Emerging Countries & Their Development, Global Business Environment*		
Project Assignment/PBL:	*Students will work in teams to select a product or service from a domestic company and create a comprehensive market entry strategy for expanding into a new international market. The project will require analyzing the target country's external environment using tools like PESTLE and Porter's Diamond, evaluating entry modes, and developing strategies for marketing, operations, and finance. Teams will present their findings, supported by data analysis, and propose an actionable plan for successful market entry. The activity encourages applying theoretical concepts to real-world scenarios, fostering critical thinking and collaboration.*		

Test Books

- Adhikary, Manab, Global Business Management, Macmillan, New Delhi, 2000.
- Francis Cherunilam, International Business: Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010
- Justin Paul, International Business, 6Ed, PHI Learning Pvt. Ltd., New Delhi, 2010.
- K Aswathappa, International Business, 5th Ed., McGraw Hill Education, 2012.
- Rakesh Mohan Joshi, International Business, 1st Ed., Oxford University Press, 2009.
- Sharan, International Business: Concept, Environment and Strategy, Pearson India, 20

References

- International Business: Competing in the Global Marketplace. Charles W.L. Hill and G. Tomas M. Hult
- Emerging Markets: Resilience and Growth Amid Global Turmoil. Eichengreen Barry and Poonam Gupta
- International Business: The New Realities. Tamer Cavusgil, Gary Knight, and John Riesenberger
- The Future of Global Business: A Reader. Michael Czinkota, Ilkka Ronkainen, and Masaaki Kotabe

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC203	Financial Management	03	-	01	03	-	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min Pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC203	Financial Management	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: The Financial Management course, combines theory with practical applications. With a strong foundation, one can easily understand the theories and methods, decision criteria, and financial policies and strategies necessary to manage funds and create and enhance the value of the firm. The course aims at assisting the reader to develop a thorough understanding of the concepts and theories underlying financial management in a systematic way and sharpening the financial decision-making skills of the participants.

Pre-requisites: Financial Accounting, Principles, Economics.

Course Objectives:

1. To equip learners with essential knowledge and skills in financial management, enabling effective decision-making and strategic planning in organizational contexts.
2. To understand and apply concepts of cost of capital and capital budgeting for evaluating investment decisions and optimizing financial resources within organizations.
3. To explore capital structure theories and dividend policy decisions, enabling effective financial planning and maximizing shareholder value in corporate settings.
4. To study and implement strategies in working capital management for optimizing liquidity, operational efficiency, and financial stability in business operations.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain[2]** concepts, function scope and goals of financial management and changing role of the finance manager.

CLO2 **Examine[4]** cost of different sources of finance and investment proposal by using techniques of capital budgeting.

CLO3 **Explain[2]** capital structure of the firm and theories of capital structure.

CLO4 **Evaluate**[5] interpret different dividend policies to determine their impact on shareholder value and company financial health.

CL05 **Estimate**[5] working capital requirements of a firm.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Financial Management:**	
1	1.1	Objectives and Scope of Financial Management.	9
	1.2	Financial Functions-Investment decision, Financing decision, Dividend decision, Liquidity Decision, Financial Procedures and Systems.	
	1.3	Financial Manager's Role; Financial Instruments.	
	1.4	Indian Financial System-Classification of Financial Markets, Skeleton of the Financial System- Legal, Regulatory and tax framework.	
	1.5	Time Value of Money; Valuation of Bonds and Shares.	
	1.6	Financial Goal: Profit Maximization versus Wealth Maximization, Financial Goal and Firm's Mission and Objectives.	
Tutorial		*Suggestive topics for Tutorial sessions- Investment decision, Financing decision, Dividend decision, Liquidity Decision; Regulatory and tax framework; Time Value of Money; Valuation of Bonds and Shares; Profit Maximization versus Wealth Maximization (Application bases approach is expected).*	3
2.0		**Cost of Capital and Capital Budgeting:**	
2	2.1	Meaning of Cost, Planning for Funds Requirement, Preferred Stock and Common Stock.	9
	2.2	Long-Term Debt and Retained Earnings; Sources of Funds.	
	2.3	Cost of Debt, Cost of Equity and the Capital Asset Pricing Model (CAPM), Cost of Debentures, Cost of Retained Earnings, Weighted Average Cost of Capital.	
	2.4	Business Risk & Financial Risk, Debt v/s Equity Financing. Capital Budgeting: Features and Importance of Capital Budgeting.	
	2.5	Evaluations Techniques of Projects: Pay Back Period, ARR, Time Adjusted Techniques.	
	2.6	NPV, IRR, PI; Risk and Uncertainty in Capital Budgeting.	
Tutorial		*Suggestive topics for Tutorial sessions- Planning for Funds Requirement; Business Risk & Financial Risk; Capital Budgeting; Risk and Uncertainty in Capital Budgeting.*	3
3.0		**Capital Structure**	
3	3.1	Leverage Analysis: Operating Leverage, Financial Leverage, Combined Leverage.	9
	3.2	Capital Structure & market value of a firm.	
	3.3	Factors Determining the Capital structure, Theories of Capital Structure: Net Income Theory, Net Operating Income Theory, Traditional Theory, and Modigliani-Miller theory.	
	3.4	Computation of Cost of Capital, EPS, EBIT, EBITDA Analysis.	
	3.5	ROI and ROE analysis;	
Tutorial		*Suggestive topics for Tutorial sessions- Leverage Analysis; Computation of Cost of Capital, EPS, EBIT, EBITDA Analysis; ROI and ROE analysis; Dividend decision and valuation of Firm; Forms of Dividend, Bonus Issue.*	3

4.0		**Dividend Policy:**	
	4.1	Issues in Dividend Decisions – Relevance Theory –	9
	4.2	Dividend Policy: Dividend decision and valuation of Firm.	
	4.3	Forms of Dividend, Bonus Issue.	
	4.4	Walter's Model – Gordon's Model – Irrelevance Theory	
	4.5	M-M hypothesis - Dividend Policy in Practice –	
	4.6	Forms of Dividends –Stability in Dividend Policy – Corporate Dividend Behaviour.	
Tutorial		*Equip students with an understanding of the principles, types, and implications of dividend policies in corporate finance.*	3
5.0		**Working Capital Management**	
5	5.1	Concept of Working Capital Management; Need for Working Capital	9
	5.2	Types of Working Capital, Management of Working Capital,	
	5.3	Projection of Working Capital, Conservative Asset Policy	
	5.4	Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital; Management of Cash,	
	5.5	Tools of Cash Management, Cash budget, Playing on Float, Loc Box System	
	5.6	Management of Inventory, Tools of Inventory Management, ABC Analysis,	
Tutorial		*Suggestive topics for Tutorial sessions- Working Capital Analysis, Estimation of Working Capital Requirements; Techniques of Inventory Management; Cash Management Models*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Advanced Financial Planning and Analysis, Investment Strategies and Portfolio Management and so on….*	
Project Assignment/PBL:		*Develop a detailed financial plan for a startup, including budgeting, forecasting, and financial analysis to ensure business viability and growth.*	

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

Test Books

- Khan, M.Y & Jain, P.K.: Basic Financial Management; Tata McGraw Hill, New Delhi, 2008.
- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
- Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
- Chandra, Prasana: Financial Management; Tata McGraw Hill

References

- Banerji, A.S.K. Financial management and policy. S. Chand & Co. 2002.
- Brealey, R. A. Principles of Corporate Finance. Tata McGraw- Hill Education. 2007
- Madhu, V. Multinational Financial Management. Excel Books Publications. 2002
- Pandey, I.M. Financial Management (10th ed.). Vikas Publication House. 2010
- Shah, P. P. Financial Management+ with CD Indian text edition. Dreamtech Press. 2005
- Van, Horne James, C. Financial Management & Policy (12th ed.). Pearson Education India. 2002

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 for 10 marks and
- FET2 should be based on module 2 and 3 for 10 marks
- FET3 shall be based on module 4 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC204	Operations Management	03	-	01	03	-	01

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min Pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC204	Operations Management	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: The Operations Management course combines theory with practical application to provide a solid foundation in concepts, decision-making, and operational strategies. It helps participants understand core theories and sharpen their decision-making skills, focusing on managing operations effectively to enhance the value of the firm and drive success.

Pre-requisites: Quality Management Principle, Supply Chain and Logistics Concepts,

Course Objectives:

1. To equip learners with essential knowledge and skills in Operational management, enabling effective decision-making and strategic planning in organizational contexts.
2. To understand the concepts and principles of Production and Operations
3. To appreciate the importance of quality in Production Management
4. To apply the productivity improvement and sustainability techniques.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] concepts, function scope and goals of Operational management and changing role of the Operations manager.
CLO2 **Identify**[4] and describe core operational processes within various types of organizations.
CLO3 **Analyse**[4] and evaluate performance metrics for operational effectiveness.
CLO4 **Apply**[3] methodologies such as Lean, Six Sigma, and Total Quality Management (TQM) to improve operational processes.
CL05 **Create**[6] and present actionable sustainability projects that align with organizational needs.

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Operations Management**	
1	1.1	Objectives, Scope & Functions of Operation Management,	9
	1.2	Decisions: Strategic, tactical, operational decisions. Challenges: Globalization, technology, sustainability, competition	
	1.3	Production Systems: Job production, batch production, mass production, continuous production. Choice Factors: Cost, flexibility, volume, market demand, technology	
	1.4	Operations Strategy: Cost leadership, differentiation, focus strategies. Formulation Process: Aligning with business strategy, competitive advantage, resource allocation	
	1.5	Productivity Concept: Output-input ratio, efficiency, effectiveness. Models: Single-factor productivity, multi-factor productivity. Factors: Technology, human resources, process design, environment	
	1.6	Productivity Measures: Efficiency ratios, capacity utilization, output metrics. Improvement Techniques: Lean management, process optimization, automation, training	
Tutorial		*Students will participate in a hands-on workshop where they analyze a case study of a company facing production and operational challenges. They will use various tools and frameworks learned in the module to develop and present strategic recommendations for improving the company's operations, including choosing the appropriate production system and formulating an effective operations strategy. This activity encourages practical application of concepts and fosters collaborative problem-solving skills.*	3
2.0		**Product, Process and Facilities Management**	
2	2.1	Need for new product, new product development process,	9
	2.2	Product design Characteristics Product Life Cycle. Process design at Macro & Micro level	
	2.3	Process enhancement techniques, Make or buy decision. Location Planning	
	2.4	Factors Affecting Facility Location, Decision regarding Location, Tools and Techniques of Location Planning	
	2.5	Concept, Objectives & Principles of Plant Layout, Types of Layout, Selection of Layout.	
Tutorial		*Students will engage in a group project to redesign a product, process, or facility layout for a real-world company. They will assess current operations, propose improvements, and present their design choices using case studies and simulation tools. This activity promotes hands-on experience, critical thinking, and collaborative problem-solving in product, process, and facilities management.*	3
3.0		**Operation Planning and Control**	
3	3.1	Definition and purpose, Objectives, Scope: Material planning, scheduling, quality control, Elements: Routing, scheduling, dispatching, follow-up	9
	3.2	Workload allocation to machines, Methods: Finite and infinite loading, Balancing workload to avoid bottlenecks	
	3.3	Scheduling: Time planning for tasks, Sequencing: Order of operations (priority rules), Aggregate planning: Demand-supply balancing, Production control strategies: JIT, Lean	

	3.4	Capacity definition and importance, Levels: Long-term, medium-term, short-term, Resource planning alignment	
	3.5	Types: Expansion, contraction, lead, lag strategies, Balancing demand and capacity, Capacity flexibility	
	3.6	Over capacity issues: Excess resources, idle time, Under capacity issues: Bottlenecks, delays, Management strategies: Demand management, outsourcing	
Tutorial		*Students will work in teams to develop a production plan for a hypothetical company facing fluctuating demand. They will simulate decisions on loading, scheduling, and capacity planning, using real-life scenarios. Each group will present their strategy, including how they manage over and under capacity situations, fostering critical thinking and practical application of production planning concepts.*	3
4.0		**Inventory Management and Quality Management**	
	4.1	Inventory: Definition, objectives, and importance, Types of inventories and associated costs	9
	4.2	EOQ model: Basic and advanced scenarios, Situations: Lead time, demand variations	
	4.3	Price discount model and inventory systems (P & Q), Selective control techniques: ABC, VED, HML	
	4.4	Definition of quality: Deming, Miller - Crosby Theories – Characteristics of Quality Leaders - Service and Product quality – Customer Orientation. Evaluation of Total Quality Management – Inspection – Quality Control – TQM System	
	4.5	Definition and framework of logistics and SCM, Types of flows in SCM: Material, information, financial, Supply chain network design and structure	
	4.6	SCM functions and activities, strategies, Performance drivers and key metrics	
Tutorial		*Students will analyze a real-world company's inventory and supply chain management challenges. They will calculate the optimal order quantity using the EOQ model, evaluate inventory control techniques, and design a strategy to reduce the bullwhip effect. Each group will present their recommendations, focusing on improving supply chain efficiency and integrating CRP/MRP concepts into their solutions.*	3
5.0		**Environmental Sustainability in Operations**	
5	5.1	Drivers for sustainability disclosures: Investor interest, consumer interest and regulatory bodies.	9
	5.2	Engaging with stakeholders - Customers, suppliers, employees and investors.	
	5.3	Collaborative initiatives - Industry associations and multi-stakeholder partnerships.	
	5.4	ESG Frameworks: Meaning, need for ESG reporting, principle of materiality – International	
	5.5	Frameworks: Environmental Performance Index (EPI); Global Reporting Initiative (GRI);	
	5.6	Carbon Disclosure Project (CDP); Sustainability Accounting Standards Board (SASB); United	
Tutorial		*Students will analyze a company's existing operations to identify areas where environmental sustainability can be improved, such as energy use, waste management, and resource efficiency. They will develop and propose green initiatives, like reducing carbon emissions or implementing recycling programs, and assess the potential impact on operational performance. Groups will present their solutions, demonstrating how sustainable practices can align with business goals.*	3

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Strategic Operations Management in a Global Context, New Product Development: From Concept to Market Launch, Best Practices in Sustainable Operations: Case Studies and Trends*	
Project Assignment/PBL:	*Students will conduct a comprehensive project analysing a company's operations to address key challenges and opportunities. They will select a real-world company and apply concepts from the modules, such as production planning, inventory management, and sustainability, to develop a strategic improvement plan. This includes formulating recommendations for optimizing processes, enhancing productivity, managing inventory efficiently, and integrating sustainable practices. Each group will present their findings and proposed solutions, demonstrating their practical application of the learned concepts.*	

Test Books

- Chase, R.B., Ravi Shankar & Jacobs, F.R. (2018), Operations & Supply Management. 15th Edition, McGraw Hill
- Adam E.E., Jr and Ebert R.J. 1997, Production and Operations Management: Concepts, Models and Behaviour, 5th Ed. Prentice Hall of India.
- Buffa E.S. and Sarin R.K. 1994, Modern Production Operations Management, 8th Ed. John Wiley & Sons.
  Heizer, Jay, et al. Operations Management: Sustainability and Supply Chain Management. United Kingdom, Pearson, 2020.
  Fogarty, Donald W., et al. Production & Inventory Management. Italy, South-Western Publishing Company, 1991.

References

- Aras, G. (2016). A handbook of corporate governance and social responsibility. CRC Press.
- Baxi, C. V., & Prasad, A. (Eds.). (2005). Corporate social responsibility: Concepts and cases: The Indian experience. Excel Books India.
- Gupta, D. (2022). Casebook of Strategic Corporate Social Responsibility. Springer Singapore.
- Mallin, C. A. (Ed.). (2009). Corporate social responsibility: A case study approach. Edward Elgar Publishing.
- Matos, P. (2020). ESG and responsible institutional investing around the world: A critical review.
- Mondal, S., & Das, G. (2021). Business, sustainable development & other emerging issues. Sheba Blake Publishing.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 for 10 marks and
- FET2 should be based on module 2 and 3 for 10 marks
- FET3 shall be based on module 4 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC205	Business Research Methods	03	-	-	03	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC205	Business Research Methods	10	10	5	**25**	40%	-	-	-	**50**	40	**75**

Course Description: This Course emphasis on how different types of research, tools, and techniques influences business decisions. This course includes Types of Research and the Process of Research, various Methods of Research Design in detail, Describe Qualitative & Quantitative research, Primary & Secondary Sources of data collection, and demonstrates Hypothesis testing process, various Levels of measurement and different layouts for Report Preparation & Report Presentation

Pre-requisites: Basic understanding of research methods,

Course Objectives:

1. To Understand the Role of Research in Business.
2. To Learn to identify and articulate research problems and questions.
3. Understand the process of collecting data using different measurement and scaling techniques.
4. Develop the ability to interpret the results of data analysis.
5. Understand the best practices for presenting research findings in written and oral formats.
6. Learn to critically evaluate your own research and that of others.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the types and process of research and design a research & sampling plan.
CLO2 **Apply**[3] measurement and scaling techniques in research and prepare a good questionnaire.
CLO3 **Use**[3] data processing and analyzing techniques based on primary & secondary data collection and demonstrate hypothesis testing process.
CLO4 **Write**[5] a research report and present it based on specific research problem.
CL05 **Synthesize**[4] theoretical knowledge and research findings to develop practical applications.

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Foundations of Research and Research Design:**	
1	1.1	Meaning, Objectives and Types of Research.	9
	1.2	Research Approaches and Process; Criteria of Good Research; Research Methods vs. Research Methodology Research Application in Business Management.	
	1.3	Research Problem – Selecting and Defining the Problem- Technique Involved in Defining a Problem.	
	1.4	Research Design – Features, Importance and Types.	
	1.5	Steps in Sample Design, Determining Size of Sample- Random Sample from an Infinite Universe, Complex Random Sampling Designs, Statistical Design.	
	1.6	Review of Literature, Setting of Objectives. Framing of Hypothesis.	
2.0		**Measurement & Scaling Techniques:**	
2	2.1	Concept of Measurement in Research, Levels of Measurement - Nominal, Ordinal, Interval, Ratio.	9
	2.2	Measurement Scales, Scale Classification Bases, Scaling Techniques.	
	2.3	Questionnaire- Requisites for a Good Questionnaire and. Data Collection and Preparation.	
	2.4	Primary and Secondary Data, Methods and Tools of Data Collection.	
	2.5	Difference between Questionnaires and Schedules.	
	2.6	Construction of Good Questionnaire, Editing, Coding, Classification, Tabulation, Graphical representation.	
	2.7	Sampling Techniques	
3.0		**Processing and Analyzing Data:**	
3	3.1	Elements/Types of Analysis; Statistics in Research.	9
	3.2	Measures of Central Tendency & Dispersion.	
	3.3	Multiple Correlation and Regression- Sampling Techniques, Sample Size and its Determination.	
	3.4	Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ("t" Test, Chi- Square Test, F Test), Testing of Hypothesis – Procedure for Hypothesis Testing.	
	3.5	Parametric and Non-parametric Test; Correlation Coefficients Confidence Level. Exploratory Research;	
	3.6	Use of MS-Excel and SPSS for Data Analysis – Descriptive and Inferential Statistics.	
4.0		**Interpretation and Report Writing:**	
4	4.1	Interpretation: Technique and Precaution; Literature Review.	9
	4.2	Meaning, Use, Search of Related Literature, Reading the Literature, Guidelines for Information Presentations, Process of Literature Review.	
	4.3	Types of Reports and Research Papers; Significance of Report Writing and Research Papers.	
	4.4	Layout and Steps in Writing Research Report and Research Papers.	
	4.5	Mechanics and Precautions for Writing Research Reports & Papers.	
5.0		**Advanced Research Topics and Practical Application**	

5	5.1	Emerging Trends in Business Research.	9
	5.2	Addressing Ethical Issues in Research.	
	5.3	Project-Based Learning: Conducting a Research Project from Design to Presentation.	
	5.4	Review and Reflection: Discussing Challenges and Solutions in Research Practice	
	5.5	Ethics in Research and Publication; Oral Presentation; Computer Applications in Research.	
# Mode:		*Flipped Class Room, Case Discussion, Lectures, Tutorial, PBL, Practical, etc.*	
Suggested Expert Lecture(s)		*on Research Methodology for Management; Use of MS-Excel and SPSS/Dashboard for Research; Writing Research Report, etc. (topic can be vary).*	
(Suggestive Project Assignment/ PBL):		*Team of maximum 3-4 students would undertake the project work of during the semester. The Course coordinator would provide the project topic with detail guidelines and rubrics based on the Course Units to broaden the horizons of the students concerning their domain knowledge and practical know-how. The project/assignment in their desired field of interest and related to course units will motivate the students to learn more and obtain skills that are essential for their domain area in today's world. The purpose of this kind of formative assessment is that the students will understand the holistic perspective of the program and the specialization they are pursuing with practical know-how.*	

Test Books

- Cooper, Donald, and Schindler, Pamela S.. Business Research Methods: Casebook. United States, McGraw-Hill Higher Education, 1999.
- Bryman, Alan, and Bell, Emma. Business Research Methods. United Kingdom, Oxford University Press, 2007.

References

- Adhikary, Manab, Global Business Management, Macmillan, New Delhi, 2000.
- Bajpai, Naval. Business Research Methods. India, Pearson Education India, 2011.
- C R Kothari Quantitative Techniques (New Format). N.p., Vikas Publishing House. 2004.
- Cooper, Donald R., and Schindler, Pamela S. Business Research Methods. Colombia, McGraw-Hill/ Irwin, 2002.
- D K Bhattacharyya, Research Methodology. India, Excel Books, 2006.
- Dr. Dinesh Pratap Singh, Nasir Ahmed, Nitin Gupta, Business Research Method and Project Work, N.p, SBPD Publications, 2021.

Continuous Assessment / Internal Assessment (Term Work):

- FET1 should be based on module 1 for 10 marks and
- FET2 should be based on module 2 and 3 for 10 marks
- FET3 shall be based on module 4 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC206	Business Research Lab	-	02	-	-	01	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC206	Business Research Lab	-	-	-	-	-	**25**	-	-	-	-	**25**

Course Description: This lab-based course provides hands-on experience in applying research methods to solve real-world business problems. The course focuses on practical aspects of identifying, defining and finding solutions to identified research problems in business practices. Students will learn various research techniques, analysis tools, and report writing skills through practical exercises and projects.

Pre-requisites: N.A

Course Objectives:

1. To provide students with foundational knowledge of research methodology and design.
2. To enable students to design effective measurement tools and apply appropriate scaling techniques.
3. To train students in conducting and interpreting statistical analyses using software tools.
4. To develop skills in writing and formatting research reports based on data analysis.

Course Outcomes: after the end of this course students will able to

CLO1 **Apply**[3] the basic concepts of research and identify a research problem.
CLO2 **Apply**[3] theoretical concepts in research design to prepare suitable methodology.
CLO3 **Analyze**[4] and interpret the collected data and present it in tabular & graphical form.
CLO4 **Prepare**[6] a comprehensive research report and present it.
CL05 **Compile**[6] the research report considering ethical practices in publication.
CLO6 **Create**[6] a research project presentation

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Foundations of Research and Research Design:**	
1	1.1	Formulation of research question from malmanagement dilemma and represent it using sequential flow chart.	6
	1.2	Gap analysis with the help of literature review and Identification of unexplored areas with respect to research question.	
	1.4	Formulation of objectives and hypothesis.	
2.0		**Measurement & Scaling Techniques:**	
2	2.1	Identification of different variables and expression of objective and hypothesis in term of research variables	10
	2.3	Preparation of Questionaries and schedules.	
	2.4	Designing of sample plan and size.	
	2.5	Preparation of synopsis for the research question including research methodology and timeline.	
	2.6	Tabulation of data and coding.	
3.0		**Processing and Analyzing Data:**	
3	3.1	Data analysis using different software's tools (MS-Excel, SPSS, Tubule & PSSP)	6
	3.2	Hypothesis testing using different parametric, non-parametric statistical measures.	
	3.3	Data visualization using software's tools. (R or Excel)	
4.0		**Interpretation and Report Writing:**	
4	4.1	Inferring findings and recommendation from analysis.	4
	4.2	Writing report and similarity index calculation.	
5.0		**Advanced Research Topics and Practical Application**	
5	5.1	Ethical Practices in report writing.	4
	5.2	Preparation of effective research project presentation.	
	Mode:	*Case Discussions, Hands-On Workshops, Practical Data Analysis Sessions, Report Writing Exercises, Simulation tasks.*	

Test Books

- Cooper, Donald, and Schindler, Pamela S.. Business Research Methods: Casebook. United States, McGraw-Hill Higher Education, 1999.
- Bryman, Alan, and Bell, Emma. Business Research Methods. United Kingdom, Oxford University Press, 2007.

References

- Adhikary, Manab, Global Business Management, Macmillan, New Delhi, 2000.
- Bajpai, Naval. Business Research Methods. India, Pearson Education India, 2011.
- C R Kothari Quantitative Techniques (New Format). N.p., Vikas Publishing House. 2004.
- Cooper, Donald R., and Schindler, Pamela S. Business Research Methods. Colombia, McGraw-Hill/ Irwin, 2002.

- D K Bhattacharyya, Research Methodology. India, Excel Books, 2006.
- Dr. Dinesh Pratap Singh, Nasir Ahmed, Nitin Gupta, Business Research Method and Project Work, N.p, SBPD Publications, 2021.
- Murthy, S. N., and Bhojanna, U. Business Research Methods. India, Excel Books, 2009.
- Pagadala Suganda Devi, Research Methodology: A Handbook for Beginners. N.p., Notion Press, 2017.

Continuous Assessment / Internal Assessment (FET & Term Work):

- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- N.A

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73SE201	Business Analytics	03	-	-	**03**	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73SE201	Business Analytics	10	10	5	**25**	40%	-	-	-	**50**	40	**75**

Course Description: Introduction to Business Analytics is a foundational course designed to provide students with an understanding of the fundamental concepts and techniques used in analysing business data to gain insights and support decision-making. This course explores the role of analytics in modern business environments and equips students with the knowledge and skills necessary to effectively apply analytical tools and methods to real-world business problems.

Pre-requisites: Knowledge of statistic, Basic Programming skills,

Course Objectives:

1. To Understand the fundamental concepts and importance of business analytics in modern organizations.
2. To Develop skills to ensure data quality and reliability for analytical purposes.
3. To Explore the role of data-driven decision-making in improving business performance.
4. To Analyze real-world business cases and scenarios to apply analytics techniques and solve business problems

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the role and importance of business analytics in decision-making and data collection and data preparation techniques to ensure data quality and reliability.
CLO2 **Apply**[3] descriptive and predictive analytics to interpret business data and make informed predictions.
CLO3 **Analyse**[4] the data visualization techniques for various data.
CLO4 **Use**[3] Power BI for visualization and storytelling.
CL05 **Utilize**[3] AI tools and platforms for practical business analytics tasks

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Business Analytics:**	
1	1.1	Definition and Scope of Business Analytics.	9
	1.2	Importance and Benefits of Analytics in Business Decision-Making.	
	1.3	Role of analytics in Driving Organizational Success; Data and Data Sources – Types of Data.	
	1.4	Structured, Unstructured, and Semi-structured.	
	1.5	Data Sources and Data Collection Methods; Data quality.	
	1.6	Data Cleaning and Pre-processing- Exploratory Data Analysis (EDA).	
2.0		**Descriptive Analytics and Predictive Analytics:**	
2	2.1	Data Summarization and Aggregation.	9
	2.2	Measures of Central Tendency, Measures of Dispersion, Pivot tables and Data Aggregation Techniques.	
	2.3	Predictive Modelling Techniques, Regression Analysis, Time Series Forecasting, Classification Techniques.	
	2.4	Model Evaluation and Validation.	
	2.5	Assessing Model Accuracy and Performance Cross-Validation Techniques.	
	2.6	Overfitting and Model Selection	
3.0		**Data Visualization:**	
3	3.1	Introduction - Data Foundation - Human Perception and Processing - Visualization Foundations.	9
	3.2	Visualization Techniques for Spatial Data, Geospatial Data, Time-Oriented Data, Multivariate Data, Trees, Graphs, and Networks.	
	3.3	Text and Document Visualization.	
	3.4	Interaction Concepts - Interaction Techniques.	
	3.5	Designing Effective Visualizations - Comparing and Evaluating Visualization Techniques.	
	3.6	Visualization Systems - Research Directions in Visualization.	
4.0		**Data Storytelling using Power BI:**	
4	4.1	Introduction, Importance, Need; Dashboard and KPI Indicators; Data Storytelling process.	9
	4.2	Data Storytelling Lifecycle – Purpose, Data Discovery, Visualizing Data, Creating Logic and Notification.	
	4.3	Data Storytelling Tools – Bookmarks and Selection Pane.	
	4.4	Custom Visuals, Spotlight, Switcher, Report Page Tooltips, Developing Interactive Report pop-ups.	
	4.5	Actionable Intelligence with Power BI report; AIDA Methodology and Elevator Pitch	
	4.6	Advance Visualization – Waterfall Chart, Tornado Chart, Bullet Chart, Task Formulation.	
5.0		**Artificial Intelligence in Business Analytics**	

5.0	5.1	Overview of AI, Machine Learning, and Deep Learning, Business applications and benefits	9
	5.2	Machine Learning Techniques: Supervised Learning & Unsupervised Learning Deep Learning and Neural Networks	
	5.3	Text Processing Techniques & Applications in Business: Chatbots, Text Analytics	
	5.4	Overview of AI Tools: Python Libraries (scikit-learn, TensorFlow)	
	5.5	Hands-On Practice with AI Platforms (Google Cloud AI, IBM Watson)	
	5.6	Addressing AI Bias and Ethical Considerations, Emerging Trends and Strategic Implications for Businesses	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Techniques for Data Cleaning and Exploratory Data Analysis (EDA), Case Studies and Practical Applications in Business, Crafting Impactful Business Reports and Presentations*	
Project Assignment/PBL:		*Students will create a comprehensive data analysis report for a fictional company, integrating data from various sources. They will analyze and clean the data, identify key metrics, and present their findings using data visualizations to support business decision-making.*	

Test Books

- Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi,2004
- Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7thEdition)

References

- Acharya, Seema, and Prasad, R. N. Fundamentals of Business Analytics (With CD). India, Wiley India Pvt. Limited, 2011.
- Albright, S. Christian, and Winston, Wayne L. Business Analytics: Data Analysis and Decision Making. Brazil, Cengage Learning, 2016.
- Boyce, Wesley S., et al. Introduction to Business Analytics, Second Ed, Business Expert Press, 2020.
- Brath, R., & Jonker, D. Graph Analysis and Visualization: Discovering Business Opportunity in Linked Data. Wiley, 2015.
- Hauser, H., Rheingans, P., Scheuermann, G. Foundations of Data Visualization (Dagstuhl Seminar 18041), 2018
- Koole, Ger. An Introduction to Business Analytics. Netherlands, MG books, 2019.
- Rao, Purba Halady. Business Analytics: An Application Focus. India, PHI Learning, 2013.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 for 10 marks and
- FET2 should be based on module 2 and 3 for 10 marks
- FET 3 shall be based on module 4 for 05 marks.
- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73VS201	Business Analytics Lab	-	02	-	-	01	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73VS201	Business Analytics Lab	-	-	-	-	-	**25**	40	-	-	40	**25**

Course Description: This course highlights the programming aspects of various R parameters which would help learner to develop a problem solving and analytical reasoning approach through a systematic constructive approach and debugging methodology of programming. It will also sharpen and hone the basic understanding of various R parameters

Pre-requisites: Statistics and Mathematics, Basic Computer Knowledge

Course Objectives:

1. To understand the fundamental concepts of Business Analytics.
2. To apply descriptive, predictive, and prescriptive analytics techniques.
3. To develop proficiency in data visualization tools like Power BI.
4. To analyze and interpret data sets to derive actionable insights.
5. To enhance problem-solving and decision-making skills using analytical methods.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4] the fundamentals of R Programming.
CLO2 **Apply**[3] the concepts of R data types and logical operators
CLO3 **Use**[3] the different R-functions & different arrays and matrices.
CLO4 **Apply**[3] the knowledge of data frames & file handling systems.
CL05 **Apply**[3] and implement advanced data handling techniques and create effective visualizations using appropriate tools.

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COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to R:**	
Practical Exercise:		R Studio Setup and Basic Commands: Install R and R Studio. Create a new R script file and write basic R commands to explore R's features. Practice installing and loading packages, and use basic functions like **installed.packages() and library() to manage packages.** Exploring R Studio Interface: Familiarize yourself with R Studio's interface by navigating its panels (Console, Script Editor, Environment, and Plots). Perform basic operations, such as running commands in the console, creating script files, and using the help system.	3
2.0		**R Data Types and Operators:**	
Practical Exercise:		Data Types and Variable Management: Create variables of different data types (vectors, lists, matrices) and perform operations on them. Demonstrate variable assignment, management, and the use of various R operators (arithmetic, relational, logical). Decision Making and Loops: Write R scripts using **if, if-else, switch**, and **loop structures** (for, while). Implement simple programs to categorize data and iterate through lists or vectors, applying control statements like break and next.	3
3.0		**Functions, Strings, and Vectors:**	
Practical Exercise:		Function Creation and Usage: Define user-defined functions in R and use built-in functions. Create a function that performs a specific task (e.g., calculating summary statistics) and demonstrate calling it with and without arguments. String Manipulation and Vector Operations: Perform operations on strings using functions like **substr(), strsplit(),** and **toupper().** Create and manipulate vectors by applying mathematical operations, sorting, and recycling elements. Practice converting lists to vectors.	3
4.0		**Data Frames and Loading and Handling Data in R:**	
Practical Exercise:		Data Frame Creation and Manipulation: Create a data frame with sample data. Perform operations such as adding/removing columns, subsetting rows, and summarizing data. Use functions like **subset(), aggregate(), and merge()** to manipulate data frames. Data Loading and Exploration: Load datasets from various sources (CSV, Excel) into R. Use functions like read.**csv(), read_excel(), and str()** to explore the structure and content of the data. Perform initial data cleaning tasks and display summary statistics.	3
5.0		**Integrative Analytics and Strategic Decision-Making**	

Practical Exercise:	**Handling File Formats**: Practice importing and exporting data from different file formats (CSV, Excel, JSON) using functions like read. **csv(), read_excel(),** and **write.csv().** Create a report detailing the steps and methods used. **Initial Data Exploration:** Conduct an exploratory data analysis on a given dataset using summary statistics and initial visualizations (histograms, box plots) to describe the data's distribution and relationships. **Data Cleaning:** Clean a dataset by handling missing values, removing duplicates, and correcting inconsistencies. Use functions such as **na.omit(), is.na(),** and complete. **cases ()** to ensure data quality.	3
Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Techniques for Data Cleaning and Exploratory Data Analysis (EDA), Case Studies and Practical Applications in Business, Crafting Impactful Business Reports and Presentations*	
Project Assignment/PBL:	*Students will create a comprehensive data analysis report for a fictional company, integrating data from various sources. They will analyze and clean the data, identify key metrics, and present their findings using data visualizations to support business decision-making.*	

Test Books

- Panneerselvam, R.RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi,2004
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References

- Acharya, Seema, and Prasad, R. N. Fundamentals of Business Analytics (With CD). India, Wiley India Pvt. Limited, 2011.
- Albright, S. Christian, and Winston, Wayne L. Business Analytics: Data Analysis and Decision Making. Brazil, Cengage Learning, 2016.
- Boyce, Wesley S., et al. Introduction to Business Analytics, Second Ed, Business Expert Press, 2020.
- Brath, R., & Jonker, D. Graph Analysis and Visualization: Discovering Business Opportunity in Linked Data. Wiley, 2015.
- Hauser, H., Rheingans, P., Scheuermann, G. Foundations of Data Visualization (Dagstuhl Seminar 18041), 2018
- Koole, Ger. An Introduction to Business Analytics. Netherlands, MG books, 2019.
- Rao, Purba Halady. Business Analytics: An Application Focus. India, PHI Learning, 2013.

Continuous Assessment / Internal Assessment (FET & Term Work):

- Term Work shall be based on tutorials of all modules for 25 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- N.A

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FP201	Field Project for Community Engagement	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		-	04	-	-	02	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73FP201	Field Project for Community Engagement	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		-	-	-	-	-	**50**	40	-	-	-	**50**

Course Description: The "Field Project" course is a unique and dynamic component of the Postgraduate (PG) program. It is designed to bridge the gap between theoretical knowledge and practical application by immersing students in real-world challenges. This course provides an invaluable opportunity for students to apply the concepts, tools, and techniques learned in the classroom to solve actual problems faced by society or community or organizations.

During the course, students will work in teams to engage with society or community, non-profit organizations, or governmental agencies to identify, analyze, and propose solutions to a specific problem or challenge. This hands-on experience not only enhances their problem-solving and decision-making skills but also exposes them to the complexities and nuances of the real-world.

Throughout the project, students will be guided by faculty mentor(s) who will provide guidance, support and feedback, ensuring that the learning objectives are met. The progress diary serves as a crucial element of this course, allowing students to document their journey, reflect on their experiences, and track their progress over time.

By the end of the course, students will have gained practical experience, developed critical thinking and teamwork abilities, and built a strong foundation for their future careers in business.

