MASTER OF BUSINESS ADMINISTRATION (MBA)

POWERED BY

L&T Edutech

BATCH 2025-27 (Curriculum Structure R25)

DEPARTMENT OF MANAGEMENT

Program Structure for Master of Business Administration (MBA) R25 (Batch 2025-27)

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	
PBAPC101	Organizational