Pre-requisites: N.A

Course Objectives:

1. To develop the ability to carry out research activities in the field of management using research methods and develop a project.
2. To develop the problem-solving abilities towards the identified problems in real world context.
3. To develop the ability to work with peers, building teamwork and group skills

Course Outcomes: after the end of this course students will able to

CLO1 **Identify**[3] the real-world problem to provide the solution.
CLO2 **Analyze**[4] the identified real-world problem to propose alternative solution(s).
CLO3 **Recommend**[6] solution(s) to the identified real-world problems.
CLO4 **Prepare**[6] a comprehensive project report based on the experiential learning.

Each student is provided with a 'Field Project Progress Diary' which contains details regarding project work reports to track the progress of the project over time, guidelines for all do's and don'ts, evaluation scheme, feedback form. Student is required to write the dairy regularly and get it signed by the allotted faculty mentor or supervisor periodically during the counselling sessions. The Supervisor will go through the dairy to access the work done and write the remarks/ instruction. At the end of the project, the duly completed dairy is to be submitted to the project coordinator in the respective department.

List of Activities:

- Identify the real-world problem within a local community that align with your course objectives which needs attention to resolve. Do not choose a project based solely on convenience or without a clear understanding of its relevance to the community.
- Design the study title/topic in consultation of faculty supervisor and get the approval from Project Committee chaired by Head of Department (HoD) and two other faculty members from the department appointed by the Director. If it is felt necessary, the project committee can assign a co-guide to a student, depending upon specific disciplinary needs.
- Study the literature review if applicable on the approved topic.
- Draft and submit the copy of synopsis proposal outlining the project's objectives, target community, expected outcomes, timeline, and resources needed. to the supervisor for approval within the given time frame by the Department. Do not proceed without getting approval from your faculty supervisor and ensuring the project is feasible within the given timeframe. Approval of the project proposal is mandatory. If approved, then only you can commence working on it, and complete it.
- Reach out to community leaders, organizations, or individuals to introduce your project and seek their input and support. Do not assume that you know what the community needs without consulting them first.
- Perform secondary and/or primary research on the approved topic to understand the problem in detail to provide alternative solution(s). Design a survey questionnaire or interview questions to gather the field data. Collect the entire field data through surveys, interviews, or focus groups to understand the community's needs better for fact-finding. Do not skip this step, as it is crucial to ensure your project addresses a real need.
- Break down the project into specific tasks with assigned roles, deadlines, and resources in your group. Analyse the data and interpret it. Maintain regular communication with your team, community partners, and supervisor to provide updates and address any issues.
- Write the findings and Conclusion. Propose the alternative solution(s).

- Prepare applicable appendices to be placed in support with the project report documentation.

- Work effectively as an individual or as a team member to produce correct, efficient, well-organized, and documented project report in a reasonable time.
- Prepare and evaluate a comprehensive project report with scientific approach to the solution of the problem that you have sought to address as per the provided format and present it to the supervisor for approval. The project report should be prepared in order to solve the problem in a methodical and professional manner, making due references to appropriate techniques/procedures, concepts/theories and professional standards.
- Submit this Field Project Progress Diary record for assess the progress details of your project throughout the course. The project report should contain enough details to enable examiners to evaluate the work.
- With approval of Supervisor and HoD submit the final Spiral Copy of the Project Report to the Project Coordinator for final Presentation and viva-voce with the given deadline by the Department

EVALUATION OF FIELD AND PROJECT:

The 50 marks would be evaluating based on the scheme: The Final presentation will be evaluated by the same project evaluation committee and submit the final marks out of 25 and supervisor will assess the assigned student group for 25 marks.

The criteria for evaluation will be same for both as follows:

S.N.	Parameters for Grade	Excellent (5)	Very Good (4)	Good (3)	Satisfactory (2)	Developing (1)
1	Problem Identification & Definition	5	4	3	2	1
2	Research and Analysis	5	4	3	2	1
3	Solution Proposal	5	4	3	2	1
4	Impact and Effectiveness	5	4	3	2	1
5	Project Report Preparation, Presentation & Communication	5	4	3	2	1

The marks given by the three members of the evaluation committee will be averaged in each head and the total marks decided by totalling the averages under the three heads.

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SEMESTER III

CORE SUBJECT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73PC301	Strategic Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC 301	Strategic Management	10	10	5	25	40%	25	40%	-	**50**	40%	100

Course Description: The aim of this course is to allow students to examine strategic management processes and to encourage debate, discussion and reflection. Earning in depth understanding for strategic formulation, choice, implementation and control in the business context.

Pre-requisites: Principles of Management, Management Thought.

Course Objectives:

The objective of this course is to enable students to:

1. To understand the concept and significance of strategic management.
2. To examine the industry structure and competitive forces in the microenvironment.
3. To analyze the application of portfolio models like BCG Matrix, GE-9 Cell, Ansoff Model, and TOWS Analysis.
4. To evaluate different organizational structures and their effectiveness in strategy execution.
5. To justify ethical considerations in strategic decision-making processes.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the meaning and significance of strategic management.
CLO2 **Examine**[4] industry structure and competitive forces in the microenvironment.
CLO3 **Analyze**[4] the application of portfolio models like BCG Matrix, GE-9 Cell, Ansoff Model, and TOWS Analysis.
CLO4 **Evaluate**[6] different organizational structures and their effectiveness in strategy execution.

CLO5 **Justify**[6]ethical considerations in strategic decision-making processes.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Strategic Management**	
1	1.1	Meaning and Importance of Strategic Management	9
	1.2	Evolution of Strategic Management and Levels of Strategy	
	1.3	Strategic Planning vs. Strategic Management	
	1.4	Strategic Management Process and Its Components	
	1.5	Hierarchy of Strategic Intent: Vision, Mission, Objectives, and Goals	
	1.6	Stakeholders in Business and Role of Strategic Managers	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Strategy Analysis and Organizational Capabilities**	
2	2.1	Environmental Scanning: PESTLE Analysis of Macro Environment	9
	2.2	Industry Analysis & Competitive Forces in Micro Environment	
	2.3	Internal Environment Analysis: Resources, Capabilities, and Core Competencies	
	2.4	Value Chain Analysis for Competitive Advantage	
	2.5	Organizational Capability Profile and Benchmarking	
	2.6	Strategic Tools for Performance Evaluation	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Strategy Formulation Models and Approaches**	
3	3.1	Meaning and Types of Generic Competitive Strategies (Low Cost, Differentiation, Focus)	9
	3.2	Portfolio Models: BCG Matrix, GE-9 Cell, Ansoff Model, and TOWS Analysis	
	3.3	Grand Strategies: Stability and Growth Strategies (Concentration, Vertical & Horizontal Integration, Diversification)	
	3.4	Cooperation Strategies and Strategic Alliances	
	3.5	Retrenchment, Turnaround, and Withdrawal Strategies	
	3.6	Combination Strategies: Mergers, Acquisitions, and Joint Ventures	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Strategy Implementation, Evaluation, and Control**	
4	4.1	Organizational Design and Structure for Strategy Execution	9
	4.2	Interrelation Between Strategy and Organization Structure	
	4.3	Organizational Culture, Strategic Leadership, and Change Management	
	4.4	Resource Mobilization and Allocation: Procedural, Project, and Functional Implementation	
	4.5	Performance Measurement and Strategic Control	
	4.6	Balanced Scorecard and Key Performance Indicators (KPIs)	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Strategic Initiatives and Decision-Making**	
5	5.1	Corporate Governance and Strategic Decision-Making	9
	5.2	Strategic Management in the Digital Age	
	5.3	Global Strategy and International Expansion	

	5.4	Blue Ocean Strategy for Innovation and Market Creation	
	5.5	Corporate Social Responsibility (CSR) and Sustainability	
	5.6	Ethical Considerations in Strategic Decision-Making	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
.			
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Management Principles, Management Thought*	
Project Assignment/PBL:		*Create a comprehensive development plan to enhance technologies skills for a manager, including training and mechanisms.*	

Text Books

- Grant, Robert M. Contemporary Strategy Analysis: Text and Cases Edition. 10th ed., Wiley, 2019.
- David, Fred R. Strategic Management: A Competitive Advantage Approach, Concepts and Cases. 16th ed., Pearson, 2020.
- Dess, Gregory G., Lumpkin, G. T., and Eisner, A. B. Strategic Management: Text and Cases. 9th ed., McGraw-Hill Education, 2018.
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References

- Strategic business management Dr. KNS. Kang, Deep and Deep publishers. www.ddpbooks.com
- Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
- Strategic management, India edition by Ireland, Hoskisson and Hitt, Cengage learning.
- Strategic management text and cases by Degs, lump kin and Eisner, Indian Edition Tata Mcgraw Hill.
- Strategic Management and Business policy by Azar Kazmi, Tata Mcgraw Hill – www. tata mcgraw hill. Com
- An integrated approach to strategic Management, Charles Wl Hill. Gareth R. Jones, Indian Edition, Cengage learning – www.cengage.co.in
- Strategic management, Theory and Application by Adriar Haberberg & Alison Rieple – Oxford University Press – www.oup.com
- Strategic Management concepts and cases Indian Edition. By Fred R. David, PHI learning PVT Ltd., www.phindia.com

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.

- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC302	Business Law & Corporate Governance	3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET 2	FET 3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC302	Business Law & Corporate Governance	10	10	5	25	40%	25	40	-	**50**	40	100

Course Description: This course at the postgraduate level provides students with a comprehensive understanding of the legal framework and corporate governance principles that regulate modern business practices. The course aims to equip students with the knowledge and skills necessary to navigate the complex legal and regulatory landscape in which businesses operate. By examining the intersection of law and corporate governance, students will gain insights into the legal rights and obligations of businesses and the ethical dimensions and responsibilities associated with corporate decision-making.

Pre-requisites: N.A

Course Objectives:

1. To explain legal concepts in business operations.
2. To utilize governance principles for ethical decision-making.
3. To examine governance frameworks to manage legal risks.
4. To assess legal cases and governance policies for impact.
5. To develop governance strategies promoting compliance and responsibility.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2]fundamental legal concepts, such as contracts, corporate liability, and regulatory compliance, in the context of business operations.

CLO2 **Utilize**[3] corporate governance principles to assess real-world business scenarios and ensure ethical and legal decision-making.

CLO3 **Examine**[4] corporate governance structures and legal frameworks to identify potential risks and recommend compliance strategies.

CLO4 **Critically**[5] assess corporate legal cases and governance policies to determine their effectiveness and impact on business sustainability.

CLO5 **Develop**[6] corporate governance policies and legal strategies that promote compliance, ethical leadership, and corporate responsibility.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Business Law and Contract**	
1	1.1	Introduction to Business Law and Indian Legal System – Meaning, nature, sources, and legal environment of business.	9
	1.2	Fundamentals of Contract Law – Essentials of a valid contract, offer and acceptance, capacity, consent, and consideration.	
	1.3	Performance and Termination of Contracts – Discharge of contracts, breach, void agreements, contingent and quasi-contracts.	
	1.4	Contract of Guarantee – Types, rights and obligations of creditor, surety, and principal debtor.	
	1.5	Contract of Agency – Types of agencies, rights and duties of agents and principals, termination, and power of attorney.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Sales of Goods and Company's Act**	
2	2.1	Law of Sales of Goods – Contract of sale, classification of goods, price, conditions, warranties, and transfer of property.	9
	2.2	Rights and Remedies in Sale of Goods – Transfer of title, performance of contract, unpaid seller's rights, and breach remedies.	
	2.3	Negotiable Instruments Act – Promissory notes, bills of exchange, cheques, negotiation, presentment, dishonour, and banking aspects.	
	2.4	Company Law and Corporate Structure – Formation, types of companies, MOA, AOA, prospectus, shares, and directors' roles.	
	2.5	Corporate Governance and Stakeholder Agreements – General meetings, auditors, winding up, and stakeholder rights and obligations.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**IPL, Regulation to Information and Consumer Protection Act**	
3	3.1	Antitrust and Competition Laws – Regulations governing fair competition, antitrust policies, and market regulation.	9
	3.2	Intellectual Property Law (IPL) – Patents, copyrights, trademarks, designs, trade secrets, and infringement remedies.	
	3.3	Geographical Indications & Alternate Dispute Resolution – Protection of regional products and alternative legal dispute mechanisms.	

	3.4	Information and Cyber Laws – Right to Information Act (2005), IT Act (2008), digital governance, and cyber regulations.	
	3.5	Consumer Protection Act – Consumer rights, legal remedies, dispute resolution, and regulatory framework.	
	Tut.	Based on above topics course teacher should plan tutorials.	3
4.0		**Corporate Governance and Legal and Regulatory Challenges**	
4	4.1	Corporate Governance Fundamentals – Significance, principles, and importance in modern business.	9
	4.2	Theories and Models of Corporate Governance – Agency & Stewardship Theory, Anglo-American, Japanese, and Indian models.	
	4.3	India's Corporate Governance Framework – SEBI regulations, Company Law, Accounting standards, and governance codes.	
	4.4	Committees and Codes on Corporate Governance – CII Code, National Code (1999), and Chandra Committee recommendations.	
	4.5	Legal & Regulatory Challenges in International Business – International contracts, dispute resolution, foreign investment, and trade laws.	
	Tut.	Based on above topics course teacher should plan tutorials.	3
5.0		**Corporate Governance and International Legal Challenges**	
5	5.1	Theories and Models of Corporate Governance – Agency & Stewardship Theory, Anglo-American, Japanese, and Indian models.	9
	5.2	Corporate Governance Framework in India – SEBI regulations, Company Law, Accounting standards, and governance codes.	
	5.3	Committees and Codes on Corporate Governance – CII Code, National Code (1999), and Chandra Committee on governance and auditing.	
	5.4	Legal Challenges in International Business – International contracts, dispute resolution mechanisms, and compliance issues.	
	5.5	Regulatory Framework for Global Trade and Investment – Foreign investment laws, international trade regulations, and enforcement mechanisms.	
	Tut.	Based on above topics course teacher should plan tutorials.	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Corporate Governance Models & Global Best Practices.. SEBI Regulations & Corporate Law Compliance in India*	
Project Assignment/PBL:		*Students will analyze the corporate governance practices of selected Indian companies and assess their compliance with legal and ethical standards.*	

Text Books

- Kerr, W. R. Business Law and the Regulation of Business. 13th ed., Cengage Learning, 2020.
- Miller, Roger LeRoy. Business Law Today: Standard Edition. 13th ed., Cengage Learning, 2017.
- Cheeseman, Henry R. Business Law: A Hands-On Approach. 9th ed., Pearson, 2018.
- Mallor, Jay, Barnes, William, Bowers, L. A., and Langvardt, A. J. Business Law and the Regulatory Environment: A Practical Approach. 9th ed., McGraw-Hill Education, 2017.
- Tricker, Bob. Corporate Governance: Principles, Policies, and Practices. 3rd ed., Oxford University Press, 2019
- Monks, Robert A. G., and Minow, Nell. Corporate Governance. 6th ed., Wiley, 2021.
- Solomon, Jill. Corporate Governance and Accountability. 4th ed., Wiley, 2020

References

- Parker, Christine. The Open Corporation: Effective Self-Regulation and the Global Corporation. Cambridge University Press, 2002.
- Keay, Andrew. Company Law and Corporate Governance. Routledge, 2019.
- Mallor, Jay, and others. Business Law and the Legal Environment. 15th ed., McGraw-Hill Education, 2021.
- Sullivan, Jeffrey D., and Kochan, Thomas A. Corporate Governance and Accountability: The Role of Institutional Investors. 2nd ed., Sage Publications, 2020.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of the end semester examination shall be **two hours.**

Discipline Specific

MAJOR & MINOR

Elective Courses

FINANCE (FM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course I	P73FM301	Financial Services and Capital Markets
2	Major Elective Course II	P73FM302	Financial Planning and Wealth Management
3	Major Elective Course III	P73FM303	Banking & Insurance Operations
4	Minor Elective Course I	P73FM304	Investment Analysis and Portfolio Design
5	Minor Elective Course II	P73FM305	International Financial Management

FINANCE (FM)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73FM301	Financial Services and Capital Markets	3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM301	Financial Services and Capital Markets	10	10	5	**25**	40%	25	40	-	**50**	40	**100**

Course Description: This course provides a comprehensive overview of the financial services industry and the capital markets. Students will gain a foundational understanding of key financial institutions, including banks, insurance companies, investment banks, and asset management firms. The course will delve into the functioning of capital markets, such as stock markets, bond markets, and derivatives markets, exploring their role in facilitating capital allocation and economic growth. Students will learn about various financial instruments, including stocks, bonds, options, and futures, and analyze their characteristics and risk-return profiles. The course will also cover key regulatory frameworks and ethical considerations within the financial system.

Pre-requisites: Basic understanding of financial concept. Familiarity with fundamental accounting principles.

Course Objectives:

1. To analyze the role of financial markets and institutions in economic growth.
2. To evaluate money market instruments and central bank policies for financial stability.
3. To assess risk-return aspects of capital market instruments.
4. To apply fundamental and technical analysis for stock investment decisions.
5. To critique the effects of globalization, behavioral finance, and regulations on financial markets.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4]the significance of financial markets and institutions in fostering economic growth.

CLO2 **Evaluate**[5] the role of money market instruments and central bank policies in financial stability.

CLO3 **Assess**[4] the risk-return characteristics of various capital market instruments.

CLO4 **Apply**[3] fundamental and technical analysis techniques for stock investment decisions.

CLO5 **Critique**[5]the impact of globalization, behavioral finance, and regulatory changes on financial markets.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Indian Financial System:**	
1	1.1	Major Financial Markets – Types, Importance, and Size	9
	1.2	Role of Financial System in Economic Development – Functions	
	1.3	Contribution of Markets to the Economy; Stakeholders of the Market	
	1.4	Indian Financial Market Scenario – Money and Capital Markets	
	1.5	Financial Institutions – Banking and Non-Banking Institutions	
	1.6	Role and Functions of Banks	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Money Market:**	
2	2.1	Financial Markets, Functions and Classification	9
	2.2	Money Market, Capital markets, Bond Markets, Commodity Markets,	
	2.3	Derivatives Markets, Futures Markets, Foreign Exchange Markets, Cryptocurrency Market	
	2.4	Participants in Indian Money Market, Money Market Instruments	
	2.5	Role of Central Bank in Money Market: Players in the Indian Money Market,	
	2.6	Reforms in Indian Money Market.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Capital Markets**	
3	3.1	Equities-Analyze the characteristics and valuation of stocks	9
	3.2	Debt securities-Describe the types of bonds and their features.	
	3.3	Derivatives -Explain the concept and types of derivatives (options, futures, forwards).	
	3.4	Risk-return profiles of different financial instruments.	
	3.5	Portfolio diversification and asset allocation strategies.	
	3.6	Role of information and market efficiency in capital markets.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**The Indian Stock Market**	
4	4.1	Introduction to the Indian Stock Market – BSE, NSE, and Their Role	9
	4.2	The IPO Process – Stages, Regulatory Framework, Risks, and Rewards	
	4.3	Key Participants in the Stock Market – Retail Investors, Institutional Investors, Brokers	

	4.4	Stock Market Indices – NIFTY, SENSEX, Sectoral Indices and Their Significance	
	4.5	Fundamental and Technical Analysis for Stock Investment	
	4.6	Risk Management Techniques for Stock Market Investments	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Challenges, Innovations, and Future Trends**	
5	5.1	Impact of Technological Advancements on Financial Markets	9
	5.2	Challenges and Opportunities of Financial Innovation	
	5.3	Role of Behavioral Finance in Understanding Investor Behavior	
	5.4	Impact of Globalization and International Trade on Financial Markets	
	5.5	Future of the Financial Services Industry Trends	
	5.6	Regulatory and Compliance Challenges in Modern Finance	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*A leading figure in the Fintech industry, portfolio management, Increasing role of data and technology in financial markets*	
Project Assignment/PBL:		*Students will choose a historical financial crisis (e.g., the 2008 financial crisis, the dot-com bubble) and analyze its causes, consequences, and the policy responses.*	

Text Books

- Richard A. Brealey, Stewart C. Myers, Franklin Allen :Principles of Corporate Finance: McGraw-Hill Education:2022 (14th Edition)
- Zvi Bodie, Alex Kane, Alan J. Marcus:Investments:McGraw-Hill Education:2022 (13th Edition)
- M.Y. Khan:The Indian Financial System:Tata McGraw-Hill Education:2008

References

- Ross, S. A., Westerfield, R. W., & Jaffe, J. F.: Fundamentals of Corporate Finance: 2024 Edition
- Brealey, R. A., Myers, S. C., & Allen, F.: Principles of Corporate Finance: 2022 Edition
- Hull, J. C.: Options, Futures, and Other Derivatives: 2021 Edition
- Mishkin, F. S.: The Economics of Money, Banking, and Financial Markets: 2023 Edition
- Damodaran, A.: Investment Valuation: Tools and Techniques for Determining the Value of Any Asset: 2021 Edition

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.

3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM302	Financial Planning and Wealth Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET 1	FET 2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM302	Financial Planning and Wealth Management	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: This course provides a comprehensive overview of the principles and practices of personal financial planning and wealth management. Students will gain a solid understanding of financial concepts, including budgeting, saving, investing, risk management, tax planning, estate planning, and retirement planning.

Prerequisites: Basic understanding of fundamental financial concepts.

Course Objectives:

1. To identify the need for personal financial planning and risk management.
2. To prepare a personal financial plan based on individual goals.
3. To analyze retirement needs and wealth planning strategies.
4. To determine effective methods of personal tax planning.
5. To evaluate tax planning strategies including deductions, exemptions, and investments.

Course Outcomes: after the end of this course students will able to

CLO1 **Identify**[2] need and aspects of personal financial planning and types of risk and means of managing it.
CLO2 **Prepare**[5]a financial plan for an individual considering his/her goals.
CLO3 **Analyze**[4]retirement financial needs and wealth planning for an individual.
CLO4 **Determine**[4] the ways of personal tax planning.
CLO5 **Evaluate**[5] various strategies for personal tax planning, including deductions, exemptions, investments

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Financial Planning:**	
1	1.1	Introduction of Financial planning and Need for Financial Planning	9
	1.2	Assessing Personal and Financial Goal	
	1.3	Attitudes and Expectations and Risk Tolerance Level	
	1.4	Personal Financial Planning Process,	
	1.5	Preparation of Personal Budget, Personal Financial Statements	
	1.6	Time Value of Money, KYC, PAN and AADHAR.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Introduction to Investment Planning:**	
2	2.1	Introduction to Investment Planning: Meaning and Definition	9
	2.2	Investment Criteria: Liquidity, Safety, and Profitability	
	2.3	Investment Vehicles: Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate	
	2.4	Types of Mutual Funds: Sector-Based, Index Funds, and Risk-Return Analysis	
	2.5	Trading in Commodities, Derivatives, Bonds, and Cryptocurrency	
	2.6	Creating an Investment Portfolio and Awareness of Mis-Selling in Investment Products	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Risk Analysis, Insurance Planning and Debt:**	
3	3.1	Risk analysis, Concept of long-term risk	9
	3.2	Insurance decisions in personal financial planning	
	3.3	Types of Insurance Cover- Mortality, Health, Disability, Property and Liability, ULIPs and Term Plans,	
	3.4	Credit Card Financing,	
	3.5	Types of Consumer and Home Loans-- Cost and Risk, Credit Score.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Tax Planning:**	
4	4.1	Definition, Objectives, and Importance of Tax Planning	9
	4.2	Tax Planning vs. Tax Avoidance vs. Tax Evasion	
	4.3	Deductions Under Income Tax (Sections 80C, 80D, 80E, 80G, 80TTA, 80TTB, etc.)	
	4.4	Eligibility Criteria and Documentation for Tax Deductions	
	4.5	Retirement Planning: Pension Plans, Provident Fund, Gratuity, Life Insurance	
	4.6	Process of Filing Income Tax Returns (ITR)	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Investment Portfolio Design and Management**	
5	5.1	Importance of Asset Allocation in Portfolio Construction	9
	5.2	Overview of Different Asset Classes (Equity, Fixed Income, Real Estate, Commodities, etc.)	
	5.3	Building a Diversified Portfolio Based on Asset Allocation	
	5.4	Monitoring Portfolio Performance: Calculating Returns and Measuring Risk	

	5.5	Portfolio Rebalancing: Adjusting Asset Allocation to Maintain Target Weights	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Responsibilities of a Financial Planner, Creating an Investment Portfolio*	
Project Assignment/PBL:		*Students are assigned a hypothetical client profile (age, income, family status, financial goals, risk tolerance, etc.). Students develop a comprehensive financial plan for the client,*	

Text Books

1. Desai, Vijay, and Arun Pradhan. Financial Planning and Wealth Management in India. Oxford University Press, 2019.
2. Madhavan, K. Wealth Management: A Strategy for Indian Investors. Pearson India, 2018.
3. Reddy, S. K., and Anil Kumar. Personal Finance and Investment Planning for Indian Markets. PHI Learning, 2017.
4. Patel, Rakesh. Guide to Financial Planning for Indian Families. Sage Publications India, 2016.
5. Jain, P. K. Personal Finance Management for Indian Households. Wiley India, 2015

References

1. Goyal, R. "Financial Literacy and Wealth Creation: Insights from the Indian Context." Journal of Indian Finance, vol. 10, no. 2, 2020, pp. 45–60.
2. Singh, Manish, and Priya Sharma. "The Impact of Financial Planning on Wealth Accumulation in India." Indian Journal of Financial Management, vol. 12, no. 1, 2018, pp. 75–90.
3. Rao, S. V. "Wealth Management Strategies for High Net Worth Individuals in India." Journal of Wealth Management and Financial Planning, vol. 8, no. 3, 2019, pp. 102–118.
4. Mehta, Nitin. "Evolution of Financial Planning in India: Challenges and Opportunities." Indian Financial Review, 15 Mar. 2021, pp. 22–28.
5. Kapoor, Rakesh. "Behavioral Finance and Wealth Management: An Indian Perspective." International Journal of Indian Management Studies, vol. 9, no. 4, 2017, pp. 33–48.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM303	Banking & Insurance Operations	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM303	Banking & Insurance Operations	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: This course is designed to equip students with the essential knowledge and practical skills required for a successful career in the banking and insurance industries. It provides a comprehensive understanding of the structures, functions, and operations within these sectors. Students will gain insights into various professional roles such as customer service representatives, loan officers, insurance agents, and financial advisors. The course emphasizes both theoretical foundations and real-world applications, preparing students to meet industry demands and deliver effective financial solutions to clients.

Prerequisites- Interest rates, inflation, risk, return concepts.

Course Objectives:

1. To explain the concepts, functions of banking and insurance, and the emergence of banking in India.
2. To examine the concepts and significance of the banking and insurance regulatory framework.
3. To illustrate the operations of the banking and insurance industry.
4. To identify commonly used technologies in banking, loan disbursement, and the NPA recovery process.
5. To analyze the performance and risks associated with banking and insurance operations.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the concepts and functions of Banking and Insurance and the emergence of Banking in India.

CLO2 **Examine**[4]the concepts and significance of banking and insurance regulatory framework.

CLO3 **Illustrate**[4] the operations of the banking and insurance industry.

CLO4 **Identify**[2] commonly used technologies in Banking, loan disbursement and recovery process of NPA.

CLO5 **Analyze**[5] the performance and risks associated with banking and insurance operations

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Banking and Insurance (B&I):**	
1	1.1	Indian Banking System - Global and Indian Perspective	9
	1.2	Journey of Banking in India	
	1.3	Types, Role and Functions of Banks	
	1.4	Insurance: Introduction, History of Insurance Policies	
	1.5	Types of Insurance	
	1.6	Career Opportunities in B&I	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Banking and Insurance Regulatory Framework:**	
2	2.1	Banking Regulation Act, RBI Act, SEBI, IRDA	9
	2.2	Structure of the regulatory framework, including roles of different regulatory bodies.	
	2.3	SEBI-Meaning, Functions, Importance and Scope	
	2.4	RBI-Meaning, Functions, Importance and Scope	
	2.5	IRDA-Meaning, Functions, Importance and Scope	
	2.6	Emerging challenges and future directions of financial regulation in a changing landscape	
	Tut.	***Based on above topics course teacher should plan tutorials.***	3
3.0		**Banking and Insurance Operations:**	
3	3.1	Funding and Recovery: Sector Specific funding	9
	3.2	Short Term and Long-Term Loans	
	3.3	Non- Performing Assets, Effect of NPA on Bank's Profitability	
	3.4	Role and Duties of Development officer	
	3.5	Principles and Functions of General Insurance	
	3.6	Life Insurance: Functions and Importance	
	Tut.	***Based on above topics course teacher should plan tutorials.***	3
4.0		**Risk Management & Financial Stability**	
4	4.1	Financial Risks in Banks and Insurance Companies	9
	4.2	Risk Management Frameworks in Banks	
	4.3	Risk Management Strategies in Insurance Companies	
	4.4	Financial Stability and Systemic Risk	
	4.5	Regulatory Oversight in Risk Management	
	4.6	Risk Management Strategies in Insurance Companies	
	Tut.	***Based on above topics course teacher should plan tutorials.***	3
5.0		**Role of Technology**	
5	5.1	Technology in Banking Operations	9
	5.2	Digital Payments and AI in Banking	

	5.3	Technology in Insurance Operations	
	5.4	Fintech and Disruption of Traditional Banking Models	
	5.5	Online Sales and Data Analytics in Insurance	
	Tut.	**Based on above topics course teacher should plan tutorials.**	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*The Future of Banking: Challenges and Opportunities, The Changing Landscape of the Insurance Industry, Investment Strategies in a Dynamic Market*	
Project Assignment/PBL:		*Students act as financial advisors and are given a hypothetical client with specific financial goals. Students analyze a past financial crisis (e.g., the 2008 financial crisis, a specific bank failure).*	

Text Books

- Mishkin, F. S., The Economics of Money, Banking, and Financial Markets, Pearson Education, 2016..
- Hull, J. C., Options, Futures, and Other Derivatives, Pearson Education, 2018
- Dorfman, M. S., Risk Management and Insurance, Pearson Education, 2017.
- Saunders, A., & Cornett, M. M., Financial Institutions Management: A Risk Management Approach, McGraw-Hill Education, 2019.
- Rose, P. S., & Hudgins, S. C., Bank Management and Financial Services, McGraw-Hill Education, 2018.
- Harrington, S. E., & Niehaus, G., Risk Management and Insurance, McGraw-Hill Education, 2016.

References

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

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.
- The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.

The duration of end semester examination shall be two hours.

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MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73FM304	Investment Analysis and Portfolio Design	3	0	0	3	0	0

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	ESE	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM304	Investment Analysis and Portfolio Design	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course equips students with the knowledge and skills to analyze securities, construct diversified portfolios, and make informed investment decisions. Students will learn to value securities, analyze financial statements, and understand market trends. They will also explore portfolio construction, risk management techniques, and the impact of behavioral finance on investment outcomes.

Pre-requisites: Basics of Financial Markets, Investment & Securities, Equity & Debt Instruments

Course Objectives:

1. Introduce students to the structure and functioning of financial markets through practical exposure to real-time trading platforms, investment instruments, and regulatory frameworks**.**
2. Enable students to build sample investment portfolios by assessing investor profiles based on risk tolerance, investment goals, and time horizons using interactive tools.
3. Train students to analyze historical investment data and calculate risk and return metrics for making informed portfolio decisions using practical case examples.
4. Equip students to evaluate macroeconomic indicators, industry conditions, and company performance through hands-on use of financial reports and fundamental models.
5. Guide students in applying technical analysis tools and identifying chart patterns using real stock data for practical security selection and market timing strategies.

Course Outcomes: after the end of this course students will able to:

CLO1 **Explain**[2]key concepts of investment and the structure of financial markets.
CLO2 **Describe**[2] the fundamentals of portfolio management and investor characteristics.
CLO3 **Analyze**[4] the relationship between risk and return for effective investment decisions.
CLO4 **Apply**[3] fundamental analysis tools to assess macroeconomic, industry, and company data.
CLO5 **Examine**[4] technical analysis tools and chart patterns for informed security selection.

COURSE CONTENTS

Module	Unit		Hours
1.0		**Introduction to Investments and Portfolio Management**	
1	1.1	Investment: Meaning, Nature & Objectives	9
	1.2	Investments Vs. Speculation & Gambling	
	1.3	Investment Process and Environment	
	1.4	Investment Avenues/Alternatives: Marketable & Non-Marketable Financial Assets	
	1.5	Financial Markets and Their Role in Investment Decision-Making	
	1.6	Impact of AI, Robo-Advisory, and Algorithmic Trading in Investment Decisions	
2.0		**Risk and Return Analysis**	
2	2.1	Meaning and Elements of Risk & Return	9
	2.2	Measuring Historical and Expected Return	
	2.3	Measuring Historical and Expected Risk	
	2.4	Relationship Between Risk and Return	
	2.5	Risk-Adjusted Performance Measures	
	2.6	Role of Behavioral Finance in Risk-Taking and Investment Decision-Making	
3.0		**Investment Analysis Techniques.**	
3	3.1	Fundamental Analysis: Economic, Industry, and Company Analysis	9
	3.2	Weaknesses of Fundamental Analysis	
	3.3	Introduction to Technical Analysis – Meaning and Importance	
	3.4	Basic Tenets of Technical Analysis – Dow Theory, Market Trends, Chart Patterns	
	3.5	Efficient Market Hypothesis – Forms of Market Efficiency	
	3.6	Application of AI, Machine Learning, and Big Data in Investment Analysis	
4.0		**Portfolio Analysis and Selection**	
4	4.1	Concept of Portfolio and Portfolio Management	9
	4.2	Portfolio Risks – Types and Diversification Strategies	
	4.3	Markowitz Portfolio Selection Model and Its Limitations	
	4.4	Capital Asset Pricing Model (CAPM) – Assumptions & Applications	
	4.5	Arbitrage Pricing Theory and Factor Models	
	4.6	ESG (Environmental, Social, Governance) Investing and Sustainable Portfolio Strategies	

5.0		**Portfolio Management and Derivatives Market.**	
5	5.1	Portfolio Revision – Need, Strategies, and Constraints	9
	5.2	Portfolio Performance Evaluation – Risk-Adjusted Measures	
	5.3	Structure of Forward and Future Markets	
	5.4	Interpretation of Future and Option Price Quotations	
	5.5	Portfolio Execution and Strategy Implementation	
	5.6	Crypto Derivatives, Tokenized Assets, and Their Role in Portfolio Management	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Market Indices Construction, Equity Valuation Techniques, Modern Portfolio Theory in Practice, Regulatory Impact on Risk Management*	
Project Assignment/PBL:		*Create a market index based on a selection of stocks, explaining the methodology and rationale behind the index construction.*	

Text Books

- Zvi Bodie, Alex Kane, Alan J. Marcus: Investments : McGraw-Hill Education,2021
- Frank K. Reilly, Keith C. Brown: Analysis of Investments and Management of Portfolios: Cengage Learning Publication House: 2018.
- Prasanna Chandra: Investment Analysis and Portfolio Management :McGraw Hill:2017
- Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann: Modern Portfolio Theory and Investment Analysis:Wiley Publication House:2014
- Benjamin Graham :The Intelligent Investor:HarperBusiness Essentials:Original 1949, Revised Edition 2003

References

- Bodie, Zvi, Alex Kane, and Alan J. Marcus. Investments. 11th ed., McGraw-Hill Education, 2020.
- Reilly, Frank K., and Keith C. Brown. Investment Analysis and Portfolio Management. 11th ed., Cengage Learning, 2019.
- Damodaran, Aswath. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd ed., Wiley, 2012.
- Fabozzi, Frank J., and Harry M. Markowitz. The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Risk Management. 2nd ed., Wiley, 2011.
- Sharpe, William F., Gordon J. Alexander, and Jeffery V. Bailey. Investments. 6th ed., Prentice Hall, 1999.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.

- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM305	Corporate Finance & Restructuring	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM305	Corporate Finance & Restructuring	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: The course is designed to provide postgraduate students with a comprehensive understanding of the principles, theories, and practices of corporate finance in the context of restructuring. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units...

Pre-requisites: Basic understanding of accounting and financial statements

Course Objectives:

1. To develop a strong foundational understanding of core corporate finance principles and their application in strategic financial planning and decision-making.
2. To examine the significance of corporate restructuring and equip students with analytical tools to assess financial statements and identify financial distress.
3. To explore the dynamics, processes, and regulatory considerations involved in mergers, acquisitions, and divestitures including deal structuring and takeover strategies.
4. To understand and apply various business valuation methods used in restructuring, including synergy evaluation, exchange ratio calculations, and financial return assessment.
5. To build proficiency in financial modeling, scenario planning, and regulatory compliance within the context of corporate restructuring strategies.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2]the principles and strategic applications of corporate finance including capital budgeting, dividend policies, and capital structure.

CLO2 **Analyze**[4]financial statements and ratios to evaluate the financial health of a company and identify signals of financial distress.

CLO3 **Evaluate**[5] mergers and acquisitions processes, including deal structuring, valuation, and regulatory considerations.

CLO4 **Apply**[4]different business valuation techniques to assess the value and synergy potential in corporate restructuring scenarios.

CLO5 **Design**[6]financial models and perform scenario analysis to support restructuring decisions while adhering to ethical and regulatory standards.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Foundations of Corporate Finance and Financial Planning**	
1	1.1	Concepts and Principles of Corporate Finance	9
	1.2	Financial Strategy and Planning	
	1.3	Risk Evaluation and Capital Budgeting	
	1.4	Dividend and Retention Policies	
	1.5	Designing an Optimal Capital Structure	
	1.6	Concepts and Principles of Corporate Finance	
2.0		**Corporate Restructuring and Financial Statement Analysis**	
2	2.1	Introduction to Corporate Restructuring and its Significance in Corporate Finance	9
	2.2	Forms, Motives, and Applications of Corporate Restructuring	
	2.3	Financial Statements and Their Components	
	2.4	Ratio Analysis and Financial Health Assessment	
	2.5	Indicators of Financial Distress	
	2.6	Introduction to Corporate Restructuring and its Significance in Corporate Finance	
3.0		**Mergers, Acquisitions, and Divestitures**	
3	3.1	Dimensions of Mergers, Acquisitions, and Divestiture.Types and Process of M&A.Deal Structuring in M&A	9
	3.2	Valuation Considerations in M&A Transactions. Accounting for Mergers and Demergers	
	3.3	Funding and Real Options in M&A.Regulatory	
	3.4	Employee Stock Ownership Plans (ESOPs). Going Private and Leveraged Buyouts.	
	3.5	Takeover and Defense Tactics. Financial Restructuring and Divestiture	
	3.6	Framework Governing M&A. Cross-Border M&A.	
4.0		Valuation Aspects of Corporate Restructuring	
4	4.1	Methods of Payment in M&A. Calculation of Exchange Ratio.	9

	4.2	Fundamentals and Methods of Business Valuation.	
	4.3	Calculation of Financial Synergy and Return.	
	4.4	Comparable Company Analysis (CCA). Comparable Transaction Analysis (CTA).	
	4.5	Discounted Cash Flow (DCF) Method. Real Option Method.	
	4.6	Formula Approach for Valuation. Other Important Valuation Methods	
5.0		**Financial Modelling and Regulatory Framework for Restructuring**	
5	5.1	Debt Restructuring Strategies and Approaches	9
	5.2	Optimal Capital Structure and Leverage Decisions	
	5.3	Financial Models for Restructuring Analysis	
	5.4	Sensitivity Analysis and Scenario Planning	
	5.5	Projecting Financial Outcomes Post-Restructuring	
	5.6	Legal, Ethical, and Regulatory Aspects of Capital Finance and Restructuring	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Corporate Finance Strategy & Capital Budgeting and releted.*	
Project Assignment/PBL:		*Conduct a comprehensive financial health assessment using ratio analysis, trend analysis, and distress indicators.*	

Text Books

- Brealey, Richard A., Stewart C. Myers, and Franklin Allen. Principles of Corporate Finance. 13th ed., McGraw-Hill Education, 2020.
- Damodaran, Aswath. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd ed., Wiley, 2012.
- Ross, Stephen A., Randolph W. Westerfield, and Jeffrey Jaffe. Corporate Finance. 12th ed., McGraw-Hill Education, 2019.
- Higgins, Robert C. Analysis for Financial Management. 10th ed., McGraw-Hill Education, 2012.
- Chandra, Prasanna. Financial Management: Theory and Practice. 8th ed., Tata McGraw-Hill Education, 2011.

References

- Gaughan, Patrick A. Mergers, Acquisitions, and Corporate Restructurings. 7th ed., Wiley, 2017
- Weston, J. Fred, Mark L. Mitchell, and J. Harold Mulherin. Takeovers, Restructuring, and Corporate Governance. 4th ed., Pearson Education, 2003.
- Damodaran, Aswath. The Dark Side of Valuation: Valuing Old Tech, New Tech, and New Economy Companies. FT Press, 2001.
- Vernimmen, Pierre, et al. Corporate Finance: Theory and Practice. 4th ed., Wiley, 2017.
- Securities and Exchange Board of India Regulations and Circulars. Securities and Exchange Board of India, www.sebi.gov.in. Accessed Apr. 2025.
- Companies Act, 2013. Ministry of Corporate Affairs, Government of India, www.mca.gov.in. Accessed Apr. 2025.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR & MINOR

Elective Courses

MARKETING (MM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course I	P73MM301	Brand Management
2	Major Elective Course II	P73MM302	Marketing Communication and Digital Marketing
3	Major Elective Course III	P73MM303	Consumer Behavior
4	Minor Elective Course I	P73MM304	Sales Management
5	Minor Elective Course II	P73MM305	Digital Marketing

MARKETING (MM)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73MM301	Brand Management	3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM301	Brand Management	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: Brand management is a fundamental element of competitive strategy. In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Topics include brand, brand positioning, building brands, brand extensions, assessing brand strength, defending premier brands, repositioning mature brands, and branding strategies.

Pre-requisites: Fundamentals of Marketing, Consumer Behavior, Marketing Research

Course Objectives:

1. To examine brand concepts in real-life settings and articulate their context and rationale.
2. To develop a consumer-centric approach for building, measuring, and evaluating strategies that enhance brand equity.
3. To analyze the brand portfolio of companies and identify opportunities for brand extension and cannibalization.
4. To apply strategies and tactics for developing, positioning, leveraging, and managing a brand, and measuring its value.
5. To evaluate group and corporate branding strategies to assess their impact on brand equity.

Course Outcomes: after the end of this course students will able to

CLO1 **Examine**[4] the brand concepts in real-life settings by articulating the context and the rationale for the application.

CLO2 **Develop**[5] a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.

CLO3 **Analyze**[4] the Brand Portfolio of the companies and map out areas where the firm need brand extension and cannibalization

CLO4 **Apply**[3] strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value

CLO5 **Evaluate**[5] group and corporate branding strategies to understand their impact on brand equity.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Basics of Brand and Brand Building:**	
1	1.1	Introduction to Branding and Brand Evolution	9
	1.2	Brand Attributes and Benefits of Strong Branding	
	1.3	The 3 Cs of Branding and Brand Users	
	1.4	Brand Significance for Consumers and Firms	
	1.5	Brand Planning and the Branding Process	
	1.6	Brand Diversity and Issues Influencing Brand Potential	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Brand Equity and Brand Value**	
2	2.1	Concept of Brand Equity and Brand Value	9
	2.2	Brand Equity Pyramid and Customer-Based Brand Equity	
	2.3	Measuring Brand Equity and Sources of Brand Building	
	2.4	Brand Equity Models: Aaker, Keller, and BRANDZ	
	2.5	Measuring Brand Value: Brand Asset Valuation	
	2.6	Brand Positioning: Elements, Model, and Positioning Map	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Brand Positioning and Marketing Programs**	
3	3.1	Competitive Positioning: PODs and POPs	9
	3.2	Positioning Strategy and Brand Resonance Model	
	3.3	Brand Value Chain Model and Its Applications	
	3.4	Planning Brand Marketing Programs	
	3.5	Co-branding, Umbrella Branding, and Endorsement Branding	
	3.6	Celebrity Endorsements and Their Impact on Branding	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Building Brand Portfolios**	
4	4.1	Brand Awareness and Brand Identity Design	9
	4.2	Brand Touch-Points and Branding Elements	
	4.3	Brand Identity Prism and Its Significance	
	4.4	Building and Managing Brand Portfolios	
	4.5	Brand Image: Functional, Symbolic, and Experiential Aspects	
	4.6	Branding Philosophies: Branded House, Sub-Brands, and Endorsed Brands	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3

5.0		**Designing and Sustaining Branding Strategies**	
5	5.1	Brand Architecture: Types and Hierarchy	9
	5.2	Group and Corporate Branding Strategies	
	5.3	Brand Extensions: Factors and Types	
	5.4	Brand Growth Strategies: Flanker and Fighting Brands	
	5.5	Brand Performance Measurement and Brand Audit	
	5.6	Revitalizing Brands: Rejuvenation and Brand Failures	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Fundamentals of Branding and Brand Evolution, Brand Growth and Extension Strategies and so on.*	
Project Assignment/PBL:		*Propose a branding strategy for a multinational company or related.*	

Text Books

- Ramesh Kumar, S. Managing Indian Brands: Marketing Concepts and Strategies. 2nd ed., Vikas Publishing, 2007.
- Majumdar, Ramanuj. Product Management in India. 3rd ed., PHI Learning, 2016.
- Kapoor, Jagdeep. 24 Brand Mantras: Finding a Place in the Minds and Hearts of Consumers. SAGE Publications, 2009.
- Chattopadhyay, Tathagata, and A. G. Unnikrishnan. Branding Demystified: From Concept to Strategy. SAGE Publications, 2021.

References

- Kumar, Ramesh S. Consumer Behaviour: The Indian Context. Pearson, 2017.
- Khandelwal, P. K. Brand Management: Text and Cases. Global India Publications, 2009.
- Sengupta, Subroto. Brand Management: Concepts and Cases. Tata McGraw-Hill, 2005.
- Jain, Vipul. Brand Management: The Indian Perspective. Himalaya Publishing House, 2018.
- Verma, Harsh V. Brand Management: Text and Cases. Excel Books, 2008.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73MM302	Marketing Communication and Digital Marketing	3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET 1	FET 2	FET 3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM302	Marketing Communication and Digital Marketing	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: This course provides an in-depth understanding of Marketing Communication, Digital Marketing, and Social Media Strategies. It explores the fundamental concepts, tools, and techniques of integrated marketing communication (IMC), advertising, sales promotion, public relations, digital marketing, and website planning. Students will learn how to design effective communication strategies, optimize brand messaging, manage digital campaigns, and leverage social media for business growth. Through case studies, role-playing, interactive discussions, and project-based learning, students will gain practical insights into branding, consumer engagement, and promotional strategies.

Pre-requisites: Fundamentals of Marketing.

Course Objectives:

1. Apply marketing communication frameworks such as AIDA, DAGMAR, and IMC through real-time case studies and group exercises to solve brand positioning challenges and improve campaign effectiveness.
2. Enable students to create a detailed, professional IMC plan for a real or hypothetical brand by integrating advertising, PR, digital, and direct marketing strategies, including timelines and budgets.
3. Train students to use basic digital marketing tools (Google Ads, SEO/SEM, email marketing) by developing mini-campaigns focused on lead generation or customer engagement for small businesses.
4. Guide students in creating a content calendar and executing a brand awareness campaign using social media platforms (Instagram, Facebook, LinkedIn), with pre- and post-campaign analytics tracking.
5. Equip students to plan and manage multi-platform social media campaigns, scheduling content on tools like Canva and Buffer, and analyzing engagement metrics from platforms like Facebook Insights, LinkedIn Analytics, and YouTube Studio.

Course Outcomes: after the end of this course students will able to

CLO1 **Apply**[3] marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance

CLO2 **Develop**[5] a comprehensive, professional Marketing Communication Plan

CLO3 **Apply**[3] basic concepts of digital marketing for business

CLO4 **Use**[3] social media marketing for branding and promotion.

CLO5 **Implement**[6] Social Media Marketing (SMM) strategies across various platforms, including Facebook, LinkedIn, Twitter, YouTube, Blogs, and WhatsApp, to enhance brand visibility and engagement.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Marketing Communication (MC):**	
1	1.1	Fundamentals of Marketing Communication and Its Elements	9
	1.2	Integrated Marketing Communication (IMC) and Advertising Models	
	1.3	Advertising Planning, Budgeting, and Creative Strategy	
	1.4	Media Planning, Strategy, and Scheduling	
	1.5	Advertising Design and Execution	
	1.6	Advertising Agencies: Functions, Types, and Selection	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Marketing Communication Mix and Promotional Tools**	
2	2.1	Scope and Role of Sales Promotion	9
	2.2	Consumer-Oriented and Trade-Oriented Sales Promotion	
	2.3	Sales Promotion Abuse and Ethical Considerations	
	2.4	Personal Selling and Direct Marketing	
	2.5	Public Relations: Functions and Strategies	
	2.6	Publicity and Corporate Advertising	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Advanced Marketing Communication Strategies**	
3	3.1	Image Building and Reputation Management	9
	3.2	Sponsorship and Event Marketing	
	3.3	Role of Internet and Online Marketing Communication	
	3.4	Marketing Communication Budgeting and Performance Measurement	
	3.5	Global Marketing Communication Strategies	
	3.6	Legal and Ethical Issues in Marketing Communication	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Fundamentals of Digital Marketing**	
4	4.1	Introduction to Digital Marketing: Concept, Origin, and Types	9
	4.2	Traditional vs. Digital Marketing and the Internet Marketing Mix	
	4.3	Strategies for Online Visibility, Engagement, and Lead Generation	
	4.4	Keyword Research and Digital Marketing Tools	
	4.5	Search Engine Marketing (SEM) and Search Engine Optimization (SEO)	
	4.6	SEO Techniques: On-Page, Off-Page, Backlinking, and Site Optimization	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Website Planning and Social Media Marketing**	
5	5.1	Introduction to the World Wide Web and Domain Management	9

	5.2	Website Planning: Home Page, Portfolio, Gallery, Contact Us, and Call to Action	
	5.3	Designing a WordPress Website and Paid Search Engine Marketing	
	5.4	Google Ads and Pay-Per-Click (PPC) Advertising Strategies	
	5.5	Email Marketing, Content Marketing, and Website Traffic Optimization	
	5.6	Social Media Marketing (SMM) Strategies: Facebook, LinkedIn, Twitter, YouTube, Blogs, and WhatsApp	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Marketing Communication Strategy & IMC Models, SEO, SEM & Digital Advertising Trends and related to topics.*	
Project Assignment/PBL:		*Analyze a real-world case of brand reputation management and propose strategies for improvement.*	

Text Books

- Chaturvedi, Mukesh. Advertising, Sales and Promotion Management. Pearson, 2021.
- Sinha, P.K., and Dwarika Prasad Uniyal. Managing Retailing. Oxford University Press, 2020.
- Ramaswamy, V.S., and S. Namakumari. Marketing Management: Global Perspective, Indian Context. Sage Publications, 2018.
- Gupta, S.L. Marketing Communication: Theory and Practice. Himalaya Publishing House, 2017.
- Kumar, Ramesh. Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context. Pearson, 2019.

References

- Kotler, Philip, and Kevin Lane Keller. Marketing Management: A South Asian Perspective. Pearson India, 2022.
- Shah, Kruti, and Alan D'Souza. Advertising and Promotions: An IMC Perspective. McGraw Hill, 2021.
- Mohan, Manendra. Advertising Management: Concepts and Cases. Tata McGraw Hill, 2017.
- Bajpai, Nitin. Digital Marketing: Strategies and Emerging Trends. Himalaya Publishing House, 2021.
- Singh, Seema G. Digital Marketing Handbook: A Guide to Search Engine Optimization and Content Marketing. BPB Publications, 2020.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.

- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73MM303	Consumer Behavior	3	-	1	**3**	-	**1**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM303	Consumer Behavior	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: This course provides a comprehensive understanding of consumer behavior and its impact on marketing strategies. It explores how individuals make purchasing decisions and how various psychological, sociological, and cultural factors influence these behaviors. Through the study of consumer needs, motivation, perception, attitudes, learning theories, personality, and communication strategies, students will develop a strategic mindset to analyze consumer preferences and design effective marketing approaches. Real-world applications, case studies, and project-based learning enhance the practical understanding of consumer insights in dynamic market conditions.

Pre-requisites: Basic Understanding of Marketing

Course Objectives:

1. To understand the foundational concepts of consumer behavior and its strategic implications for customer satisfaction, segmentation, and decision-making processes.
2. To explore psychological influences on consumer behavior including motivation, perception, learning, and attitudes, and examine their relevance to marketing strategies.
3. To examine behavioral and cognitive learning theories, personality traits, and their implications on consumer actions and brand perception.
4. To analyze how consumers perceive information, evaluate risks, and form attitudes, influencing their preferences and post-purchase behavior.
5. To evaluate the role of communication, social class, lifestyle, culture, and advocacy in shaping consumer behavior across diverse markets.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the core concepts of consumer behavior and its relevance to customer satisfaction and decision-making.

CLO2 **Analyze**[4] the psychological factors affecting consumer behavior, such as motivation, perception, and attitude formation.

CLO3 **Evaluate**[4] learning theories and personality traits to interpret consumer preferences and branding strategies.

CLO4 **Assess**[4]consumer perception, risk-taking, and post-purchase behaviors in marketing contexts.

CLO5 **Design**[6]effective marketing communication strategies considering cultural, social class, and advocacy influences

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to the Study of Consumer Behaviour**	
1	1.1	Consumer Behavior; its origin and Strategic Applications, Customer value, Satisfaction and Retention	9
	1.2	Market Research and Consumer Behavior	
	1.3	Market Segmentation and Criteria for Effective Targeting of Market Segmentation, Implementation of segmentation strategies	
	1.4	The Consumer Decision Making Process	
	1.5	Psychological Influences, Sociological Influences on Consumer Decision making	
	1.6	Neuroscience and Consumer Behaviour. Post Purchase Behaviour	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Consumer as an Individual**	
2	2.1	Consumer Needs and Motivation, Emotions and Moods	9
	2.2	Consumer Involvement, Motivational theories, Application and their implications for Marketers	
	2.3	Consumer Involvement, Consumer Involvement Models and implications for Marketers.	
	2.4	Perception and Perpetual Process, Perpetual Distortion and factors influencing perception	
	2.5	Consumer Learning- Conditioning and Cognitive learning theories	
	2.6	Consumer attitude formations and change, Personality and Self-Concept	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Consumer Learning**	
3	3.1	Elements of Consumer Learning-Motivation, Cues, Response, Reinforcement	9
	3.2	Consumer Behavioral Learning Theories and their implication for Marketers	
	3.3	Personality, Self-Concept and Self Image	
	3.4	Consumer Personality, Traits and Types, Theories of Personality-Freudian Theory, Neo-Freudian Personality theory	
	3.5	Trait Theory	
	3.6	Implications of Consumer Personality	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3

4.0		**Consumer Perception, Risk and Imagery**	
4	4.1	Consumer Perception Mechanism	9
	4.2	Elements and Dynamics of Perception	
	4.3	Memory, Perception, Consumer Imagery and Perceived Risks	
	4.4	Consumer attitude- Attitude Formation and Change	
	4.5	Conditioning and Cognitive Learning theories	
	4.6	Consumer Attitude formation and change	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Consumer Communication, Social Class and Mobility**	
5	5.1	Consumer and Marketing Communication, Components of Communication	9
	5.2	Persuasion, Designing Persuasive Communication, Communication Strategy	
	5.3	Target Audience, Media Strategy, Message Strategies, Message Structure and Presentation	
	5.4	Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, Consumer Analysis, Influence of Culture on Consumer Behaviour, Sub Culture and Cross Culture	
	5.5	Consumer advocacy Studies in India	
	5.6	SEC Classification- Indian Rural Urban Social Class Classification	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*
Suggested Expert Lectures:	*Business Scanning, Globalization*
Project Assignment/PBL:	*Develop a strategic outlook for business to excel in the Export Import Documentation for various countries for different category of products/services.*

Text Books

- Solomon, Michael R. *Consumer Behavior: Buying, Having, and Being*. 12th ed., Pearson, 2020.
- Schiffman, Leon G., and Leslie Lazar Kanuk. *Consumer Behavior*. 11th ed., Pearson, 2010.
- Blackwell, Roger D., et al. *Consumer Behavior: Global Edition*. 11th ed., Cengage Learning, 2017.

References

- Hawkins, Del I., et al. *Consumer Behavior: Building Marketing Strategy*. 13th ed., McGraw-Hill Education, 2019.
- Schindler, Robert M. *Consumer Behavior in Action: Real-World Applications for Marketing Managers*. Pearson, 2017.
- Kotler, Philip, and Kevin Lane Keller. *Marketing Management*. 15th ed., Pearson, 2016.
- Gabbott, M., and Hogg, G. "Consumer Behavior: A Review and Research Agenda." *European Journal of Marketing*, vol. 34, no. 1/2, 2000, pp. 102-121.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be **two hours.**

MARKETING (MM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73MM304	Sales Management	03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM304	Sales Management	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course aims to develop students' understanding of sales management principles, personal selling strategies, and the management of sales personnel. Through case studies, role-playing, and project-based learning, students will acquire practical skills to excel in sales management and leadership roles.

Pre-requisites: Principles of Marketing.

Course Objectives:

1. Explore the historical development of sales management through a timeline activity, followed by group presentations on how modern sales strategies have evolved with technology and consumer behavior changes.
2. Conduct role-play simulations of personal selling in various scenarios such as B2B, B2C, retail, and telephonic sales, allowing students to practice and refine sales approaches like consultative, solution-based, or transactional selling.
3. Assign students to analyze job descriptions of actual sales roles from job portals or company websites and prepare a comparative presentation on key responsibilities, KPIs, and required competencies.
4. Implement a peer-learning module where students review recent industry webinars, sales books, or expert talks and create reflection reports showing how continuous learning enhances sales effectiveness.
5. Design and simulate a sales team incentive plan using gamification techniques. Students will prepare mock sales performance dashboards and suggest compensation structures to boost productivity.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain2** the meaning, evolution, and importance of sales management.
CLO2 **Apply3** personal selling strategies in different sales situations.
CLO3 **Evaluate4** the role and responsibilities of sales managers and sales personnel.
CLO4 **Assess4** the impact of continuous learning on sales performance.
CLO5 **Implement3** sales motivation and compensation strategies.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Sales Management**	
1	1.1	Meaning, Evolution & Importance of Sales Management	9
	1.2	Personal Selling & Emerging Trends in Sales Management	
	1.3	Sales Organizations & Types of Sales Organization Structures	
	1.4	Sales Department & Distributive Network Relations	
	1.5	Sales Force Management & Sales Personnel Planning	
	1.6	Meaning, Evolution & Importance of Sales Management	
2.0		**Personal Selling Skills & Selling Strategies**	
2	2.1	Selling Objectives & Sales-Related Marketing Policies	9
	2.2	Formulating Personal Selling Strategies	
	2.3	Selling & Buying Styles – Selling Skills & Situations	
	2.4	Selling Process – Sales Presentation & Handling Customer Objections	
	2.5	Follow-Up Actions & Career Opportunities in Personal Selling	
	2.6	Selling Objectives & Sales-Related Marketing Policies	
3.0		**Management of Sales Personnel, Sales Territory & Quota**	
3	3.1	Role, Functions & Responsibilities of Sales Managers & Sales Personnel	9
	3.2	Types of Sales Managers & Sales People	
	3.3	Sales Territory – Meaning, Size & Designing	
	3.4	Sales Quota – Meaning, Procedure & Types	
	3.5	Methods of Setting Sales Quotas	
	3.6	Role, Functions & Responsibilities of Sales Managers & Sales Personnel	
4.0		**Sales Force Motivation and Compensation**	
4	4.1	Recruitment & Selection of Sales Personnel	9
	4.2	Training & Development of Sales Force	
	4.3	Executing & Evaluating Sales Training Programs	
	4.4	Role of Sales Training in Performance Improvement	
	4.5	Continuous Learning & Skill Development in Sales	
	4.6	Recruitment & Selection of Sales Personnel	
5.0		**Performance Evaluation**	
5	5.1	Motivating Sales Personnel – Nature, Process & Factors	9
	5.2	Sales Compensation – Types of Compensation Plans	
	5.3	Managing Sales Expenses, Sales Meetings & Sales Contests	
	5.4	Evaluating & Supervising Sales Force Performance – Appraisal Process	
	5.5	Selling Agents for Internet Trading – Net Selling Strategies	
	5.6	Motivating Sales Personnel – Nature, Process & Factors	

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Digital Selling & E-Commerce Trends, Sales Ethics & Consumer Protection and relevant.*	
Project Assignment/PBL:	*Students will create a comprehensive development plan for a sales manager, focusing on recruitment, training, motivation, and performance evaluation.*	

Text Books

- Still, Richard R., Cundiff, Edward W., and Govoni, Norman A. P. Sales and Distribution Management. Pearson India, 2021.
- Panda, T. K., and Sahadev, Sunil. Sales and Distribution Management. Oxford University Press, 2019.
- Kapoor, Ramendra Singh. Sales and Distribution Management: An Indian Perspective. McGraw Hill, 2020.

References

- Gupta, S. L. Sales and Distribution Management: Text and Cases. Excel Books, 2021.
- Havaldar, Krishna K., and Cavale, Vasant M. Sales and Distribution Management: Text and Cases. McGraw Hill, 2019.
- Bhatia, P. K. Retail and Sales Management. Himalaya Publishing House, 2020.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73MM305	Digital Marketing	03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM305	Digital Marketing	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course provides an in-depth understanding of Digital Marketing by integrating theoretical concepts with hands-on practical applications. Students will explore key areas such as SEO, social media marketing, content creation, performance marketing, and data analytics. The course emphasizes emerging trends, ethical considerations, and privacy regulations in digital marketing. Through expert lectures, project-based learning, and real-world case studies, students will develop strategic marketing skills and gain proficiency in tools like Google Ads, Facebook Ads, Google Analytics, and WordPress.

Pre-requisites: Basic knowledge of marketing principles, Familiarity with internet usage and social media platforms

Course Objectives:

1. Help students map out a digital marketing funnel and customer journey for a brand, identifying key stages (awareness, consideration, decision) and corresponding marketing tactics through case studies or simulations.
2. Enable students to perform an SEO audit of a live website, optimize on-page elements (titles, meta descriptions, headings), and improve site speed or mobile responsiveness, using tools like Google Analytics or SEMrush.
3. Guide students in creating social media content (images, videos, captions) tailored to different platforms (Facebook, Instagram, LinkedIn), using tools like Canva and Hootsuite to schedule and analyze the effectiveness.
4. Students will design and implement paid ad campaigns on Facebook, Instagram, or LinkedIn, including setting up audience targeting, ad copy, and analyzing performance metrics like CTR and ROAS.
5. Facilitate group discussions and case studies where students examine real-world marketing campaigns, identifying ethical issues and compliance with privacy laws (GDPR, CCPA), followed by writing reports on best practices.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the digital marketing funnel and customer journey.
CLO2 **Apply**[3] SEO techniques for website optimization.
CLO3 **Create**[5]engaging and targeted content for social media marketing.
CLO4 **Design**[6] targeted ad campaigns for Facebook, Instagram, and LinkedIn.
CLO5 **Examine**[6]ethical considerations and privacy regulations in digital marketing.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Digital Marketing**	
1	1.1	Introduction to Digital Marketing & Evolution	9
	1.2	Digital vs. Traditional Marketing	
	1.3	Consumer Behavior in the Digital Age	
	1.4	Digital Marketing Funnel & Customer Journey	
	1.5	Performance Metrics & Analytics Basics	
	1.6	Emerging Trends in Digital Marketing	
2.0		**Website Development & SEO Strategies**	
2	2.1	Basics of Website Planning & Design	9
	2.2	WordPress & E-Commerce Platforms	
	2.3	Search Engine Optimization (SEO) Techniques	
	2.4	On-Page & Off-Page SEO Strategies	
	2.5	Google Search Console & SEO Performance Tracking	
	2.6	Mobile SEO & Voice Search Optimization	
3.0		**Social Media & Content Marketing**	
3	3.1	Social Media Platforms & Strategies	9
	3.2	Content Creation & Engagement Strategies	
	3.3	Influencer & Affiliate Marketing	
	3.4	Paid vs. Organic Social Media Marketing	
	3.5	Social Media Analytics & Optimization	
	3.6	Crisis Management & Online Reputation Management	
4.0		**Performance Marketing & Advertising**	
4	4.1	Google Ads & PPC Advertising	9
	4.2	Facebook, Instagram & LinkedIn Ads	
	4.3	YouTube & Video Marketing Strategies	
	4.4	Email & WhatsApp Marketing Campaigns	
	4.5	Retargeting & Conversion Optimization	
	4.6	AI & Automation in Digital Advertising	
5.0		**Data Analytics & Future Trends**	
5	5.1	Google Analytics & Data Interpretation	9
	5.2	Conversion Rate Optimization (CRO)	
	5.3	AI, Chatbots & Personalization in Marketing	
	5.4	Blockchain & Its Impact on Digital Marketing	
	5.5	Augmented Reality (AR) & Virtual Reality (VR) in Marketing	
	5.6	Digital Marketing Ethics & Privacy Regulations	

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Social Media Growth Strategies, Emerging Trends in Digital Marketing*	
Project Assignment/PBL:	*Develop a Digital Marketing Plan for a Startup or Local Business*	

Text Books

- Chaffey, Dave, and Fiona Ellis-Chadwick. Digital Marketing: Strategy, Implementation and Practice. 8th ed., Pearson, 2022.
- Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan. Marketing 4.0: Moving from Traditional to Digital. Wiley, 2017.
- Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. 5th ed., Kogan Page, 2023.
- Kingsnorth, Simon. Digital Marketing Strategy: An Integrated Approach to Online Marketing. 3rd ed., Kogan Page, 2022.
- Charlesworth, Alan. Digital Marketing: A Practical Approach. 3rd ed., Routledge, 2020..

References

- Tuten, Tracy L., and Michael R. Solomon. Social Media Marketing. 3rd ed., SAGE Publications, 2020.
- Batra, Rajiv, and Michael L. Keller. Advertising and Promotion: An Integrated Marketing Communications Perspective. 12th ed., McGraw-Hill, 2021.
- Gupta, Sunil. Driving Digital Strategy: A Guide to Reimagining Your Business. Harvard Business Review Press, 2018.
- Pulizzi, Joe. Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses. 2nd ed., McGraw-Hill, 2021.
- Hanlon, Annmarie. Digital Marketing: Strategic Planning & Integration. SAGE Publications, 2019.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR & MINOR

Elective Courses

HUMAN RESOURCE (HR)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course I	P73HR301	Industrial Relations and Labour Laws
2	Major Elective Course II	P73HR302	Performance Management
3	Major Elective Course III	P73HR303	Organizational Change and Development
5	Minor Elective Course I	P73HR304	Employee Relations & Labour Laws
6	Minor Elective Course II	P73HR305	Performance and Compensation Management

HUMAN RESOURCE (HR)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73HR301	Industrial Relations and Labor Laws	03	-	01	03	-	01

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73HR301	Industrial Relations and Labor Laws	10	10	05	25	40%	25	40	-	**50**	40%	**100**

Course Description: This course provides a comprehensive understanding of the legal framework and the strategic management of employee relations in the workplace. It is designed to equip students with the necessary knowledge of labor laws, employee rights, and organizational practices that shape the employer-employee relationship. Focusing on the interplay between legal requirements and human resources practices, the course covers various laws governing employment, labor standards, dispute resolution, and industrial relations. The curriculum explores core concepts related to labor legislation, including national and international laws, statutes, and regulatory requirements. Students will learn about the key rights of workers, employer obligations, the importance of labor unions, and collective bargaining. The course will also delve into conflict resolution mechanisms, including mediation, arbitration, and legal recourse available to employees and employers.

Pre-requisites: Management Principles and its basics.

Course Objectives:

1. To conduct a group discussion on the key parties involved in industrial relations (employers, employees, government, trade unions) and their roles. Students will prepare a case study analysis on an ongoing IR issue.
2. To simulate a workplace dispute scenario where students role-play as union representatives and management, resolving grievances using negotiation tactics and dispute resolution strategies.
3. To analyze real-world cases of labor law violations (e.g., minimum wage, working hours) and present findings on how these laws impact IR dynamics and worker protection.
4. To perform a compliance audit on a hypothetical company's wage structure and social

security contributions, ensuring adherence to legal standards such as the Payment of Wages Act and the Employees' Provident Fund Act.

5. To provide students with a legal problem scenario in IR and ask them to apply relevant labor laws to propose a solution. Evaluate their approach through mock court hearings or group discussions.

Course Outcomes: after the end of this course students will able to

CLO1 **Interpret**[3] the concept of industrial relations and role of parties involved in IR.
CLO2 **Demonstrate**[3] the strategic importance of trade unions, dispute, and grievances management.
CLO3 **Analyze**[4] the role of labor laws related to industrial relations.
CLO4 **Evaluate**[3] the legal compliances related to wage and social security labour legislation.
CLO5 **Appraise** [5] the skills required in applying legal rules and principles to fact utilization in Problem solving exercises.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Industrial Relations**	
1	1.1	Overview of Industrial Relations: Concept of Industrial Relations; Objectives of IR	9
	1.2	Evolution of IR in India, Theories of Industrial Relations	
	1.3	Role of State; Trade Union; Employers	
	1.4	Organization to IR and HR Relations-	
	1.5	Causes of poor IR, Emerging Trends in IR	
	1.6	Industrial relations systems across different countries	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Industrial Disputes & Collective Bargaining**	
2	2.1	Concept, Causes and types of industrial disputes.	9
	2.2	Trade Union - Formation, structure, functions, Role of trade unions and employer organizations in industrial disputes	
	2.3	Disputes Settlement and Prevention Mechanism	
	2.4	Meaning, Importance & Process of collective bargaining.	
	2.5	Concept of Grievance, Types, Importance	
	2.6	Grievance Redressal Process, Code of Discipline	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Labour Laws - I**	
3	3.1	Concept, Objectives and Classification of Labour Laws	9
	3.2	Constitution of India and Labour Laws	
	3.3	Laws related to Industrial Relations - The Industrial Disputes Act, 1947	
	3.4	The Trade Unions Act,1926	
	3.5	The Industrial Employment (Standing Orders) Act, 1946	
	3.6	Industrial Relations Code, 2020	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Labour Laws - II**	
4	4.1	Laws Related to Wages - The Payment of Wages Act, 1936	9
	4.2	The Minimum Wages Act, 1948	
	4.3	The Payment of Bonus Act, 1965	

	4.4	Equal Remuneration Rules, 1976	
	4.5	The Code on Wages, 2019	
	4.6	Laws Related to Health and Safety - Factories Act, 1948	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Labour Laws - III**	
5	5.1	Laws Related to Social Security - Employees Compensation Act, 1923	9
	5.2	The Maternity Benefit Act, 1961, The Payment of Gratuity Act,1972	
	5.3	Employees' State Insurance Act, 1948. The Employees Provident Fund & Miscellaneous Provisions Act,1952	
	5.4	The Occupational Safety, Health and Working Conditions Code, 2020	
	5.5	The Social Security Code, 2020	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Industrial Relations, Industrial Disputes, Settlement and Prevention Mechanism, Labour Laws*	
Project Assignment/PBL:		*Create a comprehensive chart of Labour laws in India.*	

Text Books

- Ratnam, C. S. V. (2006). *Industrial relations: Theory and practice* (2nd ed.). Oxford University Press.
- Budd, J. W. (2010). *Industrial relations: A contemporary approach* (1st ed.). Pearson Education.
- Salamon, M. (2000). *Industrial relations: The dynamics of employee relations* (4th ed.). Pearson Education.
- Padhi, P. K. (2005). *Labour and industrial laws* (2nd ed.). Prentice Hall India.
- Puri, S. K. (2005). *Labour laws in India* (4th ed.). Universal Law Publishing.

References

- Berman, E. M., & Feigenbaum, D. (2017). The Oxford handbook of work and organization (1st ed.). Oxford University Press.
- Cochran, D., & D'Aunno, T. (2016). Industrial relations: Approaches to theory and practice (1st ed.). Routledge.
- Sengupta, A., & Pal, S. (2016). Industrial relations and labor laws (2nd ed.). Orient Blackswan.
- Ghosh, B. (2013). Labour and industrial laws (1st ed.). McGraw-Hill Education.
- Malhotra, O. P. (2010). The law of industrial disputes (6th ed.). S. Chand & Company.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR302	Performance Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		03	-	01	03	-	01

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73HR302	Performance Management	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: This course explores the fundamental principles and practices of performance management within organizations. It provides students with the knowledge and skills needed to assess, enhance, and sustain employee performance to drive organizational success. Topics include goal setting, performance appraisals, feedback systems, coaching, employee development, and the alignment of individual performance with organizational objectives. The course also covers the use of performance metrics, performance improvement strategies, and the role of leadership in fostering a culture of high performance. Through case studies, practical applications, and real-world examples, students will learn how to effectively manage and evaluate performance to achieve both individual and organizational goals.

Pre-requisites: Management Principles, Human resource management, Psychology and Sociology.

Course Objectives:

1. To analyze case studies on evolving performance management systems (e.g., Agile performance reviews, AI-driven feedback) and identify future trends by discussing real-world examples and their impact on organizational performance.
2. To develop a goal-setting and performance planning framework for a company, where students create SMART goals and discuss their strategic alignment with the company's objectives.
3. To conduct a strategic analysis of a company's business and functional strategies, then assess how these strategies influence and integrate with its performance management system through group exercises or case studies.
4. To identify common challenges faced in performance management (e.g., bias in evaluations, inconsistent feedback), then propose practical solutions through a role-playing scenario where students act as managers and employees.

5. To evaluate and compare performance management practices in different countries, analyzing how cultural and legal differences impact system design, followed by creating an ideal global performance management strategy for a multinational company.

Course Outcomes: after the end of this course students will able to

CLO1 **Interpret**[3] the concept of performance management and its future trends.

CLO2 **Demonstrate**[3] the strategic importance of goal setting and planning in performance management.

CLO3 **Analyze**[4] the role of business and functional level strategy in performance management.

CLO4 **Evaluate**[3] the development issues and challenges in performance management.

CLO5 **Appraise** [5] the performance management system applied in managing the global workforce.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Performance Management**	
1	1.1	Definition and Concept of Performance Management	9
	1.2	Difference between Performance Management vs. Performance Appraisal	
	1.3	The Performance Management Cycle	
	1.4	Importance of Performance Management in organizations	
	1.5	Motivation and Performance	
	1.6	Future Trends in Performance Management	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Goal Setting and Performance Planning**	
2	2.1	Goal Setting - Concept and Tools	9
	2.2	Linking Individual Goals to Organizational Strategy	
	2.3	Performance Standards	
	2.4	Performance Appraisal Methods	
	2.5	Performance Appraisal process	
	2.6	Goal Setting in High-Performance Planning	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Performance Management and Organizational Strategy**	
3	3.1	Identifying Underperformance	9
	3.2	Aligning Performance Management with Business Strategy	
	3.3	Integrating Performance Management with Other HR Functions	
	3.4	Creating a High-Performance Culture	
	3.5	Using Technology for Performance Tracking	
	3.6	Data Analytics in Performance Management	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Performance Management and Development Issues**	
4	4.1	Coaching, Counseling, and Mentoring	9
	4.2	Potential Appraisal, Competency Mapping, and Performance-Related Pay	

	4.3	Implementing Performance Management System: Strategies and Challenges	
	4.4	Role of HR Professionals in Performance Management	
	4.5	Ethical and Legal Issues in Performance Appraisal and Management Practices	
	4.6	Providing Constructive Feedback	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Global Performance Management**	
5	5.1	Overview of Global Performance Management	9
	5.2	Importance and Benefits of Global Performance Management	
	5.3	Designing Appraisal Systems for Global Workforce	
	5.4	Managing Performance in Multicultural Teams	
	5.5	Performance Management Software's	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Performance Management System, Appraisal Process, Strategic Performance Management, Global Performance Management*	
Project Assignment/PBL:		*Create a comprehensive appraisal process to enhance performance assessment skills for a manager.*	

Text Books

- T.V.Rao, Performance Management and Appraisal Systems, Response, 2008
- Dessler, Gary. *Human Resource Management*. 14th ed., Pearson Education, 2014.
- Srivastava, Dinesh K. *Strategies for Performance Management*. Excel Books India, 2005.
- Gómez-Mejía, Luis R., et al. *Managing Human Resources*. 4th ed., Pearson/Prentice Hall, 2004.
- Aguinis, Herman. *Performance Management*. 1st ed., Oxford University Press, 2008.

References

- Varma, Aru, and Budhwar, Pawan. Performance Management Systems. N.p., n.p, 2019.
- Performance Management Systems: A Global Perspective. United Kingdom, Routledge, 2008.
- Performance Management Systems: A Global Perspective. United Kingdom, Taylor & Francis Group, 2023.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.

- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR303	Organizational Change and Development	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	01	3	-	01

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET 3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73HR 303	Organizational Change and Development	10	10	05	25	40%	-25	--	--	**50**	40%	100

Course Description: Organizations face many challenges and pressures, the most significant of which is survival and survival requires constant adaptation, innovation and change. This is a practical course that addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, students will be exposed to a number of organizational issues including, the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization.

Pre-requisites: Management Principles, OB, HRM, Strategic Management.

Course Objectives:

1. To provide an opportunity to students familiar with basic theories of change and development in management.
2. To develop an awareness and fundamental knowledge of the need for organizational development, why organizations change or fail to change, and how to plan for, manage, and measure change.
3. To develop an awareness of leadership issues and the role of the leader in organizational change and development.
4. To develop the ability to assess and evaluate the outcomes of change initiatives and interventions.
5. To understand and apply various organizational development interventions at

individual, team, and organizational levels.

Course Outcomes: after the end of this course students will able to

CLO1 **Assess**[4] the impact of organizational culture on change initiatives.

CLO2 **Apply**[3] OD techniques to foster leadership skills of change agents in a supportive environment for change within organizations.

CLO3 **Acquire**[3]knowledge in interventions designed for organizational development.

CLO4 **Gain**[2] understanding on action research, action research as a process and approach of organization development.

CLO5 **Create**[5] and develop interventions tailored to enhance overall organizational performance and adaptability.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Organizational Change:**	
1	1.1	Introduction to Organizational Change: Meaning, Nature, and Features	9
	1.2	Need for Change: Why Organizations Have to Change & Planned Change (Objectives, Features)	
	1.3	Models of Change: Systems Model, Lewin's Force Field Analysis, General Model of Planned Change	
	1.4	Forces for Change: External and Internal Forces	
	1.5	Types of Organizational Change & Change Programs (Individual, Group, and Organizational Level)	
	1.6	Planning, Assessing Change Forces, and Implementing Change	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Organizational Development**	
2	2.1	Evolution of Organizational Development	9
	2.2	Meaning and Role of Change Agents	
	2.3	Types and Characteristics of Change Agents	
	2.4	Levels of Change Leadership Skills	
	2.5	Internal vs. External Change Agents: Advantages & Disadvantages	
	2.6	Organizational Development Process	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Organizational Development Interventions**	
3	3.1	Concept of Organizational Development Intervention	9
	3.2	Characteristics of OD Interventions	
	3.3	Classification of OD Interventions	
	3.4	Comprehensive Interventions and System Interventions	
	3.5	Consultant-Client Relationship: Issues, Power, and Politics	
	3.6	Structural Interventions and Organizational Design	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Action Research & Organizational Design**	
4	4.1	Introduction to Action Research, Action Research as a Process	9
	4.2	Organizational Diagnosis, Analyzing Diagnostic Information	
	4.3	Weisbord's Six-Box Model	
	4.4	Determinants of Organizational Design, Components of Organization	

	4.5	Design, Organization - The Environment Interface, Organizational Decision Making	
	4.6	Managing Resistance to Change	
5.0		**Future of Organizational Development**	
5	5.1	Organizational Transformation Models, Cultural Transformation	9
	5.2	Implications OD on future managers	
	5.3	Total Quality Management (TQM)	
	5.4	Learning Organization	
	5.5	Future Trends in OD	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Change Management, Learning Organization, Organizational Development, OD Interventions, Resistance to Change*	
Project Assignment/PBL:		*Create a comprehensive organizational development plan to enhance leadership skills for a Managers with the help of OD interventions.*	

Text Books

- Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi.
- Wendell L. French and Cecil N. Bell Jr., (2008),"Organization Development and Transformation" New Delhi, Prentice Hall.
- OD Network, Vogelsang, J., & Townsend, M. (Eds.). (2014). Handbook for strategic HR: Best practices in organization development from the OD network. Jossey-Bass.
- Carter, L., Giber, D., Goldsmith, M., Beckhard, R. F., Burke, W. W., Lawler, E. E. III, Kaye, B. L., Conger, J. A., & Sullivan, J. (Eds.). (2001). Best practices in organization development and change: Culture, leadership, retention, performance coaching. Pfeiffer.

References

- Block, P. (2011). Flawless consulting: Your guide to getting your expertise used. Pfeiffer.
- Morgan, G. (2006). Images of organization. SAGE Publications.
- Schein, E. H. (2017). Organizational culture and leadership (5th ed.). Wiley.
- Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. Wiley.
- Singh, R., & Ramdeo, S. (2021). Leading organizational development and change: Principles and contextual perspectives. Palgrave Macmillan.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.

- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.

The duration of end semester examination shall be **two hours.**

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HUMAN RESOURCE (HR)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR304	Employee Relations & Labour Laws	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73HR304	Employee Relations & Labour Laws	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course provides a comprehensive understanding of Employee Relations and Industrial Relations, covering key concepts, legal frameworks, and practical approaches to managing workplace discipline, labor laws, and dispute resolution. It explores strategic employee relations management, trade unionism, industrial dispute mechanisms, labor legislations, and workplace safety regulations. The course integrates theoretical knowledge with practical applications through case studies, role-playing, and interactive discussions to enhance learners' ability to navigate real-world industrial relations scenarios.

Pre-requisites: Fundamentals of Human Resource Management, Basics of Organizational Behavior

Course Objectives:

1. To analyze the impact of strategic employee relations policies on organizational effectiveness.
2. To examine the Code of Discipline and grievance procedures under the Industrial Disputes Act, 1947.
3. To evaluate employment regulations like the Payment of Gratuity Act and Standing Orders Act.
4. To demonstrate the disciplinary process including show cause notices, investigations, and charge sheets.
5. To design employee training programs that promote ethical behavior and workplace

safety.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4] the impact of strategic employee relations policies on organizational effectiveness.

CLO2 **Examine**[4] the Code of Discipline and grievance management procedures under the Industrial Disputes Act, 1947.

CLO3 **Evaluate**[5] employment regulations, including the Payment of Gratuity Act and Industrial Employment (Standing Orders) Act.

CLO4 **Demonstrate**[5] the disciplinary process, including show cause notices, investigations, and charge sheets.

CL05 **Design**[6]employee training programs to promote ethical behavior and workplace safety.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Employee Relations and Industrial Relations:**	
1	1.1	Introduction to Employee and Industrial Relations	9
	1.2	Scope, Objectives, and Importance of Employee Relations	
	1.3	Employee Relations Management: Tools, Strategies, and Challenges	
	1.4	Strategic Employee Relations and the Psychological Contract	
	1.5	Approaches to Industrial Relations and Industrial Relations Systems (IRS)	
	1.6	Labor Legislations and the Role of the International Labor Organization (ILO)	
2.0		**Trade Union and Industrial Dispute Act:**	
2	2.1	Trade Unionism: Structure, Functions, and Trade Union Act	9
	2.2	Industrial Disputes: Causes, Impact, and Settlement Procedures	
	2.3	Code of Discipline and Grievance Management under the Industrial Disputes Act, 1947	
	2.4	Collective Bargaining and Workers' Participation in Management	
	2.5	Tripartism in Industrial Relations: Key Stakeholders and Bodies	
	2.6	The Role of ILO in Industrial Relations: Purpose, Structure, and Conventions	
3.0		**Law Relating to Employee and Industrial Relation:**	
3	3.1	Overview of Laws Governing Employee and Industrial Relations	9
	3.2	Factories Act, 1948 & Contract Labour (Regulation & Abolition) Act, 1970	
	3.3	Apprentice Act, 1961 & Employees State Insurance Act, 1948	
	3.4	Compensation and Benefits: Employees Compensation Act, Maternity Benefit Act, and EPF Act	
	3.5	Wage and Bonus Regulations: Payment of Wages Act, Minimum Wages Act, and Payment of Bonus Act	
	3.6	Employment Regulations: Payment of Gratuity Act & Industrial Employment (Standing Orders) Act, 1946	
4.0		**Employee Discipline and Workplace Regulations**	
4	4.1	Introduction to Employee Discipline: Meaning and Significance	9
	4.2	Service Rules and Standing Orders: Framework for Workplace Discipline	
	4.3	Misconduct, Suspension, and Subsistence Allowance: Legal Provisions	
	4.4	Disciplinary Process: Show Cause Notice, Investigation, and Charge Sheet	
	4.5	Principles of Natural Justice and Enquiry Procedure	
	4.6	Sections of Industrial Disputes Act: 11A, 17B, 33, and Schedule 5	
5.0		**Workplace Safety, Harassment Prevention, and Child Labor Laws**	

5	5.1	Prevention of Sexual Harassment at Workplace: Legal Framework	9
	5.2	Vishaka vs. State of Rajasthan: Landmark Supreme Court Verdict	
	5.3	The Sexual Harassment at Workplace (Prevention, Prohibition, and Redressal) Act, 2013	
	5.4	Employee Training for Good Behavior: Policies and Implementation	
	5.5	Child Labour (Prohibition & Regulation) Act, 1986: Safeguarding Children's Rights	
	5.6	Prevention of Sexual Harassment at Workplace: Legal Framework	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Evolution of Employee and Industrial Relations, Role of Trade Unions and Collective Bargaining in Industrial Relations and so on*	
Project Assignment/PBL:		*Analyze a real-life industrial dispute, identify its causes, and suggest resolution strategies based on legal provisions or related.*	

Text Books

1. Budhwar, Pawan S., and Debi S. Saini, editors. Managing Employment Relations in India: Emerging Themes and Perspectives. Palgrave Macmillan, 2008.
2. Monappa, Arun. Industrial Relations. Tata McGraw-Hill Education, 2012.
3. Mamoria, C. B., and Satish Mamoria. Dynamics of Industrial Relations. Himalaya Publishing House, 2017.
4. Sinha, P. R. N., Indu Bala Sinha, and Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education, 2017.
5. Srivastava, S. C. Industrial Relations and Labour Laws. Vikas Publishing House, 2012.

References

1. ILO. Freedom of Association: Digest of Decisions and Principles of the Freedom of Association Committee of the Governing Body of the ILO. 5th ed., International Labour Organization, 2006.
2. Jain, R. Handbook of Labour Laws in India. LexisNexis, 2019.
3. Mishra, S. N. Labour and Industrial Laws. Central Law Publications, 2021.
4. Malik, P. L. Industrial Law. Eastern Book Company, 2018.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- All questions are compulsory and based on any module of the entire syllabus.
- The students need to solve all 5 questions.
- The duration of the end semester examination shall be **two hours.**

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73HR305	Performance and Compensation Management	3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73HR305	Performance and Compensation Management	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course provides a comprehensive exploration of performance management and competency-based reward systems in modern organizations. It covers foundational theories, practical performance measurement techniques, and strategic improvement initiatives. Through case studies, interactive discussions, and web-based exercises, students will gain the skills needed to design, implement, and enhance effective performance management practices aligned with organizational goals**.**

Pre-requisites: Basics of Human Resource Management, Fundamentals of Organizational Behavior, Knowledge of Business Strategy and Organizational Goals

Course Objectives:

1. To illustrate how an organization's mission, strategy, and goals align within a performance management system.
2. To describe various performance evaluation methods like 360-degree feedback and balanced scorecards.
3. To design performance improvement plans using benchmarking and best practices.
4. To evaluate the link between performance, competency, and contribution-based pay models.
5. To formulate performance agreements that define expectations and accountability.

Course Outcomes: after the end of this course students will able to

CLO1 **Illustrate**[4] how an organization's mission, strategy, and goals integrate into a comprehensive performance management system.

CLO2 **Describe**[2] various methods for evaluating performance, such as 360-degree feedback, balanced scorecards, and competency mapping.

CLO3 **Design**[6] performance improvement plans that incorporate industry benchmarking and best practices.

CLO4 **Evaluate**[4] the relationship between performance, competency, and contribution-related pay models.

CLO5 **Formulate**[6] performance agreements and contracts that clearly articulate expectations and accountability.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Performance Management**	
1	1.1	Concept and Importance of Performance Management – Purpose, Dimensions, and Challenges	9
	1.2	Theoretical Foundations of Performance Management – Learning and Motivational Theories	
	1.3	Performance Management as a System – Organizational Mission, Strategy, and Goals	
	1.4	Performance Management Cycle and Culture – HR Practices and Program Integration	
	1.5	Performance Management in Virtual Work Environments – Adaptation and Challenges	
	1.6	Linking Performance Management with Other HR Functions – Recruitment, Training, and Development	
2.0		**Monitoring and Measuring Performance**	
2	2.1	Performance Monitoring – Objectives, Process, and Effectiveness Conditions	9
	2.2	Assessment Centers and Performance Measurement Criteria – Best Practices	
	2.3	Methods for Evaluating Performance – 360-Degree Feedback, Bell Curve, Competency Mapping	
	2.4	Strategic Role of HR Professionals in Performance Management – HR Scorecard and Balanced Scorecard	
	2.5	Performance Appraisal Errors and Attribution Theory – Causal Matrix Analysis	
	2.6	Performance Reviews and Feedback Systems – Constructive Approaches	
3.0		**Performance Improvement and Benchmarking**	
3	3.1	Identifying Root Causes of Performance Issues – Diagnosis and Solutions	9
	3.2	Coaching and Mentoring for Performance Enhancement – Employee Development Strategies	
	3.3	Performance Benchmarking Models – EFQM Excellence Model, Industry Best Practices	
	3.4	Performance Management System Review and Enhancement – Continuous Improvement	
	3.5	Critical Employees vs. Critical Positions – Workforce Optimization	
	3.6	Performance-Based Career Planning and Succession Planning – Talent Pipeline Development	
4.0		**Competency and Reward Management**	
4	4.1	Competency Mapping and Models – Mercer's Human Capital Wheel, CIPD Framework	9

	4.2	Competency-Based Pay Models – Performance, Competence, and Contribution-Related Pay	
	4.3	Performance-Based Compensation – Rewards and Incentive Systems	
	4.4	Pay Structures and Components – Traditional and Contingent Pay Plans	
	4.5	Non-Monetary Rewards and Employee Motivation – Psychological Contracts and Engagement	
	4.6	Legal and Ethical Issues in Performance Management – Compliance and Fairness	
5.0		**Advanced Topics in Performance Management**	
5	5.1	E-Performance Management Systems (e-PM) – Technology Integration in PMS	9
	5.2	HR Audit and Performance Analytics – Data-Driven Decision-Making	
	5.3	Performance Agreements and Contracts – Setting Clear Expectations	
	5.4	Global Perspectives on Performance Management – Best Practices from Leading Companies	
	5.5	Employee Relations and Performance – Aligning Goals with Organizational Success	
	5.6	Future Trends in Performance Management – AI, Automation, and Predictive Analytics	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Innovations in Performance Management and related.*	
Project Assignment/PBL:		*Engage in role-playing to simulate performance review meetings, practice providing feedback, and develop strategies for employee improvement.*	

Text Books

1. Aguinis, Herman. Performance Management. 3rd ed., Pearson, 2013.
2. Armstrong, Michael. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. 5th ed., Kogan Page, 2014.
3. Pulakos, Eugene D. Performance Management: A New Approach for Driving Business Results. Wiley, 2009.
4. DeNisi, Angelo, and Bernard P. Mor, editors. Performance Appraisal and Management: Concepts, Antecedents, and Applications. Routledge, 2005.
5. Fletcher, Charles, editor. Performance Appraisal and Management: The Developing Research Agenda. Routledge, 2001.

References

1. Lawler, Edward E. “Rewarding Excellence: Pay Strategies for the New Economy.” Harvard Business Review, vol. 84, no. 10, 2006, pp. 116–123.
2. Boudreau, J. W., and Peter M. Ramstad. “The Future of Human Resource Management.” Human Resource Management Review, vol. 10, no. 2, 2000, pp. 159–176.
3. Pulakos, Eugene D., et al. “Performance Management Can Be Fixed: An On-the-Job Experiment.” Harvard Business Review, vol. 92, no. 12, 2014, pp. 80–88.
4. Aguinis, Herman. “Performance Management: A Framework for Management Practice.” Business Horizons, vol. 53, no. 3, 2010, pp. 329–336.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and

- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- All questions are compulsory and based on any module of the entire syllabus.
- The students need to solve all 5 questions.
- The duration of the end semester examination shall be **two hours**

Discipline Specific

MAJOR

Elective Courses

INTERNATIONAL BUSINESS (IBM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course I	P73IB301	Foreign Trade Documentation and Procedures
2	Major Elective Course II	P73IB302	International Marketing
3	Major Elective Course III	P73IB303	Cross Cultural Management and Global Leadership
4	Minor Elective Course I	P73IB304	International Business Environment
5	Minor Elective Course II	P73IB305	Export and Import Procedures

INTERNATIONAL BUSINESS (IB)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73IB301	Foreign Trade Documentation and Procedures	3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73IB301	Foreign Trade Documentation and Procedures	10	10	05	25	40%	25	40	-	**50**	40%	**100**

Course Description: The Foreign Trade Documentation and Procedure course for International Business is designed to provide students with a comprehensive understanding of exporot and import business documentation and procedures. Students will get an overview of various documentations required in Export and import. This will help them to look for the exploration of international business opportunities.

Pre-requisites: Basics of Import & Exports and laws.

Course Objectives:

1. To explain basic terms and concepts related to export and import documentation and procedures.
2. To identify the types of documents required in import and export processes.
3. To analyze various documentation formats used in export and import.
4. To explain aspects of foreign trade and export promotion schemes.
5. To evaluate current procedures in Export-Import documentation.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the basic terms and concepts related to export and Import documentation and Procedures.
CLO2 **Identify**[4]the various types of documents required for the procedures involved in import and export.
CLO3 **Analyse**[4] the various documentation formats for the import and export processes.

CLO4 **Explain**[2] different aspects of foreign trades and export promotion scheme.
CLO5 **Evaluate**[5]the current Export Import documentation procedures.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to International Business and Framework:**	
1	1.1	Introduction to International Business and External Trade	9
	1.2	Types of International Business and India's Global Position	
	1.3	Role of Government and Export Promotion Agencies	
	1.4	Imports & Exports: Classification, Strategy, and Registration	
	1.5	Methods of Exporting, Pricing, and Payment Terms	
	1.6	Import Liberalization and Special Import Schemes	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Export-Import Documentation**	
2	2.1	Export Documentation System and Documents	9
	2.2	Import Documentation and Regulatory Requirements	
	2.3	Quality Certifications and Marine Insurance	
	2.4	Freight Declaration and Legal Aspects	
	2.5	Payment Methods and Financial Instruments	
	2.6	Export Financing	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Export-Import Procedures:**	
3	3.1	Export Procedure and Contract Formalities	9
	3.2	Institutional Framework and Export Finance	
	3.3	Customs and Shipping Formalities	
	3.4	Import Procedure and Legal Dimensions	
	3.5	Warehousing and Exchange Control for Imports	
	3.6	Negotiation and Realization of Export Proceeds	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Foreign Trade Policy**	
4	4.1	Foreign Trade Policy and Special Focus Initiatives	9
	4.2	Export Promotion Schemes and Duty Drawback	
	4.3	Incentives for Exporters and EPCG Scheme	
	4.4	Export Promotion Councils and Commodity Boards	
	4.5	EOUs, SEZs, and Export Excellence Programs	
	4.6	Institutions: FIEO, IIFT, ITPO, ECGC, EXIM Bank	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**International Business Environment**	
5	5.1	The Role of International Chambers of Commerce and WTO	9
	5.2	The Current International Trade with India and preferential countries for India	
	5.3	The International Business environment challenges and risks	
	5.4	The Trade blocks and their proc and cons for India.	

	5.5	HS code and Ministry of Commerce data analysis practical examples.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*		
Suggested Expert Lectures:	*The Export Import documentation and procedures for the first consignments*		
Project Assignment/PBL:	*Create a comprehensive developmet of Intenational business Plan*		

Text Books

- B. S. Rathor, J. S. Export Marketing. Himalaya Publishing House Pvt. Ltd. New Delhi 2019.
- Gopal, C.Rama. Export Import Procedures - Documentation and Logistics. India, New Age International (P) Limited, 2006.
- J. Senthilvelmurugan, S. Mahalakshmi. Export and Import Documentation and Procedures. India, MJP Publisher, 2019.
- Madhurima Lall, Sultan Ahmad, Export Import: Procedure and Documentation. N.p., Sultan Chand & Sons, 2021.

References

- Michael R. Czinkota, I. A. Global Business, 2/E. South Western Educational Publishing, 1997.
- Paliwal, Manisha. Import Export Procedure. India, Nirali Prakashan, 2017.
- Paul, Justin, and Aserkar, Rajiv. Export Import Management. India, OUP India, 2013.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73IB302	International Marketing	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	0	1	3	0	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73IB302	International Marketing	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	05	25	40%	25	40	-	**50**	40%	**100**

Course Description: This comprehensive course on *Export Business and Marketing Strategies* equips students with the essential tools and knowledge required to navigate the complexities of international trade. The course covers key aspects such as market analysis, entry strategies, and the role of digital and social media marketing in global expansion. Students will explore critical topics including identifying foreign markets, selecting market entry methods, and leveraging regulatory bodies and export marketing organizations. Additionally, the course delves into the importance of data-driven decision-making and storytelling in export marketing, offering practical tutorials to enhance skills in crafting effective strategies for global markets. By the end of the course, students will be prepared to develop and implement successful export marketing strategies, utilizing both traditional and digital marketing techniques to engage international audiences.

Pre-requisites: Principles of International Business, Market Research, Digital Marketing Essentials

Course Objectives:

1. To analyze international markets for export opportunities, demand, and competition.
2. To examine the role of export marketing and promotional organizations in enhancing brand visibility.
3. To apply digital marketing tools to boost export marketing effectiveness.
4. To design content marketing campaigns and utilize analytics to track global performance.
5. To utilize storytelling to engage cross-cultural audiences and strengthen global brand relationships.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyse**[4] international market(s) for export opportunities, market demand, and competition.

CLO2 **Examine**[5] the role of export marketing and promotional organizations to increase the brand visibility and simplified export procedures.

CLO3 **Apply**[3] digital marketing tools and techniques to enhance export marketing efforts, including website optimization, social media marketing, and search engine advertising.

CLO4 **Design**[6] and execute content marketing campaigns targeted at international audiences to enhance brand visibility and engagement and/or use data analytics tools to track export marketing performance.

CLO5 **Utilize**[3]storytelling as a marketing tool to connect with cross-cultural audiences and build strong, lasting relationships.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Export Business & Market Analysis**	
1	1.1	Introduction & Significance of Overseas Markets	9
	1.2	Export Marketing vs. Domestic Marketing	
	1.3	Current Trends & Opportunities in Global Markets	
	1.4	Market Research & Identifying Foreign Markets	
	1.5	Factors Influencing Selection of Foreign Markets	
	1.6	Market Demand, Consumer Behavior, & Competition	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Export Strategies & Market Entry Methods**	
2	2.1	Market Entry Methods: Direct vs. Indirect Exporting	9
	2.2	Export Licensing & Franchising	
	2.3	Strategic Alliances & Joint Ventures	
	2.4	FDI & Its Implications in Export Business	
	2.5	Product Planning Strategies for Exports	
	2.6	Steps in New Product Development Process	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Export Marketing & Regulatory Bodies**	
3	3.1	Objectives & Introduction to Export Marketing Organizations	9
	3.2	Types of Export Marketing Organizations & Their Functions	
	3.3	Export Promotion Organizations & Councils (EPCs, Commodity Boards)	
	3.4	Regulatory & Development Bodies (DGFT, DGCI&S, Export Inspection Council)	
	3.5	Special Economic Initiatives (STP Scheme, 100% EOUs, SEZ)	
	3.6	Industry & Trade Associations (FIEO, IIFT, ITPO, Chambers of Commerce)	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Digital and Social Media Marketing for International Audiences**	
4	4.1	Role of Digital Marketing in Export Promotion	9
	4.2	Digital Marketing Channels: Websites, Email & Mobile Marketing	
	4.3	SEO & SEM for International Markets	
	4.4	Social Media Platforms for Global Marketing Campaigns	
	4.5	Building a Global Social Media Presence & Audience Engagement	
	4.6	Social Media Metrics for Performance Evaluation	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Data-Driven Storytelling in Export Marketing**	

5	5.1	Creating Compelling Content for International Audiences	9
	5.2	Storytelling as a Marketing Tool in Cross-Cultural Contexts	
	5.3	Integrating Content Marketing into Export Marketing Plans	
	5.4	Harnessing Data Analytics for Export Marketing Insights	
	5.5	Tracking & Measuring Export Marketing Performance	
	5.6	Data-Driven Decision-Making in International Business	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Emerging Trends in Digital and Social Media Marketing for Exports. Strategies for Entering and Expanding in Global Markets. Role of Data Analytics in International Trade Decision-Making*	
Project Assignment/PBL:		*Case Study Analysis of Successful Export Marketing Strategies*	

Text Books

- B. S. Rathor, J. S. Export Marketing, Himalaya Publishing House Pvt. Ltd., New Delhi, 2019.
- Franck Cochoy, J. H. Fixing Prices, Edward Elgar Publishing, Queensland, 2023.
- Julian, C. C. Research Handbook on Export Marketing, Edward Elgar Publishing, Queensland, 2014.
- Michael R. Czinkota, I. A. Global Business, 2nd Edition, South Western Educational Publishing, 1997.
- Ronkainen, M. R. The Export Marketing Imperative, South Western Educational Publishing, 2004.
- Shaoming Zou, D. K. Export Marketing Strategy, Business Expert Press, 2009.

References

- Niko Lahtinen, K. P. Digital Marketing Strategy, Edward Elgar Publishing, 2023.
- Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Marketing 4.0: Moving from Traditional to Digital, Wiley, 2017.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73IB303	Cross Cultural Management and Global Leadership	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	1	3	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73IB303	Cross Cultural Management and Global Leadership	10	10	05	25	40%	25	-	-	**50**	40%	**100**

Course Description: The multi-cultural environment in today's workplace provide new challenges to business managers. Globalization has led to an increase in cross-border mergers and acquisitions, strategic alliances, and global relocations. Managing cultural differences is now recognized as a key factor in achieving organizational objectives. Student success in the international arena will be influenced by cultural intelligence, and his/her ability to understand both the challenges and the opportunities that the global environment provides. The course of international business has already exposed students to the subject of globalization and how business practices differ between cultures. This course will help to develop an understanding of the impact of culture on business behaviors and practices and importance of leadership skills.

Pre-requisites: Business Environment, Global economy and the trade barriers

Course Objectives:

1. To explain the role of culture and models in managing international business.
2. To analyze how culture influences key management functions.
3. To use cultural understanding to prepare for global negotiations and conflict resolution.
4. To apply theories to create effective cross-cultural management strategies.
5. To evaluate global business theories for improving cross-cultural practices.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2]role of culture in international business and the importance of managing cultural differences and the different models of culture used in international management.

CLO2 **Analyse**[4]influence of culture on different functions of management including communication, negotiation, marketing, motivation and human resource management.

CLO3 **Use[3]** understanding of cultural differences and mindsets to prepare for international negotiation and/or conflict management.

CLO4 **Apply[3]** theory to design effective managerial responses to cross-cultural situations at the interpersonal and organizational levels.

CLO5 **Evaluate[5]**theories in global business for better practices.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Understanding Culture and Value Synchronization:**	
1	1.1	Meaning, Characteristics, and Levels of Culture	9
	1.2	Approaches to Understanding Societal Culture (Structuralist, Interpretivist, Cognitivist, Poststructuralist, Synthetic)	
	1.3	Cultural Differences and Similarities Across the Globe	
	1.4	Cultural Dimension Theories (Kluckhohn & Strodtbeck, Hall, Hofstede, Trompenaars)	
	1.5	Role of Culture in International Business and Managing Cultural Differences	
	1.6	Models of Culture in International Business Management	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Value Synchronization and Cultural Dilemmas**	
2	2.1	National, Industry, and Organizational Culture	9
	2.2	Value Orientations and Cultural Dimensions	
	2.3	Culture and Management Styles	
	2.4	Culture in Corporate Structures, HRM, and Strategy	
	2.5	Cultural Change, Diversity, and Cross-Cultural Implications	
	2.6	Theories of Motivation in a Cultural Context	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Ethics, Negotiation and Conflict Management**	
3	3.1	Factors Shaping Business Ethics in a Global Scenario	9
	3.2	Ethical Dilemmas and Theories for Resolution	
	3.3	Cultural Differences and Their Impact on Individuals	
	3.4	Cross-Cultural Communication (Verbal & Non-Verbal)	
	3.5	International Business Negotiations and Strategies	
	3.6	Conflict Process, Management Styles, and Resolution	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Global Leadership and International Business:**	
4	4.1	Factors and Approaches Determining MNEs	9
	4.2	Expatriate Life Cycle and Training Programs	
	4.3	Managing Global Teams and Cross-Cultural Leadership	
	4.4	Motivating Across Cultures and International Team Management	
	4.5	Mergers, Acquisitions, and Staffing Synergy	
	4.6	Family Business Growth and Cultural Cluster Perspectives	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Global Labour Laws and legal aspects of Global Employments**	
5	5.1	Roll of Overseas recruitments agents in India.	9
	5.2	Roll of Protectors of Emigrants	
	5.3	International labours laws an Introductions.	

	5.4	Kafala systems and others malpratices in global employments	
	5.5	Role of Goverments organization in Pre-departure training.	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*International Business strategies and documentations*	
Project Assignment/PBL:		*Global market analysis and HS code wise business analysis*	

Text Books

- Adhikary, Manab, Global Business Management, Macmillan, New Delhi, 2000.
- Francis Cherunilam, International Business: Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010
- Justin Paul, International Business, 6Ed, PHI Learning Pvt. Ltd., New Delhi, 2010.
- K Aswathappa, International Business, 5th Ed., McGraw Hill Education, 2012.
- Rakesh Mohan Joshi, International Business, 1st Ed., Oxford University Press, 2009.
- Sharan, International Business: Concept, Environment and Strategy, Pearson India, 2010.

References

- Mahadevan, Jasmin. Cross-Cultural Management: A Contemporary Approach. SAGE Publications, 2023.
- Thomas, Dr. David C., and Peterson, Dr. Mark F. Cross-Cultural Management: Essential Concepts. SAGE Publications, 2016.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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INTERNATIONAL BUSINESS (IB)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73IB304	International Business Environment	3	-	-	**3**	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73IB304	International Business Environment	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: The International Business Environment course provides an in-depth understanding of the dynamic global landscape where businesses operate. It explores the interplay of economic, political, cultural, and technological factors that shape international markets. Students will gain insights into global trade policies, international financial systems, cross-cultural management, and sustainable practices, enabling them to navigate complexities and leverage opportunities in the global marketplace.

Pre-requisites: Basic economics concepts and theories.

Course Objectives:

1. To assess macroeconomic and geopolitical factors affecting international business.
2. To evaluate the global trade system and its influence on market strategies.
3. To analyze cross-border cultural, legal, and ethical business challenges.
4. To develop entry and operational strategies for international markets.
5. To critically examine the impact of multinational corporations on global business and policy.

Course Outcomes: after the end of this course students will able to

CLO1 **Assess**[4] the global macroeconomic and geopolitical factors affecting international business operations.

CLO2 **Evaluate**[5] the global trade system and its impact on international market strategies.

CLO3 **Analyze**[5] cultural, legal, and ethical challenges in conducting business across borders.

CLO4 **Develop**[6] strategies for entering and operating in international markets while considering the competitive and regulatory environment.

CLO5 **Critically examine**[5] the role of multinational corporations in shaping global business and influencing policy.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**The Global Business Environment**	
1	1.1	Introduction to the International Business Environment	9
	1.2	Political and Legal Systems and Their Influence on Business	
	1.3	Economic Systems: Capitalism, Socialism, and Mixed Economies	
	1.4	The Role of International Institutions (WTO, IMF, World Bank)	
	1.5	Political Risk and Risk Management in International Business	
	1.6	The Impact of Geopolitics on Global Business Strategy	
2.0		**Global Trade and Investment Systems**	
2	2.1	Theories of International Trade (Absolute Advantage, Comparative Advantage)	9
	2.2	The Role of Trade Agreements (WTO, NAFTA, EU, RCEP)	
	2.3	Trade Protectionism and Its Implications on Global Business	
	2.4	Foreign Direct Investment (FDI): Concepts, Drivers, and Trends	
	2.5	International Capital Markets and Cross-border Investment Flows	
	2.6	Trade Policies and Their Impact on International Business	
3.0		**Cultural, Legal, and Ethical Aspects of International Business**	
3	3.1	The Role of Culture in International Business	9
	3.2	Cross-cultural Communication and Management	
	3.3	Legal Systems: Common Law, Civil Law, and Sharia Law	
	3.4	Ethical Issues in International Business (Corruption, Bribery, Fair Trade)	
	3.5	Intellectual Property Rights and Protection in International Markets	
	3.6	Corporate Social Responsibility (CSR) and Sustainability in Global Business	
4.0		**International Market Entry and Expansion Strategies**	
4	4.1	Overview of Market Entry Strategies	9
	4.2	Exporting and Licensing as Market Entry Modes	
	4.3	Franchising and Strategic Alliances in Global Markets	
	4.4	Joint Ventures and Wholly Owned Subsidiaries	
	4.5	Global Marketing Strategy and Adaptation vs. Standardization	
	4.6	Challenges in International Expansion and Risk Management	
5.0		**Role of Multinational Corporations (MNCs) in Global Business**	
5	5.1	The Evolution of Multinational Corporations	9
	5.2	Strategic Management of MNCs in Global Markets	
	5.3	The Impact of MNCs on Local Economies and Societies	
	5.4	Globalization and the Role of MNCs in Shaping Economic Policies	
	5.5	MNCs and Global Supply Chains	

	5.6	Ethical and Corporate Governance Challenges for MNCs	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Business Environment, Strategic Management for Business Growth, Scanning Business Opportunities in Current Globalized World*	
Project Assignment/PBL:		*Develop a comprehensive International Guide manual for the Business Peoples to understand the Global Challenges and Opportunities across various business verticals.*	

Text Books

- B. S. Rathor, J. S. Export Marketing. Himalaya Publishing House Pvt. Ltd. New Delhi 2019.
- [Gopal, C.Rama. Export Import Procedures - Documentation and Logistics. India, New Age International (P) Limited, 2006.
- J. Senthilvelmurugan, S. Mahalakshmi. Export and Import Documentation and Procedures. India, MJP Publisher, 2019.
- [Madhurima Lall, Sultan Ahmad, Export Import: Procedure and Documentation. N.p., Sultan Chand & Sons, 2021.

References

1. Reddy, K. N. *International Business Environment and Trade*. Himalaya Publishing House, 2020.
2. Verma, S. P. *International Business Environment and Global Strategy*. Global India Publications, 2015.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be two hours.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73IB305	Export Import Procedures	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	**3**	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73IB305	Export Import Procedures	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: The Export Import Procedures course is designed to provide students with an in-depth understanding of the processes, documentation, and regulations governing international trade. It covers the essentials of export and import transactions, focusing on logistics, compliance, risk management, and strategies to ensure efficient global business operations. The course aims to develop the knowledge and skills required to manage export and import procedures effectively, with an emphasis on legal frameworks, international markets, and operational management.

Pre-requisites: Export Import terms

Course Objectives:

1. To analyze principles and documentation processes in international trade.
2. To analyze regulatory compliance in global trade standards and laws.
3. To apply risk management strategies in international trade operations.
4. To develop competencies in international payments and financing.
5. To design strategic export-import plans for market expansion.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4] the fundamental principles and documentation processes in international trade.

CLO2 **Analyze**[4] regulatory requirements, including compliance with international trade laws and standards.

CLO3 **Apply**[3] risk management and mitigation strategies to international trade processes.

CLO4 **Develop**[6] skills in handling international payments and financing mechanisms.

CLO5 **Design**[6] strategic export-import plans to enhance international business opportunities and market penetration.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Export-Import Procedures**	
1	1.1	Overview of international trade and global business dynamics	9
	1.2	Export vs. Import: Definitions, processes, and differences	
	1.3	Steps involved in export-import transactions	
	1.4	Export documents: Commercial Invoice, Packing List, Bill of Lading, and Certificates	
	1.5	Import documents: Import License, Bill of Entry, Delivery Order	
	1.6	Role of intermediaries in the trade process (Freight Forwarders, Customs Brokers, etc.)	
2.0		**International Trade Laws and Regulations**	
2	2.1	Understanding international trade agreements (WTO, Free Trade Agreements, etc.)	9
	2.2	Export control regulations and compliance (EAR, ITAR, etc.)	
	2.3	Customs and excise regulations in export and import procedures	
	2.4	Harmonized System (HS) Code and classification of goods	
	2.5	Trade documentation compliance: Country-specific norms and requirements	
	2.6	Case studies on regulatory issues in export-import transactions	
3.0		**Risk Management in International Trade**	
3	3.1	Identifying risks in export-import transactions (commercial, political, currency)	9
	3.2	Types of payment methods: Letters of Credit, Advance Payment, Open Account	
	3.3	Risk mitigation techniques: Insurance, hedging, and counterparty evaluation	
	3.4	Currency fluctuations and managing exchange rate risk	
	3.5	Documentation for securing payment and reducing risk (Bill of Exchange, Trade Credit Insurance)	
	3.6	Case studies on risk management strategies in international trade	
4.0		**Financing Export-Import Transactions**	
4	4.1	Financing options for export and import businesses: Bank Guarantees, Letters of Credit	9
	4.2	The role of trade finance institutions in global trade	
	4.3	Working capital management in international trade	
	4.4	Export credit agencies and their role in financing exports	
	4.5	Cross-border payments and remittance mechanisms	
	4.6	Evaluating the financial viability of export-import ventures	
5.0		**Strategic Export-Import Management**	
5	5.1	Developing a strategic plan for entering international markets	9

	5.2	Identifying and selecting global markets for export (Market Research, Risk Assessment)	
	5.3	Logistics and supply chain management in export-import operations	
	5.4	Managing relationships with international partners (distributors, agents, customs officials)	
	5.5	Sustainability and ethical considerations in export-import activities	
	5.6	Future trends and innovations in global trade (e-commerce, block chain in logistics, etc.)	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Business Scanning, Globalization*	
Project Assignment/PBL:		*Develop a strategic outlook for business to excel in the Export Import Documentation for various countries for different category of products/services.*	

Text Books

- Cherunilam, Francis. Export Marketing. Himalaya Publishing House, 2018.
- Jain, P.K. Export-Import Procedures and Documentation. Rajat Publications, 2019.
- Ramakrishna, H.V., and Lakshmi Ratan. Export-Import Procedures, Documentation, and Logistics. New Age International, 2020.
- Mahajan, M. I. Export-Import Management. Snow White Publications, 2021.
- Paul, Justin. Export-Import Management. Oxford University Press, 2018.
- Sinha, P. K. International Business: Export-Import Management. Pearson India, 2022.
- Kapoor, D.C. Export Management. Vikas Publishing House, 2019.

References

- Das, Madhu. A Guide to Export-Import Policy and Procedures in India. Taxmann Publications, 2021.
- Tandon, K. Export-Import Procedures and Documentation. Himalaya Publishing House, 2020.
- Lall, M. India's Trade Policy and Export-Import Strategies. Sage Publications, 2019.
- Government of India. Foreign Trade Policy and Handbook of Procedures 2023-2028. Ministry of Commerce & Industry, 2023.
- Kumar, Satish. International Trade and Customs Regulations in India. LexisNexis, 2021.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.

- The students need to solve all 5 questions.
- The duration of end semester examination shall be two hours.

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Discipline Specific

MAJOR

Elective Courses

OPERATIONS AND SCM (O&SCM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective Course I	P73OM304	Operation Strategy
2	Minor Elective Course II	P73OM305	Purchasing and Inventory Management

OPERATIONS AND SCM (O&SCM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73OM304	**Operations Strategy**	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73OM304	Operations Strategy	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course is indented to create awareness in the mind of management student about understanding, strategy and management of operations both in manufacturing and services that occur in the organization.

Pre-requisites: Operations Management, Production in Services, Strategy Management

Course Objectives:

1. To analyze the operations strategy of a company through case studies and evaluate how it impacts performance levels across various areas like cost, quality, and delivery, followed by creating a performance report.
2. To conduct a simulation exercise on capacity planning, where students must decide on procurement strategies and capacity expansion for a growing company in a supply chain network, assessing factors like lead time and inventory levels.
3. To research and present on the latest process technologies used in manufacturing or service sectors, analyzing quality control measures that align with global standards such as ISO or Six Sigma.
4. To perform a SWOT analysis on a company's current operations performance and identify areas of improvement. Students will then propose innovative strategies based on performance gaps to improve efficiency and effectiveness.
5. To develop a risk management strategy for a real or hypothetical business, incorporating elements like strategy formulation, risk assessment, and control measures, then simulate the implementation process in a workshop scenario.

Course Outcomes: after the end of this course students will able to

CLO1 **Describe**[2] the concept and importance of operations strategy with their performance level.
CLO2 **Understand**[2]the importance of Capacity with expansion and procurement under network.
CLO3 **Explain**[3] the process technology with quality aspects to measure global standards.
CLO4 **Analyze**[4] Performance mapping to their improvement for innovating new strategy.
CLO5 **Evaluate**[5] the strategy formulation, monitoring and implementing to control the risk.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Operation Strategy and Performance**	
1	1.1	Operations strategy – Introduction, Innovation and operations discipline	6
	1.2	Operations performance – Operations Strategy framework	
	1.3	Developing an operations strategy – Value chain dynamics and operations decisions	
	1.4	Manufacturing Architecture and operations strategy	
	1.5	Operations Performance in different levels	
	1.6	Targeting and Operations focus	
2.0		**Capacity and Purchase Strategy**	
2	2.1	Capacity Strategy and Management–How to make decisions on capacity and capacity expansion	6
	2.2	Capacity Change and Location	
	2.3	Systems and Processes– Vertical integration and outsourcing	
	2.4	Purchasing and Supply network strategy–Sourcing and supplier management	
	2.5	Purchasing and Supply Network Dynamics	
	2.6	Purchasing and Supply chain risk	
3.0		**Process Technology**	
3	3.1	Business processes –Process of operations strategy substitution for strategy	6
	3.2	Process of operations strategy implementation	
	3.3	Technology Strategy–Process technology decisions	
	3.4	Facilities strategy – facilities strategy and globalization	
	3.5	Quality Strategy and Change / Action programs–Sources of quality – Measures of quality	
	3.6	TQM, Six Sigma, Lean Management, Business Process Reengineering	
4.0		**Improvement strategy**	
4	4.1	Importance–performance mapping	6
	4.2	Developing operations capabilities	
	4.3	Deploying capabilities in the market	
	4.4	Innovation, design and creativity	
	4.5	Product and service development as a process	
	4.6	Operations improvement - Setting the direction	

5.0		**Process Strategy – Formulation and Implementation**	
5	5.1	Formulating operations strategy	6
	5.2	The challenges to operations strategy formulation	
	5.3	Differences between operational and strategic monitoring and control	
	5.4	Earning contribute to strategic control	
	5.5	Progress towards strategic objectives tracked	
	5.6	Monitor and control process attempt to risk	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Operations Strategy, Technology processing, Strategy Performance/Evaluation*	
Project Assignment/PBL:		*Create a comprehensive development plan to enhance operation strategist skills for a manager, including training, mini project with strategy level mechanisms.*	

Text Books

- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education, 2018
- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication, 2017
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication, 2013
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications, 2006

References

- S. Anil Kumar, N. Suresh, Operations Management, New Age International, 2009.
- Mahadevan B , Operations Management: Theory and Practice, Pearson, 2015.
- Nigel Slack, Stuart Chambers, Robert Johnston, Operations Management, Prentice Hall, 2017.
- Dhamodaran Lingappan, Operations Management: Theory and Practice, 2018.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

1. Question paper will comprise of 5 questions, each carrying 10 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Remaining question (Q.2 to Q.5) will be selected from all the modules.
4. The students need to solve all 5 questions.
5. The duration of end semester examination shall be **two hours.**

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73OM305	Purchasing and Inventory Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73OM305	Purchasing and Inventory Management	10	10	5	25	40%	-	40	-	**50**	40%	**75**

Course Description: This course covers key aspects of *Procurement and Inventory Management*, including sourcing strategies, vendor selection, purchasing cycles, and inventory control. Students will learn about procurement processes, market analysis, negotiation, and the use of IT in sourcing. The course also focuses on inventory management techniques like EOQ, stock classifications, and replenishment systems. Practical tutorials will enhance skills in managing procurement and inventory efficiently in a global business environment.

Pre-requisites: Purchasing, Inventory, Procurement, Vendor Management.

Course Objectives:

1. To analyze how inventory management directly impacts organizational operations by assessing real-time case studies on stock control, order fulfillment, and its influence on production and sales processes.
2. To map out and compare purchasing procedures used in different organizations, followed by a simulation exercise where students design a purchasing system for a hypothetical company.
3. To role-play procurement scenarios, identifying common challenges (e.g., supplier negotiations, contract management) and applying modern procurement techniques such as e-procurement or Just-In-Time systems.
4. To conduct an inventory cost analysis for a company, factoring in carrying costs, ordering costs, and safety stock levels, then use this data to propose optimized inventory policies.
5. To apply basic inventory management models (e.g., EOQ, JIT, ABC analysis) to a real-world case, demonstrating how these models improve stock management, reduce costs, and enhance operational efficiency.

Course Outcomes: after the end of this course students will able to

CLO1 **Understand**[2] the role of Inventory Management in facilitating the day to day Operations in the organization
CLO2 **Explain**[3] the type of purchasing principles, procedures and systems widely used in Organizations
CLO3 **Demonstrate**[4] the key issues in procurement & Lay hands in the new methods of procurement in the organization.
CLO4 **Evaluate**[5] inventory costs and importance of safety stock in the Organization.
CLO5 **Analyze**[4] the knowledge of basic models in Inventory management and its applications in real time environment

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Framework of Procurement Management**	
1	1.1	Introduction to Sourcing, Sourcing v/s Procurement, Purchasing: Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager	9
	1.2	Placing Orders, Budgets and Expense Allocation, Establishing Concept and applications of Make or Buy Decision	
	1.3	Types and Methods of Sourcing in Retail, Centralized vs Decentralized Approaches	
	1.4	Single Sourcing vs Multiple Sourcing, Day-to-Day vs Long Term Sourcing	
	1.5	Codification, Price Analysis, Market structure, Procurement strategies	
	1.6	Overview of Global Purchasing	
2.0		**Processes in Procurements**	
2	2.1	Market Analysis and Supplier Research, Identifying Prime Sources of Suppliers' Information	9
	2.2	Request for Proposal, Different Methods of Buying, Fundamental Steps of the Buying Process	
	2.3	Terms and Condition of Purchase, Buying Documentation, Negotiation in Procurement	
	2.4	Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions	
	2.5	Measurement of Sourcing Performance, Benchmarking in Retail Purchasing.	
	2.6	Legal, Socio-Cultural Issues in International Buying, Environmental Issues & Green Purchasing, Industry Best Practices,	
3.0		**Vendor Selection in Procurement**	
3	3.1	Vendor Selection Process, Evaluation of Existing Vendors.	9
	3.2	Developing Vendor Performance, Measures, New Vendor Development Process,	
	3.3	Working with Suppliers to Manage Quality, JIT and TQM in Sourcing,	
	3.4	Key Supplier Account Management, Vendor Relationship Development, Vendor Monitoring,	
	3.5	Promoting SME suppliers.	
	3.6	Vendor selection & rating, Advantages	

4.0		**Frameworks for Inventory Management**	
4	4.1	The Diversity of Stock-Keeping Units, The Bounded Rationality of a Human Being,	9
	4.2	Decision Aids for Managing Diverse Individual Items, Functional Classifications of Inventories,	
	4.3	The A–B–C Classification as a Basis for Designing Individual Item Decision Models,	
	4.4	The Phases of a Major Study of an Inventory Management-Consideration, Analysis, Synthesis,	
	4.5	Choosing among Alternatives, Control, Evaluation, Transient Effects, Physical Stock Counts	
	4.6	Different Definitions of Stock Level, Backorders versus Lost Sales.	
5.0		**Replenishment Systems for Inventory**	
5	5.1	Order Quantities When Demand Is Approximately Level, Assumptions Leading to the Basic EOQ,	9
	5.2	Derivation of the EOQ (Numerical Illustration), Sensitivity Analysis,	
	5.3	Quantity Discounts (Numerical Illustration). Accounting for inflation,	
	5.4	Price Established Independent of Ordering Policy & Price Set as a Fixed Fractions on Unit Variable Cost,	
	5.5	Limits on order sizes-Maximum Time Supply or Capacity Restriction, Minimum Order Quantity	
	5.6	Wholesale Price Contract, Buyback Contract , Revenue-Sharing Contract, Service- Level Agreements , Challenges Implementing Coordinating Agreements	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Purchase Models, Strategies, Contract, Buy or Make, Inventory Models*	
Project Assignment/PBL:		*Create a comprehensive development plan to enhance procurement skills for a manager, including purchasing, vendor, inventory and supply chain mechanisms through case studies, review articles etc.*	

Text Books

- Monczka, Robert M., Robert B. Handfield, Larry C. Giunipero, and James L. Patterson. Purchasing and Supply Chain Management. 6th ed., Cengage Learning, 2015.
- Lysons, Kenneth, and Brian Farrington. Purchasing and Supply Management. 8th ed., Pearson, 2012.
- Silver, Edward A., David F. Pyke, and Rein Peterson. Inventory Management and Production Planning and Scheduling. 3rd ed., Wiley, 1998.
- Muller, Max. Essentials of Inventory Management. AMACOM, 2002.
- Burt, David N., et al. Purchasing: Principles and Management. 14th ed., McGraw-Hill, 2010.

References

- Van Weele, Arjan J. Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice for Supply Chain Management. 6th ed., Cengage Learning, 2018.
- Waller, Michael A., et al. Supply Chain Management: Strategy, Planning, and Operation. 5th ed., Pearson, 2011.

- Krajewski, Lee J., Larry P. Ritzman, and Manoj K. Malhotra. Operations Management: Processes and Supply Chains. 10th ed., Pearson, 2016.
- Heizer, Jay, and Barry Render. Operations Management. 11th ed., Pearson, 2014.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MINOR

Elective Courses

Entrepreneurship

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective Course I	P73ES304	Start-up Management
2	Minor Elective Course II	P73ES305	Leadership and Family Business Management

ENTREPRENEURSHIP

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73ES304	Startup Management	3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73ES304	Startup Management	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course is to familiarize students with the specifics of start-up management. The objective of the course is to understand the concept of a start-up, identify the requirements, special challenges of starting new ventures and entrepreneurial strategies in developing entrepreneurship competencies.

Pre-requisites: Basic understanding of entrepreneurship and business concepts.
Knowledge of economic and industrial trends

Course Objectives:

1. To apply knowledge to develop a start-up enterprise through idea generation.
2. To examine start-up capital and legal requirements for new ventures.
3. To interpret feasibility analysis and address funding issues.
4. To explain the growth stages of a new venture and reasons for scaling.
5. To evaluate exit strategies, including selling, IPO, acquisition, and liquidation, for sustainable start-up success.

Course Outcomes: after the end of this course students will able to

CLO1 **Apply**[3] the knowledge to develop a start-up enterprise with idea generation.
CLO2 **Examine**[4] start-up capital and legal requirements.
CLO3 **Interpret**[4] feasibility analysis towards funding issues.
CLO4 **Explain**[4] growth stages in a new venture and reasons for scaling ventures.

CLO5 **Evaluate**[5] exit strategies, including selling, IPO, acquisition, and liquidation, for sustainable startup success.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Start-ups & The Industrial Revolution**	
1	1.1	The New Industrial Revolution & The Big Idea	9
	1.2	Generating Ideas: Brainstorming & Opportunity Recognition	
	1.3	Prototyping, Product/Market Fit & Idea Evaluation	
	1.4	Business Start-up: Ideation & Venture Choices	
	1.5	The Rise of Start-up Economy & The Six Forces of Change	
	1.6	The Start-up Equation, Start-ups in India & Government Initiatives	
2.0		**Start-up Requirements & Legal Considerations**	
2	2.1	Identifying Start-up Capital Resource Requirements	9
	2.2	Estimating Start-up Cash Requirements	
	2.3	Early Insights on Cost of Customer Acquisition & Stakeholder Validation	
	2.4	Customer Development and Experience; Develop Financial Assumptions	
	2.5	Constructing a Process Map & Positioning the Venture in the Value Chain	
	2.6	Launch Strategy to Reduce Risks & Start-up Financing Metrics	
3.0		**Startup Regulatory Framework**	
3	3.1	The Legal Environment & Approval for New Ventures	9
	3.2	Taxes or Duties Payable for New Ventures	
	3.3	Business Licenses & Business Permits	
	3.4	Choosing a Form of Business Organization	
	3.5	Regulatory Framework for Start-ups in India	
	3.6	Compliance & Risk Management for Start-ups	
4.0		**Feasibility Analysis & Start-up Financing**	
4	4.1	Feasibility Analysis & Market Research	9
	4.2	The Cost and Process of Raising Capital for Start-ups	
	4.3	Unique Funding Issues of High-Tech Ventures	
	4.4	Funding with Equity & Financing with Debt	
	4.5	Bootstrapping, Crowd Funding & Angel Investors	
	4.6	Venture Capital, Bank Loans & Strategic Alliances	
5.0		**Start-up Growth, Survival & Exit Strategies**	
5	5.1	Cost and Profitability Relation & Growth Process	9
	5.2	Stages of Growth in a New Venture & Creating Scalability	
	5.3	Growing with the Market & Growing within the Industry	
	5.4	Reasons for New Venture Failures & Scaling Ventures	
	5.5	Leadership Succession & Preparing for Change	

	5.6	Exit Strategies: Selling, IPO, Acquisition & Liquidation	
Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*		
Suggested Expert Lectures:	*Introduction to Startups & Entrepreneurial Mindset, Startup Funding & Investment Strategies, Technology & Innovation in Startup*		
Project Assignment/PBL:	*Create a complete business plan for a startup idea.*		

Text Books

- Ries, Eric. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business, 2011.
- Blank, Steve, and Bob Dorf. The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. K & S Ranch, 2012.
- Aulet, Bill. Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley, 2013.
- Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley, 2010.

References

- Allen, Kathleen R. *Launching New Ventures: An Entrepreneurial Approach*. Cengage Learning, 2016.
- Raichaudhuri, Anjan. *Managing New Ventures: Concepts and Cases*. Prentice Hall International, 2010.
- Bhowmik, S. R., and M. Bhowmik. *Entrepreneurship*. New Age International, 2007.
- Fisher, Steven, and Ja-nae' Duane. *The Startup Equation: A Visual Guidebook for Building Your Startup*. Indian ed., McGraw Hill Education India Pvt. Ltd, 2016.
- Kuratko, Donald F., and Jeffrey S. Hornsby. *New Venture Management: The Entrepreneur's Road Map*. 2nd ed., Routledge, 2016.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73ES305	Leadership and Family Business Management	03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73ES305	Leadership and Family Business Management	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course is designed to particularly those students who wants to enter into the management of family businesses, either their own family's or someone else's, and also the students who will do businesses with family firms, consult to them, or will work with them. Managing a family business is more challenging as family considerations add additional levels of complexity in the process of managing the family enterprises. help the students to develop their understanding towards unique aspects of a family business, various issues relating to family business conflicts, and succession of family enterprises.

Pre-requisites: Knowledge of Business Management, Corporate Governance.

Course Objectives:

1. To analyze family business leadership, succession planning, and next-generation development.
2. To differentiate family and non-family businesses, focusing on emotional intelligence and trust-building.
3. To evaluate governance practices in family firms, comparing family and corporate governance.
4. To develop strategies for sustainable family business growth, innovation, and expansion.
5. To assess challenges and opportunities in family businesses, including financial sustainability and exit strategies.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze4** the principles of family business leadership, including leadership structures, succession planning, and the development of next-generation leaders.

CLO2 Differentiate4 between family and non-family businesses by examining their characteristics, advantages, business models, and the role of emotional intelligence in trust-building

CLO3 Evaluate5 governance practices in family firms by comparing corporate and family governance, financial planning, board structures, and ethical considerations.

CLO4 Develop6 strategies for sustainable family business growth by incorporating innovation, managing family dynamics, and exploring expansion opportunities through partnerships and international strategies.

CLO5 Assess4 challenges and opportunities in family businesses by analyzing constraints, financial sustainability, public engagement, and exit strategies for family members.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Family Business and Leadership:**	
1	1.1	Introduction to Family Business Leadership	9
	1.2	Leadership Structures in Family Business	
	1.3	Roles and Qualities of Family Business Leaders	
	1.4	Succession Planning and Leadership Transition	
	1.5	Balancing Familial Values and Professionalization	
	1.6	Developing Next-Generation Family Business Leaders	
2.0		**Understanding of Family Businesses**	
2	2.1	Introduction to Family Businesses	9
	2.2	Characteristics and Advantages of Family Businesses	
	2.3	Family Business vs. Non-Family Business	
	2.4	Family Business Models and Dynamics	
	2.5	Managing Stakeholders and Resolving Conflicts	
	2.6	Building Trust, Commitment, and Emotional Intelligence in Family Business	
3.0		**Governance of Family Firms**	
3	3.1	Corporate Governance vs. Family Governance	9
	3.2	Policies and Processes in Family Business Governance	
	3.3	Financial Planning and Wealth Management in Family Firms	
	3.4	Family Business Conflicts and Governance Challenges	
	3.5	Ownership, Board Structure, and Leadership Roles	
	3.6	Sustainability and Ethical Practices in Family Governance	
4.0		**Strategic Management and Growth of Family Businesses**	
4	4.1	Future and Growth of Family Businesses	9
	4.2	Innovation, Creativity, and Adaptation to Change	
	4.3	Balancing Family Dynamics and Business Culture	

	4.4	Family Growth vs. Business Growth: Managing Transitions	
	4.5	Business Expansion: Alliances, Partnerships, and Collaborations	
	4.6	International Strategies for Sustainable Growth	
5.0		**Challenges and Opportunities in Family Business**	
5	5.1	Constraints and Challenges in Growing Family Businesses	9
	5.2	Portfolio Management in Family-Run Businesses	
	5.3	Fund Sourcing and Financial Sustainability	
	5.4	Social Cost-Benefit Analysis of Family Firms	
	5.5	Listing on Stock Exchange and Public Engagement	
	5.6	Compensation and Exit Strategies for Family Members	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Leadership and Team Dynamics in Family Businesses, Financial Planning and Governance in Family Firms*	
Project Assignment/PBL:		*Developing a Strategic Roadmap for Family Business Growth and Sustainability.*	

Text Books

- Poza, Ernesto J., and Mary S. Daugherty. Family Business. 5th ed., Cengage Learning, 2018.
- Ward, John L. Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership. Palgrave Macmillan, 2011.
- Miller, Danny, et al. Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses. Harvard Business Review Press, 2005.
- Gersick, Kelin E., et al. Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press, 1997.
- Neubauer, Fred, and Alden G. Lank. The Family Business: Its Governance for Sustainability. Palgrave Macmillan, 1998.

References

- Lansberg, Ivan. Succeeding Generations: Realizing the Dream of Families in Business. Harvard Business Review Press, 1999.
- Carlock, Randel S., and John L. Ward. Strategic Planning for the Family Business: Parallel Planning to Unify the Family and Business. Palgrave Macmillan, 2001.
- Leach, Peter. Family Businesses: The Essentials. Profile Books, 2007.
- Colli, Andrea. The History of Family Business, 1850-2000. Cambridge University Press, 2003.
- Sharma, Pramodita. Entrepreneurial Family Firms. Pearson, 2013.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

FACULTY OF COMMERCE & MANAGEMENT

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MINOR

Elective Courses

Business Analytics

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective Course I	P73BA304	Business Intelligence
2	Minor Elective Course II	P73BA305	Data Visualization and Interpretation

BUSINESS ANALYTICS

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73BA304	Business Intelligence	03	0	0	**03**	0	**0**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73BA304	Business Intelligence	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course is designed for second-year MBA students specializing in Business Analytics. It focuses on Business Intelligence (BI) concepts, tools, and techniques essential for extracting actionable insights from data. The course covers the entire BI process, from data acquisition to visualization, and emphasizes the strategic importance of BI in contemporary business decision-making.

Pre-requisites: Statistics and Data Analysis, Fundamentals of Information Technology

Course Objectives:

1. To explain the historical evolution and emerging trends in Business Intelligence.
2. To examine various BI technologies and architectures in the context of organizational requirements.
3. To explain challenges and best practices in implementing BI solutions through real-world case studies.
4. To use predictive modeling techniques in BI scenarios for forecasting and decision support.
5. To evaluate the impact of Business Intelligence on business decision-making.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the historical evolution and emerging trends in Business Intelligence.
CLO2 **Examine**[4] various BI technologies and architectures in the context of organizational requirements
CLO3 **Explain**[4] challenges and best practices in implementing BI solutions through real-world case studies.
CLO4 **Use**[3] predictive modelling techniques in BI scenarios for forecasting and decision support.

CLO5 **Evaluate**[6] the impact of business intelligence on business decision making.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Business Intelligence and Data Warehousing:**	
1	1.1	Definition and significance of Business Intelligence (BI)	9
	1.2	Evolution and trends in BI	
	1.3	Data warehousing fundamentals	
	1.4	ETL (Extract, Transform, Load) processes	
	1.5	Overview of BI tools and platforms	
	1.6	BI Cases	
2.0		**BI Technologies and Data Modelling:**	
2	2.1	BI Architecture and Technologies	9
	2.2	Data Modelling and Schema Design	
	2.3	OLAP (Online Analytical Processing)	
	2.4	Multidimensional Databases	
	2.5	Data Mining and Predictive Analytics.	
	2.6	Data Modelling Cases	
3.0		**Business Intelligence Strategy and Implementation**	
3	3.1	Aligning BI with Business Strategy	9
	3.2	BI Governance and Compliance	
	3.3	Implementation Challenges of BI	
	3.4	Best Practices in BI	
	3.5	Strategic approach of BI to various business domains	
	3.6	Case studies of successful BI Implementations.	
4.0		**Advanced Analytics and Machine Learning in Business Intelligence**	
4	4.1	Introduction to Advanced Analytics and Machine Learning in BI	9
	4.2	Predictive Modelling and Forecasting	
	4.3	Classification and Clustering Algorithms	
	4.4	Integration of Machine Learning with BI Platforms	
	4.5	Challenges faced by Different Industries while integrating ML – BI	
	4.6	Case discussion on ML-BI Implementation	
			--
5.0		**Predictive Analytics in Business Intelligence**	
5	5.1	Predictive Modelling Techniques	9
	5.2	Applications of Predictive Analytics in Business	
	5.3	Challenges in Predictive Analytics Implementation	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Business Intelligence, AI Application, Modelling and Simulation*	
Project Assignment/PBL:		*Students to analyze a chosen datasets followed by report submission.*	

Text Books

- Gupta, Pankaj, and Rajesh Kumar. Business Intelligence: Concepts, Techniques, and Applications. Pearson India, 2017.
- Singh, Arvind, and Sunita Sharma. Business Intelligence in the Indian Context. Tata McGraw-Hill, 2018.
- Rao, P., and Meena S. Data Warehousing and Business Intelligence: Strategies for the Indian Market. McGraw-Hill Education, 2019.

References

- Chatterjee, Sunil, and Ramesh R. Gupta. Business Intelligence and Analytics: Transforming Data into Insight. Oxford University Press, 2020.
- Kumar, Sandeep. Emerging Trends in Business Intelligence. PHI Learning, 2018.
- Nair, S. R., and Anjali Verma. Business Intelligence: Tools, Technologies, and Implementation. Sage Publications India, 2019.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73BA305	Data Visualization & Interpretation	3	-	-	**3**	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73BA305	Data Visualization & Interpretation	10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: The course focuses on the principles and practices of effective data visualization and interpretation. Students will learn to create compelling visualizations, interpret data patterns, and communicate insights to drive informed business decisions.

Pre-requisites: - Fundamentals of Data Visualization, Techniques for Data Interpretation

Course Objectives:

1. To explore the principles of visual perception (e.g., color theory, shape recognition, data encoding) through practical exercises, helping students design more effective visualizations that enhance comprehension and decision-making**.**
2. To create interactive visualizations (e.g., heatmaps, tree maps, network diagrams) that effectively communicate complex data patterns, with students working on real-world datasets and employing advanced tools such as Tableau or Power BI.
3. To present data insights through compelling visual storytelling, where students generate clear, concise, and actionable interpretations from visualizations and deliver them to an audience through presentations or reports.
4. To research and evaluate the latest trends (e.g., AI-driven analytics, augmented reality in visualizations) and technologies in the field of data visualization, then apply these to create a forward-thinking visualization project.
5. To critically assess data ethics issues (e.g., data privacy, bias in visualizations) and review current ethical frameworks, applying these principles to design ethical visualizations that respect privacy and avoid misrepresentation.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the concepts and significance of understanding visual perception principles in data visualization.

CLO2 **Apply**[3] advanced visualization techniques to communicate complex data patterns effectively.

CLO3 **Communicate**[3] insights derived from data visualizations effectively.
CLO4 **Assess**[4]emerging trends and technologies in the field of data visualization.
CLO5 **Evaluate**[5] the data ethics policies and frameworks governing data visualization principles.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Data Visualization**	
1	1.1	Introduction to Data Visualization	9
	1.2	Types of Data Visualizations	
	1.3	Choosing the Right Chart for Data Representation	
	1.4	Basic Principles of Visual Perception	
	1.5	Colour Theory in Data Visualization	
	1.6	Tools for Creating Basic Visualizations	
2.0		**Advanced Visualization Techniques**	
2	2.1	Advanced Chart Types and Visualization Methods	9
	2.2	Geographic and Temporal Data Visualization	
	2.3	Interactive and Dynamic Visualizations	
	2.4	Critiquing and Improving Visualizations	
	2.5	Dashboard Design Principles	
	2.6	Use of Storytelling in Data Visualization.	
3.0		**Interpretation of Data Visualizations**	
3	3.1	Reading and Interpreting Visualizations	9
	3.2	Identifying Trends and Outliers	
	3.3	Statistical Analysis in Data Visualization	
	3.4	Building a Narrative Around Visualizations	
	3.5	Ethical Considerations in Data Communication	
	3.6	Data Visualization Cases	
4.0		**Advanced Tools and Emerging Trends**	
4	4.1	Overview of Advanced Data Visualization Tools	9
	4.2	Integrating Machine Learning with Data Visualization	
	4.3	Virtual and Augmented Reality in Data Visualization	
	4.4	Data Ethics and Bias in Visualization	
	4.5	Future Trends in Data Visualization	
	4.6	Impact of Data Visualization Techniques on Perceptions	
5.0		**Data Ethics and Governance in Visualization**	
5	5.1	Introduction to Data Ethics in Visualization	9
	5.2	Data Integrity and Accuracy	
	5.3	Privacy and Confidentiality	
	5.4	Governance in Data Visualization	
	5.5	Ethical Communication of Data Insights	
	5.6	Case Studies and Discussion	

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*
Suggested Expert Lectures:	*Data Visualization, Data Ethics, Privacy & Confidentiality, Dash Board Design.*
Project Assignment/PBL:	Analyze a dataset and create visualizations that adhere to ethical and governance principles. Write a brief report highlighting potential ethical risks and how they were addressed.

Text Books

- Sharma, R. K., and Neha Verma. Data Visualization and Interpretation: Concepts and Techniques. Tata McGraw-Hill, 2019.
- Jain, S. K., and Priya Singh. Visual Data Analytics: Methods and Applications. Pearson India, 2020.
- Chatterjee, Manish, and Rajesh Kumar. Introduction to Data Visualization. Oxford University Press India, 2018.

References

- Gupta, Arvind, and Meena Sharma. Advanced Data Visualization Techniques. Sage Publications India, 2021.
- Desai, Nitin, and Ramesh Patel. Interpretation of Complex Data: A Visual Approach. PHI Learning, 2018.
- Singh, Anurag, and Sunita Joshi. Practical Guide to Data Visualization and Interpretation. McGraw-Hill Education, 2022.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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CORE SUBJECT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73SE301	AI For Business	1	-	1	1	-	1

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73SE301	AI For Business	10	10	5	25	40%	25	40%	-	-	40%	**50**

Course Description: This course offers a comprehensive introduction to the transformative role of Artificial Intelligence (AI) in modern business. Through a combination of lectures, case studies, and practical tutorials, students will explore how AI technologies such as machine learning, natural language processing, and computer vision are reshaping business functions like marketing, finance, supply chain, and human resources. The course will also cover the strategic aspects of AI adoption, including the development of AI strategies, change management, data governance, and the ethical implications of AI. By the end of the course, students will have a clear understanding of AI's potential to drive business innovation and efficiency, and they will be equipped to lead AI-driven projects within organizations.

Pre-requisites: Knowledge of Business Management, Introduction to Data Analytics, Familiarity with Business Strategies

Course Objectives:

1. To compare AI-driven analytics with traditional methods through case studies, showcasing how AI techniques like machine learning and NLP offer more dynamic and predictive capabilities than traditional business analytics.
2. To test AI technologies using real business data, evaluating the practical applications of machine learning, NLP, and computer vision in solving specific business problems, such as customer service automation or image recognition.
3. To create an AI roadmap for a business, integrating AI technologies with digital transformation initiatives, and optimizing business processes such as supply chain management or customer engagement.
4. To apply data management strategies and predictive analytics techniques on large datasets, generating actionable insights that can drive decisions in marketing, finance, or operations.
5. To analyze emerging AI applications and trends, then design strategies that leverage AI to

enhance competitive advantage in areas like product development, customer service, and risk management.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4]the fundamental concepts of AI and its evolution to distinguish AI-driven approaches from traditional business analytics.

CLO2 **Evaluate**[5] various AI technologies and tools—such as machine learning, NLP, and computer vision—for their effectiveness in addressing business challenges.

CLO3 **Design**[6]strategic AI roadmaps that integrate digital transformation initiatives to optimize business processes and decision-making.

CLO4 **Apply**[4] data management and predictive analytics techniques to generate actionable insights from large-scale business data.

CLO5 **Assess**[4]emerging AI applications and trends to develop innovative strategies that enhance competitive advantage across diverse business functions.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**AI in Business**	
1	1.1	Overview of AI in Business	3
	1.2	Evolution of AI Technologies	
	1.3	AI vs. Traditional Business Analytics	
	1.4	Key Concepts in AI and Machine Learning	
	1.5	Ethical and Social Implications of AI	
	1.6	Global Trends in AI for Business	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**AI in IoT**	
2	2.1	Machine Learning Fundamentals	3
	2.2	Natural Language Processing (NLP)	
	2.3	Computer Vision and Image Recognition	
	2.4	Big Data and AI Integration	
	2.5	Cloud-Based AI Platforms	
	2.6	AI in IoT and Edge Computing	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**AI Strategy and Business Transformation**	
3	3.1	AI Strategy and Roadmap	3
	3.2	AI Adoption in Business Processes	
	3.3	Digital Transformation and AI	
	3.4	AI-Driven Decision-Making	
	3.5	Change Management in AI Implementation	
	3.6	Business Case Development for AI Projects	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Data Management and Analytics for AI**	
4	4.1	Data Acquisition and Preparation	3
	4.2	Data Analytics and Business Intelligence	
	4.3	Predictive Analytics and Forecasting	

	4.4	Data Privacy and Security	
	4.5	Real-Time Data Processing	
	4.6	Data Governance in AI Projects	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**AI Applications and Emerging Trends in Business**	
5	5.1	AI in Marketing and Customer Insights	3
	5.2	AI in Supply Chain and Operations	
	5.3	AI in Financial Services	
	5.4	AI in Human Resources and Talent Management	
	5.5	AI in Product Development and Innovation	
	5.6	Emerging Trends: Autonomous Systems and Beyond	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Leveraging Machine Learning for Business Innovation, Implementing AI: Best Practices and Real-World Case Studies. Data-Driven Decision Making: Analytics in the AI Era.*	
Project Assignment/PBL:		*Exploring the Integration of Artificial Intelligence (AI) in Business Operations.*	

Text Books

- Akerkar, Rajendra. Artificial Intelligence for Business: A Roadmap for Smart Integration of AI in Business Processes. Springer, 2020.
- Mikalef, Petros, et al. Artificial Intelligence Applications in Business and Economics. Springer, 2021.
- Jablonski, Jean, and Janet E. McCollum. Artificial Intelligence in Business: Opportunities, Challenges, and Future Trends. Wiley, 2022.
- Turban, Efraim, et al. Artificial Intelligence in Business: The Role of AI in the Future of Business Management. Pearson, 2021.
- Dastin, Jeffrey. AI Superpowers: China, Silicon Valley, and the New World Order. Houghton Mifflin Harcourt, 2018.

References

- Chui, Michael, et al. "Artificial Intelligence: The Next Digital Frontier?" McKinsey Quarterly, McKinsey & Company, June 2018, www.mckinsey.com/featured-insights/artificial-intelligence.
- Brynjolfsson, Erik, and Andrew McAfee. "The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies." Journal of Business Research, vol. 98, 2019, pp. 135-146.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

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SEMESTER IV

FACULTY OF COMMERCE & MANAGEMENT

CORE SUBJECT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC401	Entrepreneurship Development	01	01	-	01	01	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC401	Entrepreneurship Development	10	10	05	25	40%	25	40	-	-	40%	50

Course Description: The Entrepreneurship Development course is designed to help students evaluate the business skills and commitment necessary to successfully operate an entrepreneurial venture and review the challenges and rewards of entrepreneurship. This course provides business and non-business majors with the skills necessary to succeed as an entrepreneur. The fundamentals of starting and operating a business, developing a business plan, obtaining financing, marketing a product or service and developing an effective accounting system will be covered.

Pre-requisites: Fundamentals of Business and Economics, Strategic Planning and Decision-Making and related.

Course Objectives:

1. Understand the fundamental concepts of entrepreneurship and the role of an entrepreneur in business creation and growth.
2. Analyze the factors influencing entrepreneurship development and assess its impact on the economic development of a country.
3. Develop critical thinking and problem-solving abilities to make informed entrepreneurial decisions.
4. Create a comprehensive business plan by identifying and evaluating viable business ideas.
5. Apply entrepreneurial knowledge and skills to assess business risks and propose strategic solutions for sustainable venture growth.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain[2]** the fundamental concepts of an entrepreneur and entrepreneurship.

CLO2 **Explain[2]** the factors influencing entrepreneurship development and the role of entrepreneurship in the economic development of a country.
CLO3 **Develop[5]** critical thinking and problem-solving abilities in entrepreneurial decision-making.
CLO4 **Develop[5]** a business plan by identifying and evaluating a business idea.
CLO5 **Apply[4]** entrepreneurial knowledge and skills to analyze real-world business scenarios, assess potential risks, and propose strategic solutions for sustainable venture growth.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Entrepreneurship**	
1	1.1	Concept and Definition of Entrepreneur	3
	1.2	Difference between Entrepreneurship and Manager	
	1.3	Difference between Entrepreneur and Intrapreneur	
	1.4	Difference between Entrepreneur and Entrepreneurship	
	1.5	Functions of an Entrepreneur	
	1.6	Classification/Types of Entrepreneurs	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
2.0		**Factors Influencing Entrepreneurship Development**	
2	2.1	Economic Factors Affecting Entrepreneurship	3
	2.2	Non-Economic Factors Affecting Entrepreneurship	
	2.3	Role of Entrepreneurship in Economic Development	
	2.4	Innovation and Its Importance in Entrepreneurship	
	2.5	Role of the Small-Scale Industry (SSI) Sector in the Economy	
	2.6	Failure of SSI Units – Causes and Preventive Measures	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
3.0		**Indian Models in Entrepreneurship**	
3	3.1	Qualities of an Entrepreneur	3
	3.2	Entrepreneurial Decision-Making Process	
	3.3	Role Models, Mentors, and Support Systems	
	3.4	Entrepreneurial Success Stories (Tata, Birlas, Kirloskar, etc.)	
	3.5	New Generation Entrepreneurs in India	
	3.6	Social Entrepreneurship, Women Entrepreneurs, and Rural Entrepreneurship	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
4.0		**Entrepreneurial Support System**	
4	4.1	Concept of Micro, Small, and Medium Enterprises (MSMEs)	3
	4.2	Government Support Schemes for Entrepreneurship Development	
	4.3	Startup India and Make in India Initiatives	
	4.4	Incentives, Subsidies, and Grants for Entrepreneurs	
	4.5	Role of NSIC, SIDBI, and District Industries Centre (DIC)	
	4.6	Entrepreneurship Development Program (EDP) – Need, Objectives, and Phases	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
5.0		**Creating an Entrepreneurial Venture**	
5	5.1	Business Planning Process	3
	5.2	Identifying Business Opportunities and Ideas	
	5.3	Business Plan as an Entrepreneurial Tool – Objectives and Elements	
	5.4	Importance of Creativity and Innovation	

	5.5	Design Thinking in Entrepreneurship	
	5.6	Sustainable and Scalable Business Models	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Entrepreneurship Fundamentals, Innovation and Creativity in Business, Government Schemes for Entrepreneurs and so on*	
Project Assignment/PBL:		*Identify and develop a unique business concept. Conduct market feasibility analysis for a new venture and so on,*	

Text Books

- Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Himalaya Publishing House, 2011.
- Khanka, S. S. Entrepreneurial Development. S. Chand & Company Ltd., 2007.
- Hisrich, Robert D., Michael P. Peters, and Dean A. Shepherd. Entrepreneurship. McGraw-Hill Education, 2019.
- Kuratko, Donald F. Entrepreneurship: Theory, Process, and Practice. Cengage Learning, 2020.
- Scarborough, Norman M., and Jeffrey R. Cornwall. Entrepreneurship and Effective Small Business Management. Pearson Education, 2018

References

- Drucker, Peter F. Innovation and Entrepreneurship: Practice and Principles. Harper Business, 2006.
- Stevenson, Howard H., and David E. Gumpert. The Heart of Entrepreneurship. Harvard Business Review Press, 1985.
- Zimmerer, Thomas W., and Norman M. Scarborough. Essentials of Entrepreneurship and Small Business Management. Pearson, 2017.
- Burns, Paul. Entrepreneurship and Small Business. Palgrave Macmillan, 2022.
- Timmons, Jeffry A., and Stephen Spinelli. New Venture Creation: Entrepreneurship for the 21st Century. McGraw-Hill Education, 2009.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73PC402	Project Management	03	-	01	03	-	01

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC402	Project Management	10	10	05	25	40%	25	40	-	**50**	40%	100

Course Description: The course aims to provide students with a comprehensive understanding of the ethical foundations that underpin business practices in the Indian context. The course is designed to equip students with the knowledge and skills necessary to navigate the complex ethical challenges faced by organizations operating in India. By examining the intersection of Indian culture, traditions, and business ethics, students will gain insights into the unique ethical framework that guides business behavior in the Indian business landscape.

Pre-requisites: Basic Financial and Cost Management Concepts

Course Objectives:

1. Understand the scope of a project, the phases of its lifecycle, and the key processes involved in project management.
2. Describe the importance of conducting a feasibility study and the role of planning in ensuring successful project management.
3. Explain the requirements for scoping, scheduling, and costing a project, along with effective risk management strategies.
4. Identify potential project impacts and associated risks to ensure proactive risk mitigation and project success.
5. Develop stakeholder identification and engagement strategies to foster effective collaboration and align the project with stakeholder expectations.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain[2]** the scope of project, project lifecycle phases, project management process, etc.
CLO2 **Describe[2]** the feasibility study and importance of planning in the project management process
CLO3 **Explain[2]** the requirements for scoping, scheduling and costing a project and risk management

CLO4 **Identify**[4] potential project impacts and associated risks.

CLO5 **Develop**[6] stakeholder identification and engagement strategies to ensure effective collaboration and project alignment with stakeholder expectations.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Project Planning and Emerging Trends**	
1	1.1	Project Planning: Concepts, Characteristics, Categories, and Scope	9
	1.2	Project Lifecycle Phases	
	1.3	Project Manager – Role and Responsibilities	
	1.4	Project Planning Process and Work Breakdown Structure (WBS)	
	1.5	Sustainable Project Practices and Green Project Management	
	1.6	Agile Project Management and Emerging Trends	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Project Crashing, Control, and Quality Management**	
2	2.1	Time-Cost Relationship of an Activity	9
	2.2	Project Crashing and Control Steps	
	2.3	Project Change Management and Impact Analysis	
	2.4	Six Sigma and Lean Principles in Quality Control	
	2.5	Project Risk Response and Mitigation Strategies	
	2.6	Project Closeout, Post-Implementation Audits, and Continuous Improvement	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Project Identification, Formulation, and Appraisal**	
3	3.1	Project Identification and Formulation Phases	9
	3.2	Feasibility Study and Economic & Market Analysis	
	3.3	Technical, Financial, and Risk Analysis	
	3.4	Quantitative Risk Analysis and Monte Carlo Simulation	
	3.5	Detailed Project Report (DPR) and Project Appraisal	
	3.6	Project Management Software and Cross-Cultural Project Management	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Project Management Techniques and Cost Estimation**	
4	4.1	Monitoring Techniques, Dashboards, and KPIs	9
	4.2	Project Network Development and Critical Path Determination	
	4.3	PERT and CPM Models	
	4.4	Project Cost Estimation and Earned Value Management (EVM)	
	4.5	Scheduling, Resource Allocation, and Resource Levelling	
	4.6	Quality and Team Management in Projects	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Risk, Communication, and Stakeholder Management**	
5	5.1	Role of Risk Management in Project Management	9
	5.2	Potential Project Impacts and Risk Management Steps	
	5.3	Stakeholder Identification and Engagement Strategies	

	5.4	Project Communication Strategies and Technologies	
	5.5	Conflict Resolution and Negotiation in Project Management	
	5.6	Integration of Data Analytics in Project Decision-Making	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Stakeholder Engagement and Communication Best Practices, Effective Conflict Resolution and Negotiation Techniques in Projects*	
Project Assignment/PBL:		*Applying Data Analytics for Performance Monitoring in a Project.*	

Text Books

- Kerzner, Harold. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. N.p., Wiley, 2017.
- Project Management Institute (PMI). Project Management Body of Knowledge (PMBOK Guide). N.p., PMI, 2021.
- Highsmith, Jim. Agile Project Management: Creating Innovative Products. N.p., Addison-Wesley, 2009.

References

- Schwalbe, K. (2020). Information Technology Project Management (9th ed.). Cengage Learning
- Heerkens, G. R. (2016). Project Management: 24 Lessons to Help You Master Any Project (4th ed.). McGraw-Hill Education.
- Lock, D. (2019). Project Management (10th ed.). Gower Publishing Limited.
- Kloppenborg, T. J., & Petrick, J. A. (2017). Project Management for Business, Engineering, and Technology (5th ed.). Routledge.
- Gray, C. F., & Larson, E. W. (2017). Project Management: The Managerial Process (7th ed.). McGraw-Hill Education.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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TEACHING SCHEME

FACULTY OF COMMERCE & MANAGEMENT

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73PC403	Indian Ethos and Business Ethics	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		01	-	01	01	-	01

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PC403	Indian Ethos and Business Ethics	10	10	05	25	40%	25	40	-	-	40%	50

Course Description: The course aims to provide students with a comprehensive understanding of the ethical foundations that underpin business practices in the Indian context. The course is designed to equip students with the knowledge and skills necessary to navigate the complex ethical challenges faced by organizations operating in India. By examining the intersection of Indian culture, traditions, and business ethics, students will gain insights into the unique ethical framework that guides business behaviour in the Indian business landscape.

Pre-requisites: Fundamentals of Ethics and Moral Philosophy, Basics of Indian Philosophy and Spirituality, Business and Corporate Governance

Course Objectives:

1. To understand the fundamental concepts, values, and philosophical foundations of Indian society and their influence on business ethics.
2. To evaluate the principles of corporate governance and ethical leadership, focusing on ethical decision-making, organizational culture, and transparency.
3. To examine the application of business ethics across functional areas like marketing, HR, production, and finance, addressing ethical dilemmas and sustainable practices.
4. To assess the ethical challenges faced by Indian businesses, including bribery, corruption, and global business ethics, and propose strategies to prevent unethical behavior.
5. To evaluate the role of Karma in managerial decision-making and its impact on organizational growth and responsibility.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain[2]** the fundamental concepts, values, spiritual, and philosophical foundations of Indian society and their influence on business ethics.

CLO2 **Evaluate[4]** the principles of corporate governance and ethical leadership, with an emphasis on ethical decision-making, organizational culture, and transparency.

CLO3 **Examine[4]** the application of business ethics across various functional areas such as marketing, HR, production, and finance, focusing on ethical dilemmas and sustainable practices.

CLO4 **Assess[4]** the ethical challenges faced by Indian businesses, including bribery, corruption, and ethical considerations in global business, and propose strategies to prevent unethical behavior.

CLO5 **Evaluate[4]** the role of Karma in managerial decision-making and its impact on organizational growth and responsibility**.**

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Indian Ethos and Business Ethics**	
1	1.1	Role of Indian Ethos in Managerial Practices	3
	1.2	Indian Work Ethos and Heritage in Business	
	1.3	Indian vs. Western Management Approaches	
	1.4	Value System in Work Culture	
	1.5	Principles of Personal and Professional Ethics	
	1.6	Theories of Business Ethics	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Corporate Governance and Ethical Leadership**	
2	2.1	Corporate Governance – Meaning & Significance	3
	2.2	Ethical Decision Making and Ethical Reasoning	
	2.3	Ethical Culture in Organizations	
	2.4	Ethical and Value-Based Leadership	
	2.5	Role of Ethics in Corporate Governance	
	2.6	Whistleblowing and Corporate Transparency	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Business Ethics in Functional Areas**	
3	3.1	Ethics in Marketing, HR, Production, and Finance	3
	3.2	Managing Ethical Dilemmas in Business	
	3.3	Ethical Dilemma Resolution Process	
	3.4	Consumer Protection Acts and Ethical Responsibilities	
	3.5	Environmental Ethics and Social Responsibility	
	3.6	Sustainable Development – Indian Perspective	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Ethics and Indian Business Practices**	
4	4.1	Relevance of Value-Based Management in Global Change	3
	4.2	Ethical Principles Practiced by Indian Companies	
	4.3	Ethical Challenges – Bribery and Corruption	
	4.4	Ethical Considerations in International Business	
	4.5	Unethical Practices in Indian Business	
	4.6	Causes and Prevention of Unethical Behavior	

	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Spiritual and Philosophical Foundations of Business Ethics**	
5	5.1	Secular vs. Spiritual Perspectives in Business	3
	5.2	Importance of Karma in Managerial Decision-Making	
	5.3	Laws of Karma – Growth, Responsibility, and Corporate Karma Leadership	
	5.4	Vasudhaiva Kutumbakam and Ahimsa in Business Ethics	
	5.5	Ethics in Boardroom Decision-Making and Leadership	
	5.6	Accountability and Protection of Stakeholders' Interests	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Indian Ethos in Managerial Practices and Work Culture, Ethical Leadership and Corporate Governance in India, Ethical Dilemmas in Business and Decision-Making Frameworks*	
Project Assignment/PBL:		*Case Study on Indian vs. Western Management Ethics and so on…*	

Text Books

- Chakraborty, S.K., "Ethics in Management-Vedantic Approach", Oxford India Ltd., New Delhi, 1995.
- Mandal, S.K, Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education, 2012.
- N. M. Khandelwal, Indian Ethos and Value for Management, Himalaya Publishing House, 2011.
- O. C. Ferrell, John Fraedrich, Ferrell, Business Ethics: Ethical Decision Making and Cases, 12/e, Cengage Learning, 2018.
- R. Nandagopal, Indian Ethos & Values in Management, Tata McGraw Hill Education, 2010.
- Sankar, Indian Ethos and Values in Management, Tata McGraw Hill Education, 2011.

References

- Ethics in Management and Indian Ethos. India, Vikas Publishing House Pvt Limited, 2009.
- Ghosh, Biswanath. A Novel Approach to Business Organisation and Secretarial Practice. India, New Central Book Agency, 2019.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

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Discipline Specific

MAJOR

Elective Courses

FINANCE (FM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective IV	P73FM401	Security Analysis and Portfolio Management
2	Major Elective V	P73FM402	International Financial Management
3	Minor Elective III	P73FM403	Behavioural Finance

FINANCE (FM)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM401	Security Analysis and Portfolio Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	0	0	3	0	0

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73FM401	Security Analysis and Portfolio Management	FET1	FET2	FET3	Total	ESE	Term-work /Tutorial	Min. Passin%	Practical/ Oral/ P&OE			
		10	10	05	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course provides a comprehensive understanding of security valuation, bond analysis, portfolio selection models, asset pricing theories, and portfolio evaluation techniques. It emphasizes practical tools, market applications, and strategic decision-making in portfolio management, aligning with global investment practices and current market demands.

Pre-requisites: Basics of Financial Markets.

Course Objectives:

1. To understand the implications of market efficiency on investment valuation and analyze various share valuation models used in real-world applications.
2. To evaluate different types of bonds, their valuation, and associated risks to make informed fixed-income investment decisions.
3. To explore the process of portfolio construction and apply modern portfolio theory for selecting optimal investment portfolios.
4. To examine asset pricing models such as CAPM, APT, and Single Index Model for analyzing expected return and risk in investments.
5. To develop skills in reviewing, revising, and evaluating investment portfolios using return metrics and risk-adjusted measures.

Course Outcomes: after the end of this course students will able to:

CLO1 **Analyze**[4] the implications of market efficiency on investment valuation and apply share valuation models in diverse market scenarios.

CLO2 **Evaluate**[6] various types of bonds along with their valuation methods and associated risks to support fixed-income investment decisions.

CLO3 **Apply**[3] portfolio construction techniques and modern portfolio theory to identify and build efficient investment portfolios.

CLO4 **Examine4** asset pricing models including CAPM, APT, and Single Index Model to assess expected returns and portfolio risks.

CLO5 **Assess4** portfolio performance through strategies of revision and evaluation using risk-adjusted return metrics.

COURSE CONTENTS

Module	Unit		Hours
1.0		**Market Efficiency and Valuation**	
1	1.1	Efficient Market Hypothesis: Forms and meaning	9
	1.2	EMH vs Fundamental and Technical Analysis	
	1.3	Concept of Present Value in investment valuation	
	1.4	Share valuation models and approaches	
	1.5	Multiplier approach to share valuation	
	1.6	Practical application of valuation in stock markets	
2.0		**Bond Valuation and Risks**	
2	2.1	Meaning and types of bonds	9
	2.2	Pricing and valuation of bonds	
	2.3	Bond returns: Yield to Maturity and other metrics	
	2.4	Risks in bonds: Interest rate risk, credit risk, reinvestment risk	
	2.5	Bond duration and convexity basics	
	2.6	Role of bond analysis in portfolio diversification	
3.0		**Portfolio Analysis and Selection**	
3	3.1	Meaning and significance of portfolio analysis	9
	3.2	Types of portfolio risks and diversification techniques	
	3.3	Concept of optimal portfolio and efficient frontier	
	3.4	Markowitz Portfolio Selection Model	
	3.5	Efficient set and optimal portfolio selection	
	3.6	Limitations and practical challenges of the model	
4.0		**Asset Pricing and Factor Models**	
4	4.1	Capital Asset Pricing Model (CAPM): assumptions and limitations	9
	4.2	Security Market Line and Beta	
	4.3	Sharpe's Single Index Model	
	4.4	Measuring security and portfolio risk & return	
	4.5	Factor Models and Arbitrage Pricing Theory (APT)	
	4.6	Comparison between APT and CAPM	

5.0		**Portfolio Revision and Evaluation**	
5	5.1	Specification of investment objectives and constraints	9
	5.2	Formulation and execution of portfolio strategy	
	5.3	Portfolio revision: meaning, need, and constraints	
	5.4	Revision strategies: active vs passive	
	5.5	Portfolio evaluation: measuring returns and risk-adjusted returns	
	5.6	Evaluation perspectives and current trends	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Portfolio Analysis and Selection and related.*	
Project Assignment/PBL:		*Students will create a virtual portfolio using real-time market data, incorporating equity and debt instruments, applying valuation methods, and revising their portfolio based on market conditions. Or relevant*	

Text Books

1. Chandra, Prasanna. Investment Analysis and Portfolio Management. McGraw Hill Education, 2017.
2. Ranganatham, M., and R. Madhumathi. Investment Analysis and Portfolio Management. Pearson Education India, 2012.
3. Bhalla, V. K. Investment Management: Security Analysis and Portfolio Management. S. Chand Publishing, 2013.
4. Pandian, Punithavathy. Security Analysis and Portfolio Management. Vikas Publishing House, 2012.

References

1. Fischer, Donald E., and Ronald J. Jordan. *Security Analysis and Portfolio Management*. Pearson Education, 2014. *(International authors; highly relevant and widely used in Indian academia.)*
2. Reilly, Frank K., and Keith C. Brown. *Investment Analysis and Portfolio Management*. Cengage Learning, 2011.
3. Sharpe, William F., Gordon J. Alexander, and Jeffrey V. Bailey. *Investments*. Prentice Hall of India, 2012.
4. Bodie, Zvi, Alex Kane, and Alan J. Marcus. *Investments*. Tata McGraw Hill Education, 2013.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM402	International Financial Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	1	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73FM402	International Financial Management	FET1	FET2	FET3	Total	ESE	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	05	25	40%	-	40%	-	**50**	40%	75

Course Description: The course explores the complexities of corporate financial management in an international setting, where companies are subject to various risks including exchange rate, aims to enable Student trace the evolution of exchange rate system in the international financial markets.

Pre-requisites: Basic Understanding of Finance and Economics**,** Mathematical Skills and knowledge of accounting

Course Objectives:

1. To analyze real-world case studies on international finance, evaluating the role of financial managers in managing global operations and making informed financial decisions for multinational corporations.
2. To examine the practical application of different exchange rate regimes and evaluate their impact on global business strategies, with an emphasis on international financial institutions like the IMF and World Bank.
3. To apply foreign exchange market concepts in simulated trading environments, understanding the dynamics of exchange rate mechanisms, forward transactions, arbitrage opportunities, and hedging techniques in practical scenarios.
4. To interpret real-world data on exchange rate theories and balance of payments, and propose practical solutions for addressing currency imbalances and financial risks in international business settings.
5. To design and implement asset-liability management strategies in a simulated multinational business context, incorporating international capital budgeting, financing decisions, and

comprehensive risk management techniques.

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Course Outcomes: after the end of this course students will able to:

CLO1 **Analyze**[4] the meaning, importance, and scope of International Finance, recent changes in global financial markets, and the role of an international financial manager in a multinational firm. (

CLO2 **Evaluate**[5] different exchange rate regimes, the role of international financial institutions like the IMF and World Bank, and the impact of special drawing rights (SDR) on global liquidit

CLO3 **Apply**[3] concepts of foreign exchange markets, including exchange rate mechanisms, forward market transactions, arbitrage, and hedging strategies in forex trading.

CLO4 **Interpret**[4] exchange rate theories such as Purchasing Power Parity (PPP) and Interest Rate Parity (IRP), balance of payments (BoP) components, and methods for addressing BoP imbalances.

CLO5 **Design**[6] effective asset-liability management strategies, incorporating international capital budgeting, financing decisions, and risk management techniques for multinational corporations.

COURSE CONTENTS

Module	Unit		Hours
1.0		**Introduction to International Financial Management:**	
1	1.1	Meaning, Importance, Nature and Scope of International Finance; Finance Function in Multinational Firm;	9
	1.2	Recent Changes in Global Financial Markets	
	1.3	Trends in International Trade and Cross-Border Financial Flow.; Emerging Challenges in International Financial Management;	
	1.4	Alternative investments: Introduction to non-traditional assets like real estate and hedge funds.	
	1.5	Role of International Financial Manager;	
	1.6	Relationship between IFM and Other Management Areas; International Financial Environment.	
2.0		**International Monetary System:**	
2	2.1	Exchange Rate regimes –Gold Standard and Bretton Woods System – Current Scenario-	9
	2.2	Optimal Exchange Rate Regime-International Monetary Fund (IMF)-Role and Policy-	
	2.3	Special Drawing Rights (SDR)-Economic and Monetary Union (EMU)-	
	2.4	Fixed Income Valuation: Bond pricing and yield calculations.	
	2.5	International Liquidity; Role of World Bank. In IMS; IMF Solution for Financial Crisis;	
	2.6	International Finance Markets - Euro-markets Institutions.	
3.0		**Foreign Exchange Market:**	
3	3.1	Meaning, Functions and Structure of Foreign Exchange(Forex) Market; Major Participants;	9
	3.2	Types of Transactions-Foreign Currency, Mechanism of Currency Dealing	

	3.3	Exchange Rate Quotation-Nominal and Real Exchange Rate; Spot & Forward Market-Arbitrage,	
	3.4	Forward Rates, -Features Currency Arbitrage in Spot Market-Speculation in Spot Market- Forward Market features Arbitrage in Forward Market	
	3.5	Forward Market Hedging- Speculation in Forward Market	
	3.6	Swapping Forward Contracts (Numerical Problems); Foreign Exchange Market in India.	
4.0		**Exchange Rate Theories and Balance of Payments:**	
4	4.1	Purchasing Power Parity Theory, Interest Rate Parity	9
	4.2	Future Spot Exchange Rate, Methods of Forecasting Exchanges Rates	
	4.3	Nature and Measurement of Exposure and Risk; BoP: Current, Capital & Official Reserve Account;	
	4.4	Currency, Revenue and Capital Account Convertibility.	
	4.5	Approaches to correct BoP Imbalances;	
	4.6	Methods of Statistics Compilation of BoP- Uses (Numerical Problems).	
5.0		**Asset -Liability Management**	
5	5.1	Long term Asset Liability Management: Foreign Direct Investment, International Capital Budgeting,	9
	5.2	International Capital structure and cost of capital.	
	5.3	International Financing - Equity, Bond financing, parallel loans.	
	5.4	Short term Asset Liability Management: International Cash management, accounts receivable management, inventory management.	
	5.5	Payment methods of international trade, trade finance methods	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Exposure to foreign exchange markets, Foreign Direct Investment, International Capital Budgeting,*	
Project Assignment/PBL :		*Prepare a project report titled" Strategic Financial Management in a Multinational Corporation (MNC)" to provide students with a comprehensive understanding of financial management strategies employed by multinational corporations (MNCs).*	

Text Books

- Apte, P. G. International Financial Management. 8th ed., McGraw Hill Education, 2022.
- Jain, P. K., Surendra S. Yadav, and Peyrard Thomas. International Financial Management. Macmillan Publishers India, 2013.
- Sharan, Vyuptakesh. International Financial Management. 7th ed., Pearson Education India, 2021.
- Madura, Jeff, and K. K. Krishnan. International Financial Management. Cengage Learning India, 2018.
- Bhalla, V. K. International Financial Management: Text and Cases. Anmol Publications, 2013.

References

- Babu, G. Ramesh. International Financial Management. Himalaya Publishing House, 2015.

- Siddaiah, Thummuluri. International Financial Management. Pearson Education India, 2010.
- Srivastava, Rajiv. International Financial Management. Oxford University Press India, 2014.
- Joshi, Ramesh B. International Finance and Risk Management. Vision Books, 2015.
- Choudhry, Moorad. The Principles of Banking and International Financial Management. Wiley India, 2012.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.

The duration of end semester examination shall be **two hours.**

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FINANCE (FM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73FM403	Behavioural Finance	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		02	-	-	02	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
		FET 1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73FM403	Behavioural Finance	10	05	-	15	40%	-`	-	-	**35**	40%	50

Course Description: This course provides an in-depth introduction to Behavioural Finance, exploring how psychological factors and cognitive biases influence financial decision-making and market behaviour. Students will examine key concepts such as prospect theory, mental accounting, and behavioural biases, and learn to distinguish between traditional finance and behavioural perspectives. Through lectures, case studies, role-playing, and project-based learning, the course emphasizes practical applications in portfolio theory, investment strategy, and corporate finance decisions. Expert lectures and real-world simulations further enrich understanding and equip students with tools to analyze and manage behavioural factors in financial markets.

Pre-requisites: Basic Financial Concepts, Principles of Traditional Finance, Foundations of Psychology

Course Objectives:

1. To understand the fundamentals of Behavioral Finance, including its key concepts and how it contrasts with traditional finance.
2. To explore the psychological factors influencing financial decision-making, including emotions, biases, and market sentiment.
3. To investigate various behavioral biases and their impact on financial markets, stock and bond markets, and asset pricing.
4. To understand Behavioral Portfolio Theory and how cognitive biases affect portfolio

construction and investment strategies.

5. To examine the applications of Behavioral Finance in investment strategy, corporate finance decisions, and market regulation.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the basic principles of Behavioural Finance and its differences from traditional finance
CLO2 **Analyze**[4] how psychological factors like overconfidence and herding behavior affect investor decisions.
CLO3 **Evaluate**[5] the impact of behavioural biases on financial markets and market anomalies
CLO4 **Apply**[3] Behavioural Portfolio Theory in portfolio construction and diversification, considering biases.
CLO5 **Assess**[4] the role of Behavioural Finance in corporate governance and financial decision-making, including M&A.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Behavioural Finance**	
1	1.1	Overview of Behavioural Finance	6
	1.2	Traditional Finance vs. Behavioural Finance	
	1.3	Key Concepts in Behavioural Finance	
	1.4	Cognitive Biases and Heuristics in Decision-Making	
	1.5	Prospect Theory and Loss Aversion	
	1.6	Mental Accounting and its Impact on Investment Decisions	
2.0		**Psychological Factors in Financial Decision-Making**	
2	2.1	Psychological Influences on Investor Behaviour	6
	2.2	Emotions and Financial Decision-Making	
	2.3	Overconfidence and Herding Behaviour	
	2.4	Framing Effect and Risk Perception	
	2.5	Impact of Social and Cultural Factors on Financial Behaviour	
	2.6	Investor Sentiment and Market Movements	
3.0		**Behavioural Biases and & Impact on Financial Markets**	
3	3.1	Types of Behavioural Biases: Overconfidence, Anchoring, and Confirmation Bias	6
	3.2	Effects of Behavioural Biases on Financial Markets	
	3.3	Market Anomalies and Bubbles	
	3.4	Impact of Behavioural Biases on Stock and Bond Markets	
	3.5	Behavioural Finance and Asset Pricing	
	3.6	Behavioural Factors in Corporate Financial Decisions	
4.0		**Behavioural Portfolio Theory**	
4	4.1	Overview of Traditional Portfolio Theory	6
	4.2	Introduction to Behavioural Portfolio Theory	
	4.3	Cognitive Biases and Portfolio Construction	
	4.4	Mental Accounting and its Role in Portfolio Diversification	
	4.5	Behavioural Portfolio Theory vs. Modern Portfolio Theory	
	4.6	Behavioural Factors in Investment Risk and Return	

5.0		**Applications of Behavioural Finance in Investment and Corporate Strategy**	
5	5.1	Role of Behavioural Finance in Investment Strategy	6
	5.2	Behavioural Biases in Financial Market Regulation	
	5.3	Behavioural Aspects of Corporate Finance Decisions	
	5.4	Use of Behavioural Finance in Corporate Governance	
	5.5	Behavioural Insights in Mergers & Acquisitions	
	5.6	Behavioural Finance in Financial Product Design	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Behavioural Finance: An Introduction to the Field, Impact of Emotions and Social Influence on Market Movements and related.*	
Project Assignment/PBL:		*Students will simulate real-world investing scenarios, identifying psychological biases and analyzing their impact on portfolio decisions and market outcomes.*	

Text Books

- Barberis, Nicholas, and Richard Thaler. "A Survey of Behavioral Finance." Handbook of the Economics of Finance, vol. 2, Elsevier, 2003, pp. 1053-1123.
- Kahneman, Daniel, and Amos Tversky. "Prospect Theory: An Analysis of Decision under Risk." Econometrica, vol. 47, no. 2, 1979, pp. 263-292.
- Shefrin, Hersh. Behavioral Finance: Psychology, Decision-Making, and Markets. Pearson Prentice Hall, 2005.
- Thaler, Richard H. Misbehaving: The Making of Behavioral Economics. W.W. Norton & Company, 2015.
- Statman, Meir. Behavioral Finance: The Second Generation. CFA Institute Research Foundation, 2014

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References

- Odean, Terrance. "Do Investors Trade Too Much?" American Economic Review, vol. 89, no. 5, 1999, pp. 1279-1298.
- Benartzi, Shlomo, and Richard H. Thaler. "Naive Diversification Strategies in Defined Contribution Saving Plans." The American Economic Review, vol. 91, no. 1, 2001, pp. 79-98.
- Fama, Eugene F., and Kenneth R. French. "Dissecting Anomalies." Journal of Finance, vol. 63, no. 4, 2008, pp. 1653-1678.
- Shiller, Robert J. Irrational Exuberance. 3rd ed., Princeton University Press, 2015.
- Gennaioli, Nicola, Andrei Shleifer, and Robert Vishny. "Money Doctors." Journal of Finance, vol. 67, no. 1, 2012, pp. 1-40.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 05 marks

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 07 marks.

- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 to 5 will be based on unit 2 to 5 for 07 Marks.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR

Elective Courses

MARKETING (MM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course IV	P73MM401	Services Marketing and CRM
2	Major Elective Course V	P73MM402	Sales Management and Personal Selling
3	Minor Elective Course III	P73MM403	Service and Retail Marketing

MARKETING (MM)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73MM401	Service Marketing and CRM	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73MM401	Service Marketing and CRM	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	05	25	40%	-	-	-	**50**	40%	75

Course Description: The course aims to equip students with a thorough understanding of services marketing, its principles, and strategic applications. Through case studies, role- playing, and project-based learning, students will develop analytical and decision-making skills to effectively manage service marketing functions.

Pre-requisites: Service Marketing Mix (7Ps), Relationship Marketing in Services.

Course Objectives:

1. To understand the basics of services marketing and its economic significance.
2. To analyze strategies for service positioning, segmentation, and branding.
3. To evaluate pricing, distribution, and communication strategies in services.
4. To develop skills in managing customer interactions and ensuring service quality.
5. To explore CRM strategies for acquiring, retaining customers, and delivering service excellence.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the fundamentals, characteristics, and classification of services.
CLO2 **Apply**[3] STP concepts to develop effective positioning strategies for services.
CLO3 **Evaluate**[4] distribution strategies and the role of intermediaries in service delivery.

CLO4 **Design**[5] service processes using blueprinting, self-service technologies, and AI.
CLO5 **Implement**[3] CRM strategies for customer retention and loyalty.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Services Marketing:**	
1	1.1	Fundamentals of Services Marketing	9
	1.2	Characteristics & Classification of Services	
	1.3	Service Marketing Mix (7Ps)	
	1.4	Strategic Approach to Services Marketing	
	1.5	Service Sector & Indian Economy	
	1.6	Growth & Career Opportunities in Services	
2.0		**Positioning and Marketing Strategies for Services**	
2	2.1	STP for Services Marketing & Positioning Maps	9
	2.2	Developing Effective Positioning Strategy	
	2.3	Service Products & Service Life Cycle	
	2.4	New Service Product Development	
	2.5	Branding Service Products & Experiences	
	2.6	Branding Service Levels & Service Perception	
3.0		**Service Distribution, Pricing & Communication**	
3	3.1	Service Location & Providers	9
	3.2	Distribution of Services (Physical & E-channels)	
	3.3	Role of Intermediaries & Market Challenges	
	3.4	Service Pricing: Objectives, Approaches & Strategies	
	3.5	Fairness & Ethical Concerns in Service Pricing	
	3.6	Service Marketing Communication Mix & Service Promises	
4.0		**Managing Customer Interface & Service Quality**	
4	4.1	Service Process: Concept, Design & Documentation	9
	4.2	Service Blueprinting, Self-Service Technologies & AI	
	4.3	Managing Service Demand, Capacity & People for Service Quality	
	4.4	Service Environment – Purpose, Consumer Response & Dimensions	
	4.5	Service Quality – Expected vs. Perceived, Determinants & Gap Model (SERVQUAL)	
	4.6	Measuring Service Quality – Tools & Techniques	
5.0		**Customer Relationship Management (CRM) & Service Excellence**	
5	5.1	Concept & Importance of CRM – Customer Loyalty & Wheel of Loyalty	9
	5.2	Creating & Managing Customer Value – Customer Life Cycle & Retention	
	5.3	Role of Technology in CRM – Tools, Software & Applications	
	5.4	Customer Acquisition & Loyalty Strategies – Relationship Marketing & Rewards	
	5.5	Service Failures, Complaint Handling & Recovery – Zero Customer Defection	
	5.6	Service Guarantees & Ethical Considerations in Service Marketing	

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Leadership and Team Dynamics in Service Organizations, Conflict Resolution and Negotiation Skills and releted.*	
Project Assignment/PBL:	*Students will develop a comprehensive service marketing strategy for a real or hypothetical service-based business, focusing on customer acquisition, retention, and service excellence.*	

Text Books

- Jha, S. M. Service Marketing. Himalaya Publishing House, 2020.
- Venugopal, V., and Raghu Nandan. Services Marketing: Concepts, Strategies & Cases. Pearson India, 2021.
- Shanker, Ravi. Services Marketing: The Indian Perspective. Excel Books, 2019.

References

- Gupta, S. L., and Rakesh Kumar. Customer Relationship Management: Concepts and Applications. Himalaya Publishing House, 2021.
- Rai, Alok Kumar. Customer Relationship Management: Concepts and Cases. PHI Learning, 2020.
- Nair, Suja R. Services Marketing and CRM: A Strategic Approach. Himalaya Publishing House, 2022

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73MM402	Sales Management and Personal Selling	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM402	Sales Management and Personal Selling	10	10	05	25	40%	-	-	-	**50**	40%	75

Course Description: The Sales Management and Personal Selling course provides students with comprehensive insights into sales management principles and effective personal selling techniques. The course emphasizes the strategic planning and execution of sales activities to achieve organizational objectives. Students will develop the skills needed to build and manage successful sales teams, engage in personal selling interactions, and develop customer-centric sales strategies

Pre-requisites: Basic Principles of Marketing, Fundamentals of Management

Course Objectives:

1. To explain the role and importance of sales management in business operations.
2. To illustrate how effective communication drives sales performance.
3. To implement control measures to enhance sales efficiency.
4. To evaluate the significance of post-sale follow-up in building customer loyalty.
5. To examine the legal aspects governing sales transactions.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the role and significance of sales management in business.
CLO2 **Illustrate**[4] the impact of effective communication in sales success.
CLO3 **Implement**[3] control mechanisms for improving sales effectiveness.
CLO4 **Evaluate**[5] the importance of post-sale follow-up.
CLO5 **Examine**[4] legal frameworks governing sales transactions.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Sales Management**	
1	1.1	Introduction to Sales Management	9
	1.2	Strategic Sales Planning and Execution	
	1.3	Sales Force Management and Leadership	
	1.4	Sales Process and Techniques	
	1.5	Customer Relationship Management in Sales	
	1.6	Performance Evaluation and Sales Metrics	
2.0		**Personal Selling and Customer-Centric Strategies**	
2	2.1	Fundamentals of Personal Selling	9
	2.2	Communication and Persuasion in Sales	
	2.3	Sales Negotiation and Objection Handling	
	2.4	Developing Long-Term Customer Relationships	
	2.5	Ethical and Legal Aspects of Selling	
	2.6	Sales Forecasting and Territory Management	
3.0		**Salesforce Management and Sales Forecasting**	
3	3.1	Salesforce Planning and Management	9
	3.2	Recruitment, Selection, and Training of Salesforce	
	3.3	Motivation, Compensation, and Expense Management	
	3.4	Performance Evaluation and Sales Control	
	3.5	Sales Budgeting and Forecasting Methods	
	3.6	Sales Quotas and Territory Management	
4.0		**Salesmanship and Personal Selling Application**	
4	4.1	Modern Concept of Salesmanship and Effective Selling	9
	4.2	Qualities of a Good Salesman and Theories of Selling	
	4.3	Personal Selling Process: Prospecting to Closing the Sale	
	4.4	Post-Sale Strategies: Follow-Up, Relationship Building, and Networking	
	4.5	Negotiation Skills and Handling Objections in Sales	
	4.6	Setting Personal Selling Objectives and Sales Forecasting	
5.0		**Application of Personal Selling**	
5	5.1	Sales Technology for Lead Tracking and Customer Engagement	9
	5.2	CRM Systems and Their Applications in Personal Selling	
	5.3	Sales-Related Marketing Policies and Industry-Specific Selling	
	5.4	Ethical Considerations and Professional Conduct in Sales	
	5.5	Effective Communication, Listening Skills, and Customer Rapport	
	5.6	Legal Regulations and Codes of Conduct in Sales Activities	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Salesforce Management and Sales Forecasting, Application of Personal Selling*	

Project Assignment/PBL:	*Develop a salesforce recruitment and compensation plan for a startup And releted.*	

Text Books

- Singh, Ramendra. Sales and Distribution Management: A Practitioner's Perspective. Vikas Publishing House, 2017.
- Panda, Tapan K., and Sunil Sahadev. Sales and Distribution Management. Oxford University Press, 2011.
- Havaldar, Krishna K., and Vasant M. Cavale. Sales and Distribution Management: Text and Cases. McGraw Hill Education, 2017.
- Sinha, Piyush K., and Snehal Shah. Sales and Distribution Management: An Indian Perspective. Pearson, 2012.
- Ghosh, Partho Pratim. Sales Management: Text and Cases. Oxford University Press, 2014.

References

- Kapoor, Neeru. Sales Management. Pinnacle Learning, 2019.
- Chhabra, T. N. Principles of Sales Management. Dhanpat Rai & Co., 2015.
- Ramaswamy, V. S., and Namakumari, S. Marketing Management: A Strategic Decision-Making Approach. Macmillan India, 2018.
- Sherlekar, S. A. Marketing Management. Himalaya Publishing House, 2015.
- Pillai, R. S. N., and Bagavathi. Marketing Management. S. Chand Publishing, 2016

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

MARKETING (MM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73MM403	Services and Retail Marketing	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		02	-	-	02	-	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73MM403	Services and Retail Marketing	10	05	-	**15**	40%	**-**	-	-	**35**	40%	**50**

Course Description: The course is designed to provide students with an in-depth understanding of the nature of the services, marketing framework and the marketing mix for the services, service encounter, human factor and service quality. The course aims to integrate key elements of culture, communication, strategy, operations, people and technology to establish and sustain service excellence and provide customer value. The course targets the needs for rapidly growing retail sector as retailers must make complex decisions about their target markets and locations determining what merchandise and service to offer, training and motivating retail employees, and deciding how to price the products and present merchandise. The course help learners understanding of retailing, to survive and prosper in the retailing cut throat competition. Retailers must build a path based on well developed strategic plans and utilize state of art information and distribution systems to implement them. Thus, learners are exposed to well establish retail strategic framework and relevant research areas of retailing from an applied perspective.

Pre-requisites: Fundamentals of Marketing, Consumer Behavior

Course Objectives:

1. To describe the concept and importance of services and retail marketing, emphasizing its relevance to practical applications in workplace environments and customer interactions.
2. To appraise the importance of services and retail marketing dynamics, assessing its impact on customer satisfaction and the overall business performance.
3. To demonstrate and formulate solutions related to customer care, store care, merchandise care, and effective retail strategies that enhance customer experience.
4. To apply relevant knowledge and skills in managing retail and service management issues, focusing on the practical aspects of operations and customer engagement.

5. To evaluate the challenges and opportunities arising from the application of the latest services and retail strategies, analyzing their effectiveness in adapting to market trends and customer expectations.

Course Outcomes: after the end of this course students will able to

CLO1 **Describe**[2] the concept and importance of Services and Retail Marketing with its relevance to the practical application in workplaces.

CLO2 **Appraise**[4] the importance of services and retail marketing dynamics and its impact on the overall customer satisfaction

CLO3 **Demonstrate**[3] and formulate the ability to create feasible solutions customer care, store care, merchandise care and retail strategies.

CLO4 **Apply**[3] Relevant knowledge and skills to manage retail & service management issues

CLO5 **Evaluate**[5] challenges and opportunities concerning the applications of the latest services and the retail strategies.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Services and Retailing Marketing**	
1	1.1	Introduction to the growth of service sector and world of retailing, The concept of Services and meaning of Retailing.	6
	1.2	Characteristics of Services and Retailing, Services Marketing mix and types of Retailers. Classification of Services.	
	1.3	Multichannel Retailing Customer Buying Behaviour, Historical perspective of Services and Retailing, Role and trends in services and retailing.	
	1.4	FDI in Services and Retailing, Problems in Indian Services and Retailing, Current scenario in services and retailing management.	
	1.5	Role of retailing and services marketing, recent trends in services and retailing	
2.0		**Quality Services and Theories of Retailing**	
2	2.1	Causes of Service, Quality gaps: The customer expectations and perceived services gap, factors and techniques to resolve the gaps.	6
	2.2	Gaps in Service, Quality standards, Factors and Solutions, The Service Performance Gap- Key factors and strategies for the closing the gap.	
	2.3	External communication to the customer: the Promises versus Delivery Gap, Developing appropriate and effective communication about service quality: Definition, evaluation and models of SERVQUAL and Gap Analysis.	
	2.4	Theories of Retailing: Wheel of retailing, The Melting Pot theory, Polarization theory, The Retail Accordion, Retailing strategy for setting up Retail organization and planning.	
	2.5	Retail Market Strategy – Financial Strategy, Site & Locations (Size and space allocation, location strategy, factors affecting the location of Retail, Retail location research and techniques, objectives of good store design)	
	2.6	Human Resource Management, Information Systems and supply chain management and Logistics	

3.0		**Customer Expectations of Services and Retail Pricing**	
3	3.1	Basic consumer behavior in services and retailing, meaning and types, factors influencing customer services and retail expectations, customer perceptions, customer satisfaction, service encounters	6
	3.2	Factors influencing retail pricing, retail pricing strategies, Retail promotion strategies, Relationship Marketing & International retailing	
	3.3	Management & Evaluation of Relationships in services & Retailing. Importance of Research in Services & Retailing, new trends in services and retailing, areas of services & retail research, customer audits, brand management in services & retailing	
	3.4	Internationalization of services & retailing, evolution of international services & retailing, Motives, global services & retailing environment	
	3.5	Socio-cultural, economic, political, legal, technological and issues in international services & retailing	
4.0		**Understanding Customer Requirements and Retail Marketing Strategy**	
4	4.1	Market research tools to understand customer expectations, elements of effective research program.	6
	4.2	Analyzing findings and upward communication. Relationship marketing, strategies and challenges.	
	4.3	Retail market strategy, Financial strategy & competitive advantage.	
	4.4	Relationships. Growth strategies & opportunities.	
	4.5	The Strategic Retail Planning process, Retail Finance Process	
	4.6	Impact of service failure and recovery, service recovery strategies, service innovation and design, types of innovations, service blue printing	
5.0		**Managing Demand, Capacity of Services and Store Management in Retailing**	
5	5.1	Capacity constraints of services, Demand patterns, strategies for balancing, yield management, balancing capacity utilization.	6
	5.2	Pricing, Market segmentation, waiting line strategies, service and the bottom line.	
	5.3	Responsibilities of store manager, store security, parking space, problems at retail centers, store record and accounting systems, coding system.	
	5.4	Material handling in stores, Management of modern retails	
	5.5	Store layout design, types of layout, Visual merchandising techniques.	
	5.6	Controlling costs and reducing inventories loss, Exteriors, interiors customer service, Buying merchandize and Retail communication mix.	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Business Scanning, Globalization*	
Project Assignment/PBL:		*Develop a strategic outlook for business to excel in the Export Import Documentation for various countries for different category of products/services.*	

Text Books

- Jha, S. M. Services Marketing. Himalaya Publishing House, 2020.
- Zeithaml, Valarie A., and Mary Jo Bitner. Services Marketing: Integrating Customer Focus Across the Firm. McGraw-Hill India, 2018.

- Lovelock, Christopher, and Jochen Wirtz. Services Marketing: People, Technology, Strategy. Pearson India, 2020.
- Apte, Govind. Services Marketing. Oxford University Press, 2018.
- Nargundkar, Rajendra. Services Marketing: Text and Cases. Tata McGraw-Hill, 2021.

References

- Srinivasan, R. Services Marketing: The Indian Perspective. PHI Learning, 2019.
- Verma, Harsh. Services Marketing: Text and Cases in Indian Context. Pearson India, 2019.
- Khandelwal, Puja. Retail Management in India: Principles and Practices. Himalaya Publishing House, 2021.
- Pradhan, Swapna. Retailing Management: Text and Cases. Tata McGraw-Hill, 2020.
- Bajaj, Chetan, Rajnish Tuli, and Nidhi Srivastava. Retail Management. Oxford University Press, 2019.
- Berman, Barry, and Joel Evans. Retail Management: A Strategic Approach. Pearson India, 2018.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying different marks.
- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 to 5 will be based on remaining units carrying 07 Marks each.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR

Elective Courses

HUMAN RESOURCE (HRM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course IV	P73HR401	Human Resource Development
2	Major Elective Course V	P73HR402	Compensation and Benefits Management
3	Minor Elective Course III	P73HR403	Learning and Development

HUMAN RESOURCE (HRM)

MAJOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR401	Human Resource Development	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73HR401	Human Resource Development	FET 1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	5	25	40%	-	-	-	**50**	40%	**75**

Course Description: The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable students to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes.

Pre-requisites: Basics of Human Resource Management

Course Objectives:

1. To discuss the concepts and evolution of Human Resource Development (HRD) and its relationship with Human Resource Management (HRM).
2. To identify the content, process, and expected outcomes of various HRD applications.
3. To apply training and development concepts for designing effective employee training programs.
4. To explain diversity issues and assess their impact on organizational performance.
5. To evaluate the integration of HRD strategies with organizational goals for workforce development and managing diversity.

Course Outcomes: after the end of this course students will able to

CLO1 **Discuss**[2] concepts & evolution of HRD and relationship of HRD with HRM
CLO2 **Identify**[2] the content, process and the outcomes of HRD applications.

CLO3 **Apply**[3] the concepts of training and development to design a training program for employees.
CLO4 **Explain**[4] diversity issues and their impact on organization.
CL05 **Evaluate5** the integration of HRD strategies with organizational goals to enhance workforce development and address diversity challenges.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Human Resource Development (HRD):**	
1	1.1	Concept, Definition and Importance of Human Resource Development, Evolution of HRD	9
	1.2	Relationship of HRD with Humifactions of Human Resource Development	
	1.3	Roles and Competencies of HRD Professionals, Learning and HRD – Learning Strategies and Styles	
	1.4	Challenges to Organization and HRD professionals – Employee Behavior	
	1.5	External and Internal Influence	
	1.6	Real World Practices/Cases.	
2.0		**Human Resource Development Framework**	
2	2.1	HRD Model, Processes of HRD - Assessing HRD Needs	9
	2.2	Designing Effective HRD Program - HRD Interventions and Creating HRD Programs	
	2.3	Implementing HRD programs - Evaluating HRD programs - Models and Framework of Evaluation	
	2.4	Assessing the Impact of HRD Programs	
	2.5	Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development	
	2.6	Human Resource Development Applications – Real World Practices/Cases.	
3.0		**Training and Development**	
3	3.1	Training Methods - Self Paced/Computer Based/Company Sponsored Training, On-the-Job and Off-the-Job, Brain Storming, Case Studies, Role Plays, Simulations	9
	3.2	T-Groups, Transactional Analysis; Management Development, Counselling as an HRD Activity	
	3.3	Counselling Programs, Issues in employee Counselling	
	3.4	Employee Wellness and Health Promotion Programs	
	3.5	Organizational Strategies Based on Human Resources.	
	3.6	Real World Practices/Cases	
4.0		**HRD Applications and Workforce Diversity**	
4	4.1	Workforce Reduction, Realignment and Retention	9
	4.2	HR Performance and Benchmarking, Impact of Globalization on HRD	
	4.3	Workforce Diversity, HRD Programs for Diverse Employees	
	4.4	Expatriate & Repatriate Support and Development	
	4.5	Impact of globalization on HRD practices and recommend strategies to address emerging workforce challenges	
	4.6	Real World Practices/Cases	

5.0		**Technology-Driven HRD Frameworks**	
5	5.1	Virtual Reality (VR) and Augmented Reality (AR) in Training	9
	5.2	Immersive learning experiences for skill development.	
	5.3	Strategic HRD for Competitive Advantage	
	5.4	Building Organizational Agility through HRD: Strategies to make organizations agile and responsive to market demands.	
	5.5	Linking HRD to Innovation: Encouraging creativity and innovation through targeted HRD initiatives.	
	5.6	Technology-Driven HRD Frameworks	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*HRD Model,Real World Practices/Cases Technology-Driven HRD Frameworks*	
Project Assignment/PBL:		*Design Comprehensive HRD Programs to Drive Organizational Success*	

Text Books

- David McGuire, "Human Resource Development: Theory and Practice". SAGE Publications Pvt. Ltd. New Delhi,2021.
- Ganesh Shermon, "Human Resource Development: Strategic Role in Organizational Growth". Pearson India Education Services Pvt. Ltd. Mumbai, 2023.
- R. Wayne Pace, "Human Resource Development: Theories and Techniques". Cengage Learning India Pvt. Ltd. New Delhi, 2020.

References

- Udai Pareek, "Training and Development: Theories, Concepts, and Practices". Oxford University Press India Pvt.Ltd. New Delhi, 2019.
- Wendy Dessler, "Modern Approaches to Human Resource Development: A Practical Guide". McGraw Hill Education Pvt. Ltd. New Delhi, 2022.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR402	Compensations and Benefits Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		3	-	-	3	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73HR402	Compensations and Benefits Management	FET 1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	5	25	40%	-	-	-	**50**	40%	**75**

Course Description: This course is designed to develop effective compensation, reward and benefit package that motivates employees to perform better. Topics include compensation system, job analysis and evaluation systems; reward system, equity issues and requirements; design and use of wage and salary surveys; statutory and no- statutory employee benefit packages and systems; performance, merit and incentive pay systems; and administration of compensation systems.

Pre-requisites: Labor Laws and basics.

Course Objectives:

1. To explain the design issues involved in creating effective compensation systems, considering both traditional and modern pay structures and their alignment with organizational needs.
2. To analyze various compensation systems and evaluate their effectiveness in meeting organizational goals and enhancing employee performance
3. To formulate strategies for designing competitive compensation packages that attract, retain, and motivate top talent in a dynamic business environment.
4. To apply the concept of benefits need analysis by identifying gaps in current benefit offerings and proposing appropriate enhancements or modifications to meet employee needs.
5. To evaluate the impact of global compensation trends and technological advancements on modern pay structures, focusing on their influence on employee motivation and organizational success.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the design issues involved in creating effective compensation systems, including the consideration of traditional and modern pay bases.

CLO2 **Analyse**[4] the various compensation systems and its effectiveness in meeting organizational goals.

CLO3 **Formulate**[5] strategies for designing competitive compensation packages that attract and retain talent.

CLO4 **Apply**[3] the concept and prepare the benefits need analyses to identify gaps in current benefit offerings and propose appropriate enhancements or modifications.

CLO5 **Evaluate**[5] the impact of global compensation trends and technological advancements on modern pay structures and employee motivation.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Compensation**	
1	1.1	Concept, Definition, and Importance of Compensation	9
	1.2	System of Compensating and Compensation Design Issues	
	1.3	Compensation Dimensions and Concept of Reward	
	1.4	Role of Compensation in Organizations and Non-Financial Compensation Systems	
	1.5	Total Reward System, New Trends, and The 3-P Compensation Model	
	1.6	Pay Structures, Strategy Alignment, and Performance-Based Pay	
2.0		**Compensation Systems and Planning**	
2	2.1	Compensation System and Types	9
	2.2	Incentives, Fringe Benefits, and Strategic Compensation Planning	
	2.3	Determining Compensation and Wage Mix	
	2.4	Base Pay Systems, Wage Curve, Pay Grades, and Salary Matrix	
	2.5	Building Internal and Market-Competitive Compensation Systems	
	2.6	Pay Structures, Individual Contributions, and Pay-for-Knowledge Programs	
3.0		**Wage Theories and Executive Compensation**	
3	3.1	Theories of Wages and Wage Structure	9
	3.2	Wage Fixation, Wage Payment, and Salary Administration	
	3.3	Executive Compensation and Incentive Plans	
	3.4	Team Compensation, Gain Sharing, and Profit Sharing Plans	
	3.5	International Compensation and Managing Compensation in MNCs	
	3.6	Flexible Workforce Compensation, Pay Fairness, and Legal Constraints	
4.0		**Employee Benefits and Wage Regulations**	
4	4.1	Wage Boards and Pay Commissions	9
	4.2	Employee Benefits and Their Components	
	4.3	Statutory and Non-Statutory Employee Benefit Systems	
	4.4	Benefits Need Analysis and Funding through VEBA	
	4.5	Designing and Benchmarking Employee Benefit Programs	
	4.6	Benefit Administration, Security Benefits, and Work-Life Balance	

5.0		Emerging Trends and Future Strategies	
5	5.1	Emerging Trends in Compensation and Future Strategies	9
	5.2	Digital Compensation Systems and HR Tech Integration	
	5.3	The Role of AI and Big Data in Compensation Management	
	5.4	Psychological and Behavioral Aspects of Compensation	
	5.5	Case Studies on Innovative Compensation Practices	
	5.6	Emerging Trends in Compensation and Future Strategies	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*The Future of Compensation, Technology-Driven Compensation Strategies*	
Project Assignment/PBL:		*Research and present a report on the impact of AI and digital tools in modern compensation practices or similar.*	

Text Books

- Sharma, R. C., and Sulabh Sharma. Compensation and Reward Management: Wage and Salary Administration and Benefits. 1st ed., Routledge India, 2024.
- Biswas, Bashker D. Compensation and Benefit Design: Applying Finance and Accounting Principles to Global Human Resource Management Systems. FT Press, 2012.
- Shaikh, M. W. Compensation and Reward Management. eBooks2go, 2022.

References

- B. D. Singh, Compensation and Reward Management. India, Excel Books, 2007.
- Barry A. Gerhart, Sara L. Rynes. "Compensation". McGraw-Hill Education, 2020.
- Bhattacharyya, Dipak Kumar. Compensation Management. OUP, 2009.
- Biswas, Bashker. Employee Benefits Design and Planning: A Guide to Understanding Accounting, Finance, and Tax Implications. Pearson Education, 2014.
- Dr. M.W. Shaikh, Compensation and Reward Management. N.p., eBooks2go Incorporated, 2022.
- T. V. Rao, Y. Venkata Rao. "Compensation Management: Text and Cases". Response Books, New Delhi, 2023.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

HUMAN RESOURCE (HRM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73HR403	Learning and Development	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		02	-	-	02	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
P73HR403	Learning and Development	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	05	-	15	40%	-	-	-	**35**	40%	50

Course Description: Today's Organizations face many challenges and pressures, the most significant of which is survival and survival requires constant adaptation, innovation and change. This course addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. The course also explores the role of leadership in change and how leaders effect change.

Pre-requisites: Understanding of HRD. Knowledge of organizational structures and employee roles.

Course Objectives:

1. To identify factors influencing learning in organizations and how they shape the learning environment.
2. To describe different learning processes and styles, and understand their application in organizational learning.
3. To analyze how adult learning theory impacts the design and delivery of training programs, ensuring effective adult learning experiences.
4. To identify key elements of determining learning objectives for employee training and their influence on program outcomes.
5. To develop an HRD implementation plan that integrates learning elements and profiles to ensure the success of training and development initiatives.

Course Outcomes: after the end of this course students will able to

CLO1 Identify[4] factors influencing learning in organizations.
CLO2 Describe[2] the different learning processes and styles.
CLO3 Analyze[4] how adult learning theory impacts the design and delivery of training programs.
CLO4 Identify[4] the key elements of determining learning objectives for employee training.
CLO5 Develop[5] an HRD implementation plan that integrates learning elements and profiles.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Overview of Learning:**	
1	1.1	Meaning, Importance, and Nature of Learning	6
	1.2	Learning Process, Styles, and Types of Learning	
	1.3	Adult Learning and Andragogy	
	1.4	Determining Learning Objectives and Influence on Employee Behavior	
	1.5	Learning in HRD: Elements, Profile, and Implementation	
	1.6	Education, Coaching, Mentoring, Training, and Development	
2.0		**Understanding Training Needs:**	
2	2.1	Definition, Concept, Meaning, and Nature of Training Needs	6
	2.2	Need for Training and Development	
	2.3	Types of Training and Effective Learning Strategies	
	2.4	Identification of Job Competencies and Training Need Analysis	
	2.5	Assessment Methods and Levels of Training	
	2.6	Role and Responsibilities of HRD and Training Specialists	
3.0		**Training Planning and Design**	
3	3.1	Objectives of designing a training plan	6
	3.2	Budgeting and resource allocation	
	3.3	Trainer and trainee identification	
	3.4	Designing training modules and programs	
	3.5	Selection of training methods, techniques, and technologies	
	3.6	Objectives of designing a training plan	
4.0		**Training Implementation and Delivery**	
4	4.1	Conducting specific training and development programs	6
	4.2	On-the-job training and competency-based training	
	4.3	Understanding learning cycles and factors for duration	
	4.4	Selection of participants and trainers	
	4.5	Budget estimation and allocation	
	4.6	Conducting specific training and development programs	
5.0		**Training Evaluation and Effectiveness**	
5	5.1	Concept and principles of training evaluation	6
	5.2	Methods for evaluating training effectiveness	
	5.3	Key performance parameters and training results	
	5.4	Kirkpatrick and CIRO models of evaluation	

	5.5	ROI methodologies: IRR, CPA, ROT	
	5.6	Cost-benefit analysis and current assessment practices	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Technology in Training & Development, Measuring Training Effectiveness*	
Project Assignment/PBL:		*Design a structured training program, including objectives, methods, and assessment criteria.*	

Text Books

- S.K. Bhatia. Training and Development. India, Deep & Deep Publications, 2008.
- Sahu, R.K. Training for Development. India, Excel Books, 2009.

References

- Dessler Gary. Human Resource Management. India, Pearson, 2011.
- Dessler, Gary. Human Resource Management. United Kingdom, Prentice Hall, 2000.
- Dr. B. Janakiraman. Training & Development: Indian Text Edition. India, Dreamtech Press, 2007.
- Harrison, Rosemary. Learning and Development. India, Chartered Institute of Personnel and Development, 2005

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 5marks

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 07t marks.
- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 to 5 will be based on remaining units for 07 Marks each.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR & MINOR

Elective Courses

INTERNATIONAL BUSINESS (IBM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Major Elective Course IV	P73IB401	Export and Digital Marketing
2	Major Elective Course V	P73IB402	International Financial Management
3	Minor Elective Course III	P73IB403	Cross Cultural Management

INTERNATIONAL BUSINESS (IBM)

MAJOR SPECIALIZATION

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73IB401	Export and Digital Marketing	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
P73IB401	Export and Digital Marketing	FET 1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	10	05	25	40%	-	-	-	**50**	40%	75

Course Description: The Export and Digital Marketing course provides a comprehensive understanding of international trade and digital marketing strategies to enhance global business expansion. It covers key aspects of export marketing, trade regulations, logistics, and supply chain management while integrating modern digital marketing techniques such as SEO, social media marketing, e-commerce strategies, and data analytics for international markets. By combining theoretical concepts with real-world applications, this course equips students and professionals with the skills needed to navigate the evolving global business landscape and leverage digital platforms to boost exports..

Pre-requisites: Basic knowledge of Marketing and Business Management. Familiarity with Digital Marketing Concepts

Course Objectives:

1. To analyze global market opportunities using export market research techniques.
2. To explain customs clearance procedures and required import-export documentation.
3. To implement email marketing and lead generation strategies for promoting exports.
4. To examine successful e-commerce export case studies for practical insights.
5. To apply growth hacking techniques to support export startup development.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4] global market opportunities through export market research.
CLO2 **Explain**[2] customs clearance procedures and documentation for import-export

CLO3 **Implement**[4] email marketing and lead generation strategies for exports.
CLO4 **Examine**[4] case studies of successful e-commerce exporters.
CLO5 **Apply**[3] growth hacking techniques for export startups.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of Export Marketing**	
1	1.1	Introduction to Export Marketing: Definition, Scope, and Importance	9
	1.2	Export Market Research: Identifying Global Opportunities	
	1.3	Export Documentation and Procedures	
	1.4	International Trade Regulations and Compliance	
	1.5	Export Pricing Strategies and Payment Methods	
	1.6	Role of Government and Export Promotion Councils	
2.0		**Export Business Development and Logistics**	
2	2.1	Export Business Models and Entry Strategies	9
	2.2	Export Finance and Risk Management	
	2.3	Supply Chain and Logistics for International Trade	
	2.4	INCOTERMS and Global Shipping Practices	
	2.5	Customs Clearance and Import-Export Documentation	
	2.6	Case Studies on Successful Export Businesses	
3.0		**Digital Marketing for Export Businesses**	
3	3.1	Basics of Digital Marketing and Its Role in Export	9
	3.2	Website Development and SEO for International Trade	
	3.3	Social Media Strategies for Global Audience	
	3.4	Email Marketing and Lead Generation for Export	
	3.5	Pay-Per-Click (PPC) and Google Ads for Export Marketing	
	3.6	Performance Analytics and Measuring Export Marketing Success	
4.0		**E-Commerce and Cross-Border Trade**	
4	4.1	Global E-Commerce Trends and Opportunities	9
	4.2	Selling on International Marketplaces (Amazon, Alibaba, etc.)	
	4.3	Setting Up an Export E-Commerce Store	
	4.4	Cross-Border Payment Solutions and Security	
	4.5	International Consumer Behavior and Localization Strategies	
	4.6	Case Studies of Successful E-Commerce Exporters	
5.0		**Emerging Trends and Strategies in Export and Digital Marketing**	
5	5.1	AI and Automation in Export Marketing	9
	5.2	Role of Blockchain in Global Trade and Digital Transactions	
	5.3	Sustainable and Ethical Export Practices	
	5.4	B2B vs B2C Digital Marketing in International Markets	
	5.5	Growth Hacking Strategies for Export Startups	
	5.6	Future Trends and Innovations in Export and Digital Marketing	

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:	*Digital Marketing Trends in Export Business and relevant.*	
Project Assignment/PBL:	*Develop a Comprehensive Export and Digital Marketing Strategy for a Startup.*	

Text Books

- Arora, Neelam. Export Marketing. Himalaya Publishing House, 2013.
- Gupta, Apeksha, et al. Export Marketing. Himalaya Publishing House, 2025.
- Gupta, Apeksha, and Sahera Fatima. Export Marketing (Osmania University). Himalaya Publishing House, 2020.
- Jain, Apexa V., et al. Export Marketing (Mumbai University). Himalaya Publishing House, 2014.

References

- Swaminathan, T. N., and Karthik Kumar. Digital Marketing: From Fundamentals to Future. Cengage India, 2019.
- Chaffey, Dave, and P. R. Smith. Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing. Routledge India, 2018.
- Sinha, Usha. Essentials of Digital Marketing. Pearson India, 2021.
- Sharma, Seema Gupta. Digital Marketing. McGraw Hill India, 2020.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73IB402	International Financial Management	03	-	-	03	-	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET 1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73IB402	International Financial Management	10	10	05	25	40%	-	-	-	**50**	40%	75

Course Description: This course provides an in-depth understanding of financial management in an international context. It covers key topics such as the international monetary system, foreign exchange markets, exchange rate mechanisms, and risk management strategies. Students will explore the role of multinational corporations, cross-border financial flows, and the impact of global financial institutions like the IMF and World Bank. Through case studies, interactive discussions, and project-based learning, students will develop analytical skills to assess financial risks, manage currency fluctuations, and make strategic financial decisions in a globalized economy.

Pre-requisites: Basic Economics, Fundamental Financial Accounting and Corporate Finance

Course Objectives:

1. To analyze the meaning, nature, and scope of international financial management.
2. To assess the impact of IMF policies and international liquidity on global trade.
3. To examine the structure and participants of international financial markets.
4. To apply arbitrage, speculation, and hedging techniques in foreign exchange trading.
5. To develop strategies to manage and correct balance of payments imbalances.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze**[4] the meaning, nature, and scope of international financial management.
CLO2 **Assess**[4] the impact of IMF policies and international liquidity on global trade.
CLO3 **Examine**[4] the structure and key participants of international financial markets.
CLO4 **Apply**[3] arbitrage, speculation, and hedging techniques in forex trading.
CLO5 **Develop**[5] strategies to address balance of payments imbalances.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to International Financial Management:**	
1	1.1	Meaning, Nature, and Scope of International Financial Management	9
	1.2	Importance of International Finance in a Globalized Economy	
	1.3	Finance Function in a Multinational Firm	
	1.4	Recent Trends in International Trade and Cross-Border Financial Flows	
	1.5	Emerging Challenges in International Financial Management	
	1.6	Role of International Financial Manager and IFM's Relationship with Other Management Areas	
2.0		**Evolution and Structure of the International Monetary System**	
2	2.1	Exchange Rate Regimes: Gold Standard and Bretton Woods System	9
	2.2	Current Scenario of the International Monetary System	
	2.3	Optimal Exchange Rate Regime and Its Impact on Global Trade	
	2.4	Role and Policy of the International Monetary Fund (IMF)	
	2.5	Special Drawing Rights (SDR) and Economic and Monetary Union (EMU)	
	2.6	International Liquidity and the Role of the World Bank	
3.0		**International Finance Markets and Crisis Management**	
3	3.1	International Finance Markets: Structure and Key Participants	9
	3.2	Euro-Market Institutions and Their Significance in Global Finance	
	3.3	Role of the World Bank in the International Monetary System	
	3.4	IMF Solutions for Financial Crises and Global Economic Stability	
	3.5	Impact of Exchange Rate Fluctuations on International Trade	
	3.6	Emerging Trends in the International Monetary System	
4.0		**Foreign Exchange Market**	
4	4.1	Foreign Exchange Market Overview – Meaning, Functions, and Structure of Forex Market	9
	4.2	Participants and Transaction Types – Major Participants, Foreign Currency Transactions, and Mechanism of Currency Dealing	
	4.3	Exchange Rate Mechanism – Exchange Rate Quotation, Nominal vs. Real Exchange Rate, and Spot & Forward Market	
	4.4	Arbitrage and Speculation – Currency Arbitrage in Spot Market, Speculation in Spot Market, and Forward Market Arbitrage	
	4.5	Forward Market Operations – Forward Rates, Forward Market Features, Hedging, and Swapping Forward Contracts	
	4.6	Foreign Exchange Market in India – Market Structure, Regulations, and Key Developments	
5.0		**Exchange Rate Theories and Balance of Payments**	
5	5.1	Theories of Exchange Rate Determination – Purchasing Power Parity, Interest Rate Parity, and Future Spot Exchange Rate	9
	5.2	Exchange Rate Forecasting – Methods and Techniques for Predicting Exchange Rate Movements	
	5.3	Exposure and Risk Management – Nature, Measurement, and Mitigation of Foreign Exchange Risks	
	5.4	Balance of Payments (BoP) Components – Current Account, Capital Account, and Official Reserve Account	

	5.5	Currency Convertibility – Revenue and Capital Account Convertibility and Its Implications	
	5.6	BoP Imbalances and Corrections – Approaches to Address BoP Deficits and Statistical Compilation	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Emerging Trends in International Financial Management, Role of IMF and World Bank in Global Financial Stability, Exchange Rate Mechanisms and Their Impact on International Trade, Risk Management Strategies in Foreign Exchange Markets*	
Project Assignment/PBL:		*Case Study Analysis of a Multinational Firm's Financial Strategy, Practical Application of Hedging Strategies in Forex Markets and releted.*	

Text Books

- Jain, Pushkar Raj, and Rekha Jain. International Financial Management. Tata McGraw-Hill, 2015.
- Kapoor, Neeru. International Financial Management: Concepts, Strategies, and Practice. Pearson India, 2017.
- Chatterjee, Arup, and Amita Kapoor. International Finance: Theory and Practice. S. Chand Publishing, 2016.
- Singh, S. P. Global Financial Management: An Indian Perspective. PHI Learning, 2018.

References

- Ramaswamy, V. S. International Finance: Policies and Practices. Macmillan India, 2019.
- Gupta, R. K. International Financial Management and Policy. Excel Books, 2014.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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INTERNATIONAL BUSINESS (IBM)

MINOOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73IB403	Cross Cultural Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		2	-	-	**2**	-	**-**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
P73IB403	Cross Cultural Management	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		10	05	-	**15**	40%	**-**	-	-	**35**	40%	**50**

Course Description: Cross-Cultural Management explores how cultural diversity influences business operations, decision-making, leadership, and organizational behavior. The course covers both the challenges and opportunities that arise when managing multinational teams and conducting business across various cultural contexts. It emphasizes the importance of cultural intelligence, effective communication, and adaptive strategies to work successfully in global environments. Through case studies, practical applications, and theoretical frameworks, students will learn to navigate and leverage cultural differences in business settings.

Pre-requisites: Global Business Etiquette, Diversity and Inclusion Concepts

Course Objectives:

1. To analyze the impact of cultural differences on business practices and organizational behavior globally.
2. To apply intercultural communication theories to improve communication in diverse environments.
3. To design strategies for managing multicultural teams and promoting collaboration.
4. To evaluate cross-cultural negotiation styles and conflict resolution techniques.
5. To assess global leadership practices and emerging trends in cross-cultural management.

Course Outcomes: after the end of this course students will able to

CLO1 **Analyze[4]** the impact of cultural differences on business practices and organizational behavior in global contexts.

CLO2 **Apply[3]** intercultural communication theories to overcome barriers and enhance communication in diverse business environments.

CLO3 **Design[6]** strategies for effectively managing multicultural teams and fostering collaboration in global business settings.

CLO4 **Evaluate[5]** cross-cultural negotiation styles and conflict resolution techniques to resolve challenges in international business.

CLO5 **Assess[3]** the role of global leadership practices and emerging trends in shaping the future of cross-cultural management in business.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Cross-Cultural Management**	
1	1.1	The Concept of Culture: Definitions and Perspectives	6
	1.2	Cultural Dimensions and Frameworks (Hofstede, Trompenaars, GLOBE)	
	1.3	Culture's Influence on Organizational Behavior	
	1.4	Impact of National Culture on Leadership Styles	
	1.5	Cross-Cultural Differences in Negotiation and Decision-Making	
	1.6	Globalization and its Effect on Cross-Cultural Management	
2.0		**Cross-Cultural Communication**	
2	2.1	Verbal and Non-Verbal Communication Across Cultures	6
	2.2	High-context vs. Low-context Cultures (Edward T. Hall)	
	2.3	Language Barriers and Strategies for Overcoming Them	
	2.4	Role of Technology in Cross-Cultural Communication	
	2.5	Understanding Cultural Sensitivity and Empathy	
	2.6	Developing Intercultural Communication Competence	
3.0		**Managing Multinational Teams**	
3	3.1	The Dynamics of Multicultural Teams	6
	3.2	Leadership Styles in Cross-Cultural Contexts	
	3.3	Conflict and Cooperation in Multicultural Teams	
	3.4	Motivating and Managing People from Different Cultures	
	3.5	Fostering Team Collaboration and Creativity Across Cultures	
	3.6	Virtual Teams and Cross-Cultural Challenges	
4.0		**Cross-Cultural Negotiation and Conflict Resolution**	
4	4.1	Theories of Cross-Cultural Negotiation	6
	4.2	Power Distance and Negotiation Styles	
	4.3	Resolving Cultural Conflicts: Approaches and Techniques	
	4.4	Influence of Culture on Decision-Making and Conflict Resolution	
	4.5	Ethics and Trust in Cross-Cultural Negotiations	
	4.6	Cross-Cultural Mediation and Arbitration Practices	

5.0		**Global Leadership and Emerging Trends**	
5	5.1	Leadership in a Globalized Context	6
	5.2	Transformational vs. Transactional Leadership Across Cultures	
	5.3	Inclusive Leadership in Diverse Work Environments	
	5.4	Trends in Diversity, Equity, and Inclusion (DEI)	
	5.5	Challenges of Global Leadership in Multinational Corporations	
	5.6	Future of Cross-Cultural Management in the Age of Artificial Intelligence and Digital Transformation	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Challenges in Cross Cultural Management, Importance of Culture in Business Practices*	
Project Assignment/PBL:		*Develop a cultural framework for business trying to explore different continent for various products/services across different business verticals.*	

Text Books

- Maude, Barry. *Managing Cross-Cultural Communication: Principles and Practice*. 2nd ed., Red Globe Press, 2017.
- Chanlat, Jean-François, et al., editors. *Cross-Cultural Management: Culture and Management across the World*. Routledge, 2014.
- Thomas, David C., and Mark F. Peterson. *Cross-Cultural Management: Essential Concepts*. 4th ed., SAGE Publications, 2017.
- Mahadevan, Jasmin. *Cross-Cultural Management: A Contemporary Approach*. SAGE Publications, 2023.

References

1. Adler, N. J. (2008). International dimensions of organizational behavior (5th ed.). Cengage Learning.
2. Hall, E. T. (1976). Beyond culture. Doubleday.
3. Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations (2nd ed.). Sage Publications.
4. Trompenaars, F., & Hampden-Turner, C. (1998). Riding the waves of culture: Understanding diversity in global business. McGraw-Hill.
5. Gannon, M. J. (2001). Understanding global cultures: Metaphorical journeys through 29 nations, clusters of nations, and continents (2nd ed.). Sage Publications.
6. Meyer, E. (2014). The culture map: Breaking through the invisible boundaries of global business. PublicAffairs.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 5marks

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying different marks.

- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 to 5 will be based on remaining unit 07 Marks each.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MAJOR

Elective Courses

OPERATIONS AND SCM (O&SCM)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective III	P73OM403	Logistics and Warehouse Management

OPERATIONS AND SCM (O&SCM)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73OM403	Logistics and Warehouse Management	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		2	-	-	**2**	-	**-**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73OM403	Logistics and Warehouse Management	10	05	-	**15**	40%	**-**	-	-	**35**	40%	**50**

Course Description: This course focuses on key logistics concepts, transportation, material handling, and inventory management strategies. Students will explore logistics capacity planning, reverse logistics, and competitive advantage through effective logistics strategies. The course covers warehousing operations, including receiving, storing, order picking, and packaging, as well as strategic warehousing and warehouse design principles. Additionally, students will learn about logistics information systems, warehouse management systems, and the challenges faced in retail warehousing. Practical tutorials will help students understand the integration of logistics processes in supply chain management and prepare them for real-world logistics and warehousing operations.

Pre-requisites: Logistics, Warehouse, Supply chain, Transport Models.

Course Objectives:

1. To understand the role of logistics in strategic planning.
2. To explore the role of transportation, storage, distribution, and risk management in strategic planning.
3. To evaluate strategies for reverse logistics and humanitarian logistics.
4. To demonstrate evaluation of storage capacity and warehouse space utilization.
5. To analyze network design and location decisions.
6. To evaluate organizational behavior theories for sustainability and ethical integration.

Course Outcomes: after the end of this course students will able to

CLO1 **Understand**[2] the role of logistics in strategic planning.

CLO2 **Explore**[3] the role of transportation, storage, distribution and risk management in strategic planning. Evaluate strategies for reverse logistics and humanitarian logistics

CLO3 **Demonstrate**[3] Evaluate the storage capacity and other factors for better utilization of warehouse space.

CLO4 **Analyse**[4] the network design to evaluate the location decisions

CLO5 **Evaluate**[5] theories in organizational behavior for integrating sustainability and ethical practices.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Logistics Management**	
1	1.1	Basic Concepts of Logistics Management, Relevance of Logistics Management with SCM.	6
	1.2	Logistics Value Proposition and Effective Logistics Strategy.	
	1.3	Logistics Capacity planning, Reverse Logistics Management.	
	1.4	Logistics Infrastructure and planning, Material Requirement planning.	
	1.5	Gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment.	
	1.6	Service attributes; value added logistical services;	
2.0		**Transportation, storage and material handling**	
2	2.1	Transportation: transportation modes & options; infrastructure; freight management;	6
	2.2	Transportation networking; Storage: warehousing functions; options; layout design; costing and performance	
	2.3	Cold chain infrastructure; Material handling: its role; equipment and systems; packaging.	
	2.4	Facility location analysis: network design, its alternatives and costs associated with them;	
	2.5	Logistics :Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management,	
	2.6	Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.	
3.0		**Inventory management & logistics information systems**	
3	3.1	Inventory: Its functions; costs related to inventory and controls; Kanban; just-in-time;	6
	3.2	Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation.	
	3.3	The infinite set approach - centre of gravity of supply and demand;	
	3.4	The feasible set approach - location weighted score method	
	3.5	Ethics and impact of logistics & supply chain activities on triple bottom line;	
	3.6	Green logistics management; Humanitarian logistics: insights & challenges	
4.0		**Introduction to Warehousing**	
4	4.1	Introduction to Warehousing: Evolution of warehousing from store to warehouse, warehouse operations,	6
	4.2	Process of receiving and put away, principle of storing goods & various storing methods,	
	4.3	Process of order picking and order creation, significance of packaging, documents required for issuing goods.	

	4.4	Strategic Warehousing: Meaning & benefits of Strategic Ware Housing, Types of Warehouses;	
	4.5	Warehouse Design: Elements & Principle of Warehouse Design, factors of warehouse design;	
	4.6	Warehouse Location: its benefits & Significance of Warehouse in SCM.	
5.0		**Warehousing Operations**	
5	5.1	Warehousing Operations: - inbound process, outbound processes.	6
	5.2	Functions of Warehouse- break-bulk, cross docking, order mixing. MHEs in warehouse, legal requirements for ensuring a safe workplace.	
	5.3	Warehouse Management Systems.	
	5.4	Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID.	
	5.5	Warehouse Handling Equipment –Vertical and Horizontal Movement- Automated Storage and Retrieval System - Specialized Equipment – Recent Technical Advances	
	5.6	Health and Safety – Fire Safety – Slips and Trips – Manual Handling - Forklift Trucks - First Aid.	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*Logistics Models, Logistics Design and Networks, Warehouse models*	
Project Assignment/PBL:		*Create a comprehensive development plan to enhance logistics skills for a manager, including training, Assignment on models, and mini case studies mechanisms.*	

Text Books

- Christopher, Martin. Logistics & Supply Chain Management. 5th ed., Pearson, 2016.
- Tompkins, James A., and Jerry D. Smith. The Warehouse Management Handbook. 2nd ed., Tompkins Press, 2013.
- Harrison, Alan, and Remko van Hoek. Logistics Management and Strategy: Competing Through the Supply Chain. 5th ed., Pearson, 2017.
- Richards, Gwynne. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse. 2nd ed., Kogan Page, 2017.

References

- Bowersox, Donald J., David J. Closs, and M. Bixby Cooper. Supply Chain Logistics Management. 4th ed., McGraw-Hill, 2012.
- Rushton, Alan, et al. The Handbook of Logistics and Distribution Management. 6th ed., Kogan Page, 2017.
- Ballou, Ronald H. Business Logistics/Supply Chain Management. 5th ed., Pearson, 2007.
- Frazelle, Edward H. World-Class Warehousing and Material Handling. 2nd ed., McGraw-Hill, 2002.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 and 2 for 10 marks and
- FET2 should be based on module 3 and 4 for 10 marks
- FET 3 shall be based on module 5 for 05 marks.

The term work marks will be considered for final Internal Assessment.

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Remaining question (Q.2 to Q.5) will be selected from all the modules.

- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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Discipline Specific

MINOR

Elective Courses

ENTREPRENEURSHIP (ES)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective Course III	P73ES403	Business Plan Development

ENTREPRENEURSHIP (ES)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73ES403	Business Plan Development	2	-	0	2	-	0

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73PEES403	Business Plan Development	10	05	-	25	40%	-	-	-	**35**	40%	50

Course Description: The scope of the course includes the development of business plan for a new venture from idea generation through business planning, funding and start-up. Students will learn from assigned reading, class discussions, and guest lectures delivered by some of most accomplished entrepreneurs, subject-matter experts and course teacher.

Pre-requisites: Understanding of business concepts and entrepreneurship, Knowledge of market research and financial fundamentals

Course Objectives:

1. To explain various terms, benefits, purpose, and components of a business plan.
2. To identify, develop, and evaluate a business idea.
3. To develop a business plan that includes a detailed and effective new business strategy.
4. To plan and execute a business plan competition, including entry requirements, stages of competition, judging criteria, and prizes for winners.
5. To analyze business feasibility, including market, technical, and financial viability, and prepare a comprehensive project report.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] various terms, benefits, purpose, and components of a business plan.
CLO2 **Identify**[4], develop, and evaluate a business idea.
CLO3 **Develop**[6] a business plan that includes a detailed and effective new business strategy.

CLO4 **Plan**[3] and execute a business plan competition, including entry requirements, stages of competition, judging criteria, and prizes for winners.

CLO5 **Analyze**[4] business feasibility, including market, technical, and financial viability, and prepare a comprehensive project report.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Fundamentals of a Business Plan**	
1	1.1	Definition, Types, and Benefits of a Business Plan	6
	1.2	Key Components of a Business Plan	
	1.3	Process Behind Developing a Business Plan	
	1.4	Importance of the Business Plan in a Firm's Value Chain	
	1.5	Securing Buy-in from Stakeholders	
	1.6	Evaluating Business Plan Effectiveness	
2.0		**Business Opportunity Identification and Analysis**	
2	2.1	Creating a New Business Idea from the Ground-up	6
	2.2	Defining Innovative Business Opportunities	
	2.3	Developing New Business Ventures	
	2.4	Business and Its Environment: Environmental Scanning and Analysis	
	2.5	Sources of Finance and Associated Challenges	
	2.6	Market Assessment: Tools, Techniques & Methods of Market Survey	
3.0		**Strategic Planning for Business Success**	
3	3.1	Mapping Vision, Mission, and Values	6
	3.2	Conducting a Situation Analysis	
	3.3	Setting Goals, Objectives, and Business Strategies	
	3.4	Developing Tactics, Programs, and Action Plans	
	3.5	Financial Planning: Forecasting, Pricing & Breakeven Analysis	
	3.6	Sourcing, Allocating, and Scheduling Resources	
4.0		**Financial and Operational Planning**	
4	4.1	Understanding Basic Financial Statements (Income Statement, Balance Sheet, Cash Flow Analysis)	6
	4.2	Budgeting and Financial Forecasting for a Business Plan	
	4.3	Market Feasibility, Technical Feasibility, and Financial Viability	
	4.4	Project Report Preparation and Documentation	
	4.5	Writing The Executive Summary	
	4.6	Creating Appendices and References	
5.0		**Business Plan Execution and Pitching**	
5	5.1	Business Plan Presentations and Pitching Techniques	6
	5.2	Refining the Business Plan Based on Feedback	
	5.3	Implementing the Business Plan and Monitoring Progress	
	5.4	Risk Assessment and Contingency Planning	
	5.5	Measuring Business Performance and Growth Strategies	
	5.6	Adapting to Changing Market Conditions	
	Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	

Suggested Expert Lectures:	*Market Research & Feasibility Analysis, Success stories and best practices, Startup Funding & Investor Expectations*	
Project Assignment/PBL:	*Students will work in teams to generate and refine startup ideas, conduct market research, and develop a comprehensive business plan with financial projections. They will present their plans through an investor pitch simulation and participate in a business plan competition judged by industry experts.*	

Text Books

- Abrams, Rhonda. *The Successful Business Plan: Secrets & Strategies*. 6th ed., Planning Shop, 2014.
- Mariotti, Steve, and Caroline Glackin. *Entrepreneurship and Small Business Management*. Pearson, 2015.
- Barringer, Bruce R. *Preparing Effective Business Plans: An Entrepreneurial Approach*. 2nd ed., Pearson, 2014.
- Scarborough, Norman M. *Effective Small Business Management: An Entrepreneurial Approach*. 11th ed., Pearson, 2017.
- Finch, Brian. *How to Write a Business Plan*. 4th ed., Kogan Page, 2016.

References

- Barringer, Bruce R. Preparing Effective Business Plans. Prentice Hall, 2016.
- Bhalla, Beenu. Fundamentals of Business Plan Development. N.p., Independently Published, 2018.
- How to Write a Business Plan. N.p., Small Business Development Corporation, 2020.
- Khanka, S. S. Entrepreneurial Development. S. Chand Limited, 2006.
- McKeever, Mike P. How to Write a Business Plan. Nolo, 2007.
- Nath, Dhruv, and Mitra, Sushanto. Funding Your Startup: And Other Nightmares. Penguin Books India PVT, Limited, 2020.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 to 3 for 10 marks and
- FET2 should be based on module 4 and 5 for 5 marks

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying different marks.
- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 will be based on unit 2 for 03/07 Marks.
- Question No.3 will be based on unit 3 for 07 Marks.
- Question No.4 will be based on unit 4 for 07 Marks.
- Question No.5 will be based on unit 5 for 03/07 Marks.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

Discipline Specific

MINOR

Elective Courses

BUSINESS ANALYTICS (BA)

The List of subjects are:

Sr. No	Elective Type	Course Code	Course Title
1	Minor Elective Course III	P73BA403	Artificial Intelligence in Business Applications

BUSINESS ANALYTICS (BA)

MINOR SPECIALIZATION

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73BA403	Artificial Intelligence in Business Applications	2	-	-	**2**	-	**-**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
P73BA403	Artificial Intelligence in Business Applications	10	10	-	**15**	40%	**-**	-	-	**35**	40%	**50**

Course Description: This course is designed for second-year MBA students specializing in Business Analytics, aiming to equip them with the knowledge and skills to leverage Artificial Intelligence (AI) in various business applications. Students will explore the strategic integration of AI in decision-making processes, with a focus on practical implementation and real-world case studies

Pre-requisites: AI in Business

Course Objectives:

1. To explain business strategies that leverage Artificial Intelligence, considering organizational goals and industry dynamics.
2. To apply machine learning models to analyze data and provide actionable insights for effective decision-making in business scenarios.
3. To analyze the ethical and regulatory considerations related to the implementation of Artificial Intelligence in business applications.
4. To design initiatives to foster an organizational culture that embraces and effectively utilizes Artificial Intelligence.
5. To predict emerging trends and innovations in Artificial Intelligence, evaluating their potential implications for business strategies, operations, and workforce dynamics.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] business strategies that leverage Artificial Intelligence, considering organizational goals and industry dynamics.

CLO2 **Apply**[3] machine learning models to analyse data and provide actionable insights for effective decision-making in business scenarios.

CLO3 **Analyse**[4] the ethical and regulatory considerations related to the implementation of Artificial Intelligence in business applications.

CLO4 **Design**[6] initiatives to foster an organizational culture that embraces and effectively utilizes Artificial Intelligence.

CLO5 **Predict**[5] emerging trends and innovations in Artificial Intelligence, evaluating their potential implications for business strategies, operations, and workforce dynamics.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Foundations of Artificial Intelligence in Business**	
1	1.1	Definition and Evolution of Artificial Intelligence	6
	1.2	Types of AI: Narrow vs. General	
	1.3	Applications of AI in Business	
	1.4	AI Implementation Challenges and Opportunities	
	1.5	AI in Indian Business Landscape	
	1.6	Ethical Considerations in AI Business Applications	
2.0		**Machine Learning for Business Decision-Making**	
2	2.1	Overview of Machine Learning in Business	6
	2.2	Supervised and Unsupervised Learning	
	2.3	Predictive Modelling and Classification	
	2.4	Recommender Systems in Business	
	2.5	Machine Learning Applications in Finance and Marketing	
	2.6	Regulatory Compliance and Machine Learning	
3.0		**Natural Language Processing and Sentiment Analysis**	
3	3.1	Introduction to Natural Language Processing	6
	3.2	Text Pre-processing and Feature Extraction	
	3.3	Sentiment Analysis: Techniques and Applications	
	3.4	NLP Applications in Customer Service	
	3.5	Chatbots and Virtual Assistants in Business	
	3.6	Challenges and Considerations in Implementing NLP	
4.0		**AI Strategy and Implementation in Organizations**	
4	4.1	Developing an AI Strategy: Challenges and Considerations	6
	4.2	Integration of AI with Business Processes	
	4.3	AI and Human Capital: Workforce Implications	
	4.4	Regulatory and Ethical Considerations in AI Adoption	
	4.5	Building an AI-Centric Culture	
	4.6	Future Trends in AI and Business	
5.0		**Future Trends and Innovations in Artificial Intelligence for Business**	
5	5.1	Exploring generative AI, explainable AI (XAI), and autonomous systems	6

	5.2	AI's impact on business models, customer experiences, and value chains	
	5.3	Sustainability and AI	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	
Suggested Expert Lectures:		*AI Application, Generative AI, Technological Challenges in Business Domain*	
Project Assignment/PBL:		Develop a strategic proposal for incorporating an emerging AI trend into a hypothetical business scenario. Highlight potential benefits, challenges, and implementation roadmaps.	

Text Books

- Sharma, R. K., and Priyanka Verma. Artificial Intelligence in Business Applications: Principles and Practices. Tata McGraw-Hill, 2020.
- Chopra, Ravi, and Pankaj Kumar. Leveraging Artificial Intelligence for Business Growth. Pearson India, 2021.
- Kumar, Sanjay. Artificial Intelligence and Its Business Applications: A Comprehensive Guide. Oxford University Press India, 2022.

References

- Desai, Nitin, and Arvind Singh. AI in Business: Trends, Technologies, and Applications. Sage Publications India, 2021.
- Gupta, Manish, and Sunita Rao. Emerging Technologies in Business: The Role of Artificial Intelligence. PHI Learning, 2020.
- Patel, Rajesh, and Anjali Kapoor. Artificial Intelligence in Business: Implementation Strategies. McGraw-Hill Education, 2022.

Continuous Assessment / Internal Assessment (FET & Term Work):

- FET1 should be based on module 1 to 3 for 10 marks and
- FET2 should be based on module 4 and 5 for 5 marks

End Semester Examination:

- Question paper will comprise of 5 questions, each carrying different marks.
- Question No.1 will be compulsory and based on any module of entire syllabus for 07 Marks.
- Question No.2 will be based on unit 2 for 03/07 Marks.
- Question No.3 will be based on unit 3 for 07 Marks.
- Question No.4 will be based on unit 4 for 07 Marks.
- Question No.5 will be based on unit 5 for 03/07 Marks.
- The students need to solve all 5 questions.
- The duration of end semester examination shall be **two hours.**

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73SE401	Design Thinking Lab	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		-	04	-	-	02	-

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
P73SE401	Design Thinking Lab	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		-	-	-	-	40%	50	-	-	-	40%	50

Course Description: The Design Thinking Lab is an experiential course that introduces MBA students to human-centered innovation approaches to solve complex business problems creatively and systematically. Through a structured five-stage design process—Empathize, Define, Ideate, Prototype, and Test—students will develop hands-on experience with problem-solving tools, teamwork, and user-focused mindset. The lab culminates in the design and presentation of a solution to a real-world business or social challenge.

Pre-requisites: Basic knowledge of Business Studies or Management Principles, Interest in innovation, problem-solving, and startup, Familiarity with concepts of Marketing and Finance

Course Objectives:

1. Understand the core principles and process of design thinking.
2. Develop empathy to identify user needs through primary research.
3. Translate observations into actionable problem definitions.
4. Ideate and generate creative solutions using divergent thinking.
5. Build and test low-fidelity prototypes to validate ideas.
6. Collaborate in teams to tackle real-world challenges using a structured design process.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] the stages and principles of the design thinking process.
CLO2 **Analyze**[4] user needs using qualitative research techniques.
CLO3 **Apply**[3] divergent and convergent thinking to generate innovative ideas.
CLO4 **Evaluate**[5] alternative solutions and justify the most viable one.
CLO5 **Develop**[6] and test prototypes to refine business ideas.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module			Hours
1	**Introduction to Design Thinking**		5
	1.1	Origin and evolution of design thinking	
	1.2	Principles and mindsets: empathy, experimentation, and iteration	
	1.3	Overview of the 5-stage process (Empathize, Define, Ideate, Prototype, Test)	
	1.4	Applications in business, management, and social innovation	
Activities:		Case discussion, video analysis, team formation	
Assessment:		Reflection journal	
2	**Empathize – Understanding User Needs**		5
	2.1	Human-centered research methods (observation, interviews, immersion)	
	2.2	Empathy mapping and user personas	
	2.3	Identifying pain points and insights	
Activities:		Fieldwork/interviews, empathy map development	
Assessment:		Empathy presentation	
3	**Define – Framing the Problem**		5
	3.1	Synthesizing insights into meaningful problem statements	
	3.2	"How Might We..." questions	
	3.3	Defining scope and challenge	
Activities:		Affinity mapping, insight synthesis, group discussion	
Assessment:		Problem definition report	
4	**Ideate – Generating Creative Solutions**		5
	4.1	Divergent and convergent thinking	
	4.2	Brainstorming techniques (SCAMPER, mind-mapping, brain writing)	
	4.3	Idea selection and ranking	
Activities:		Idea generation workshop, idea canvas	
Assessment:		Idea pitch	
5	**Prototype – Bringing Ideas to Life**		5
	5.1	Rapid prototyping tools and techniques (paper, digital, role-play)	
	5.2	Building low-fidelity models	
	5.3	Feedback loops and iterations	
Activities:		Prototyping session, peer review	
Assessment:		Prototype demonstration	
6	**Test and Presentation**		5
	6.1	User testing and capturing feedback	
	6.2	Iterating and refining solutions	
	6.3	Final team presentation to jury panel	
Activities:		User feedback session, final presentation	
Assessment:		Team project evaluation and presentation rubric	
Methods:		Hands-on labs, case studies, role plays, peer feedback, design sprints	
Tools:		Empathy Maps, Canva/MIRO/MURAL, Business Model Canvas, Ideation boards	
Collaborations:		Engage with industry mentors/start-ups for real-world problems	

Reference Books:

1. Brown, T. (2009). Change by design: How design thinking creates new alternatives for business and society. Harvard Business Press.

2. Liedtka, J., & Ogilvie, T. (2011). Designing for growth: A design thinking tool kit for managers. Columbia University Press.
3. Kelley, T., & Kelley, D. (2013). Creative confidence: Unleashing the creative potential within us all. Crown Business.
4. Plattner, H., Meinel, C., & Leifer, L. (Eds.). (2010). Design thinking: Understand – Improve – Apply. Springer.
5. Lockwood, T. (2010). Design thinking: Integrating innovation, customer experience, and brand value. Allworth Press.

Free Access to Design Thinking Tools and Resources

IDEO's Design Kit	URL: https://www.designkit.org
MURAL – Templates for Design Thinking	URL: https://www.mural.co/templates
MIRO – Design Thinking Toolkit	URL: https://miro.com/templates/design-thinking/
Canva – Mind Maps & Prototyping Templates	URL: https://www.canva.com

Continuous Assessment / Internal Assessment (FET & Term Work):

The term work mark of **50 marks** will be considered for final Internal Assessment.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
P73SE402	Case Presentations on Leadership	Theory	Practical	Tutorial	Theory	Practical	Tutorial
		-	02	01	-	01	**01**

EVALUATION SCHEME

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks %	Total
P73SE402	Case Presentations on Leadership	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		-	-	-	-	40%	**50**	-	-	-	40%	**50**

Course Description: The Case Presentations on Leadership course is designed to provide students with an in-depth understanding of leadership theories, styles, and real-world applications through case study analysis and interactive presentations. Students will explore historical and contemporary leadership cases, analyze decision-making strategies, assess leadership effectiveness, and develop critical thinking and communication skills. The course integrates real-world leadership challenges with structured case discussions, encouraging students to apply leadership principles to business, politics, social movements, and innovation.

Pre-requisites: Basic understanding of Management and Organizational Behavior, Interest in leadership, strategy, and decision-making, Familiarity with business case analysis

Course Objectives:

1. Equip students to practically apply leadership theories and models by analyzing real-world leaders through case studies and simulation exercises.
2. Enable students to examine and respond to leadership challenges using role-plays, case analyses, and decision-mapping in corporate, political, and social contexts.
3. Train students to critically assess the impact of different leadership styles in managing crises, driving change, and fostering innovation through scenario-based learning.
4. Guide students in designing leadership strategies and ethical decision-making frameworks using real-life business and social impact cases.
5. Develop students' ability to craft and present leadership cases using storytelling techniques to effectively convey lessons and inspire action.

Course Outcomes: after the end of this course students will able to

CLO1 **Explain**[2] leadership theories, models, and frameworks with real-world case applications.

CLO2 **Analyze** [3] leadership challenges and decision-making processes in corporate, political, and social settings.

CLO3 **Evaluate**[5] the effectiveness of different leadership styles in crisis management, organizational change, and innovation.

CLO4 **Develop**[5] leadership strategies and ethical decision-making frameworks for business and social impact.

CLO5 **Design**[6] and deliver a well-structured leadership case discussion using storytelling techniques.

TUTORIAL & PRACTICAL COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Foundations of Leadership & Case Study Methodology**	
1	1.1	Overview of leadership theories: Trait, Behavioral, Contingency, Transformational, and Servant Leadership.	03
	1.2	Case study analysis framework: Identifying key leadership decisions, challenges, and outcomes	
	1.3	Overview of leadership theories: Trait, Behavioral, Contingency, Transformational, and Servant Leadership.	
	Pract.	• Case Discussion: Leadership lessons from Mahatma Gandhi, Steve Jobs, or Nelson Mandela. • Activity: SWOT analysis of a chosen leader's leadership style. *Note: Course Teacher can modify or add case studies based on industry trends.*	06
2.0		**Leadership in Business & Corporate Decision-Making**	
2	2.1	Case studies of corporate leaders: Elon Musk, Indra Nooyi, Ratan Tata, Jeff Bezos and relevant,	03
	2.2	Leadership and strategy: Vision, execution, and corporate governance.	
	2.3	Ethical leadership and crisis management.	
	2.4	Case studies of corporate leaders: Elon Musk, Indra Nooyi, Ratan Tata, Jeff Bezos and relevant,	
	Pract.	• Case Study Analysis: Leadership response to corporate crises (e.g., Toyota Recall, Boeing Crisis, Satyam Scandal). • Activity: Group role-play on boardroom decision-making scenarios. Note: Course Teacher can modify or add case studies based on industry trends.	03
3.0		**Leadership in Politics & Social Movements**	
3	3.1	Political leadership styles: Charismatic vs. Pragmatic leaders.	03
	3.2	Case studies of influential political leaders (e.g., Barack Obama, Narendra Modi, Angela Merkel).	
	3.3	Leadership in social movements: Martin Luther King Jr., Malala Yousafzai, Greta Thunberg.	
	3.4	Political leadership styles: Charismatic vs. Pragmatic leaders.	
	Pract.	• Debate: Comparing leadership strategies of different political figures. • Activity: Group presentation on leadership lessons from historical social movements.	03

		Note: Course Teacher can modify or add case studies based on industry trends.	
4.0		**Leadership in Innovation & Startups**	
4	4.1	Entrepreneurial leadership: Risk-taking, adaptability, and innovation.	03
	4.2	Leadership in technology-driven organizations: Sundar Pichai, Satya Nadella, Mark Zuckerberg.	
	4.3	Case studies on startup leadership: Airbnb, Tesla, Zomato, Paytm.	
	Pract.	• **Workshop:** Business Model Canvas for an innovative startup idea. • **Activity:** Peer review and feedback on startup leadership case studies. Note: Course Teacher can modify or add case studies based on industry trends.	06
5.0		**Personal Leadership Development & Case Presentations**	
5	5.1	Self-leadership and emotional intelligence.	6
	5.2	Leadership storytelling and communication skills.	
	5.3	Final case presentations: Students present and defend leadership case studies.	
	Pract.	• Activity: Leadership pitch: Present a leadership case in 5 minutes. • Panel Evaluation: Industry mentors/faculty evaluate student case presentations. Note: Course Teacher can modify or add case studies based on industry trends.	

Text Books

- Kotter, J. P. Leading Change. Harvard Business Review Press.
- Maxwell, J. C. The 21 Irrefutable Laws of Leadership. HarperCollins.
- Goleman, D. Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.

References

- Collins, J. Good to Great: Why Some Companies Make the Leap... and Others Don't. Harper Business.
- Heifetz, R., & Linsky, M. Leadership on the Line: Staying Alive through the Dangers of Leading. Harvard Business Review Press.
- Sinek, S. Start With Why: How Great Leaders Inspire Everyone to Take Action. Portfolio.

Continuous Assessment / Internal Assessment (FET & Term Work):

The term work marks will be considered for final Internal Assessment.

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FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
P73FP401	Summer Internship Project	-	12	-	-	12	-

Evaluation Scheme

Course Code	Course Name	Evaluation Scheme (In Semester)					Practical/Tutorial Marks			ESE	Min Passing Marks	Total
		FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing	Practical/ Oral/ P&OE			
P73FP401	Summer Internship Project	-	-	-	-	-	100	40%	50	-	40%	150

Course Description: Students are offered opportunity to work in business world, where they can inculcate industrial discipline and decision making. This also helps to conducting business research in the field of student ‘s specialization area which enhances learning in turn helps company as well.

Pre-requisites: Understanding of domain knowledge

Course Objectives:

1. To recognize perspectives about business organizations.
2. To develop managerial and professional skills, knowledge, and attitudes by understanding specific functional areas along with the experience needed to constitute a professional identity.
3. To analyze and interpret collected survey data.
4. To prepare a project report on the study topic.

Course Outcomes: after the end of this course students will able to

CLO1 **Recognize**[2] perspective about business organization
CLO2 **Develop**[6] managerial and professional skills, knowledge, and attitudes by understanding specific functional areas along with the experience needed to constitute a professional identity
CLO3 **Analyze**[4] and interpret5 collected survey data.
CLO4 **Prepare**[6] a project report on study topic.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Description
The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry/business world and understand current and contemporary management practices by spending a minimum of **60 days** (i.e. 8 weeks) in a company during their summer break as per academic calendar Internship schedule in/after second year. Students are required to identify a public or private company/NGO for their SIP, in consultation with and approval of their allocated faculty supervisor/guide. The choice of the company should be intimated to the faculty supervisor and SIP Coordinator before commencement of the SIP well in advance. Simultaneously, students should also have to identify a supervisor/guide within the company (industry supervisor/guide) under whose supervision and guidance s/he would carry out his/her internship work. During his/her stay with the company, s/he is required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, 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. In the process of carrying out their internship work, students are required to identify an issue or problem or a given task or assignment or project or learning opportunity etc. with the help of company & faculty supervisor/guide. in an organization / industry that they can work on during the internship course. This should be discussed with their faculty guide before completing the internship. It is expected that the internship shall sensitize the students to the demands of the workplace. At the end of the SIP, students are expected to submit a project report copy to the company and a hard and soft (CD) copy of which will be submitted to Project Coordinator duly approved and signed by the faculty supervisor/guide. The report should clearly indicate the sources from which information was obtained. **Report Format:** **Title Page** • Should include the title of the report, student's name, student ID, program name, school/university name, and submission date. **Company Certificate** • Must be on the company letterhead. • Should be duly signed by an authorized person from the company. • Must include the company seal and stamp. **School Certificate** • Issued by the educational institution. • Should confirm the student's engagement in the project. • Must be signed by an institutional authority. **Faculty Guide Certificate** • Provided by the faculty mentor overseeing the project. • Should include a brief note certifying the student's work and efforts. **Student Declaration**

- A self-declaration by the student stating that the report is an original work.
- Should confirm that no part of the report has been plagiarized.

Acknowledgements

- A section to express gratitude to individuals, faculty, and organizations who supported the project.

Table of Contents

- A detailed list of sections and subsections with page numbers.

List of Tables

- Includes all tables used in the report with respective titles and page numbers.

List of Graphs

- Includes all graphs/charts used in the report with respective titles and page numbers.

List of Figures (where applicable)

- If figures or diagrams are included, list them with titles and page numbers.

List of Abbreviations (Nomenclature), Symbols (where applicable)

- A glossary of abbreviations, symbols, and terminologies used in the report.

List of Appendices (where applicable)

- If additional supporting documents, data, questionnaires, or references are included, they should be listed here.

This format ensures a well-structured and professionally documented report.

Body of Report (divided into various Chapters –

1. Introduction to Study
2. Company Profile
3. Conceptual Framework and Literature Review
4. Data Analysis and Interpretation
5. Findings, Recommendations and Conclusion

Bibliography/References and Webliography

Appendices

- Questionnaire
- Any other (if applicable)

Finalization of the Project Report:

- Student should obtain clearance from their respective faculty supervisor/guide before final printing of the final project report.

Paper:

- The size of the Paper sheet: A4
- Typing should be done on one side of the paper.

Font:

- Font Type: Times New Roman,
- Font Size: 12 body text

Line Spacing:
- Body of the text: 1.5 lines
- List of tables/ graphs/charts/bibliography: Single line

Alignment:
- Title page: Centre
- Chapter heading: Centre
- Heading and Sub heading: Left
- Body of text: Justify
- Tables titles and Graphs titles: Centre Margins on top
- 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 on top.

Numbering of the Table / Graph/ Charts:
- Table /Graph/Charts should be numbered in the following fashion.
- Second table /Graph/Chart in Second Chapter should be numbered as Table /Graph/Chart No. 2.2 where first digit stands for Chapter No. and 2nd digits after (.) period stand for Number of Table/Graph/Charts in that same chapter.
- Same numbering system should be followed for other chapters.
- Table /Graph /Charts must be followed by proper explanation and analysis.

Pagination (Page numbers):
- The Title page should not carry any page number.
- For initial pages, (i.e. from Student's Declaration before start of Chapter No. 1) numbers should be given in small Roman Numbers. (Like i, ii, iii, iv, etc.)
- Report should contain main page numbers (i.e. 1, 2 ...) and Main page numbers should start from first page of Chapter No. 1 and will continue until last page of the report.
- Page numbers are to be given at the right side at bottom of the page.
- Pages separating Chapters should not be numbered but be counted.

Binding of the report:
- The project should be hard bound with golden embossing as per the standard format and colour.
- Number of Copies to be prepared for submission:
- Two copies for Department/School and one copy for company.

Grammar and Spelling:
- It is the student's responsibility (and an important courtesy to the readers) to ensure that grammar and spelling conventions are observed.

Before submission:
- Students must sign Declaration and Acknowledgment before putting for the Signature of the

Supervisor/Guide, HoD and Director.

- **Evaluation will be based on three factors** – (i) performance of the student during entire project work and project report assessment by the faculty project supervisor/guide, and (ii) viva/oral examination/presentation (to be evaluated by panel of two experts, one of whom will be the internal faculty expert and another will be external expert faculty member/industry expert from managerial position). Each factor would carry weight. Distribution of assessment is - 50% weightage for project report assessment by project guide and 50% weightage is for external viva-voca assessment (POE) by panel members.

Note: A sample file will be available for reference from the departmental internship coordinator. The same format must be followed for report preparation.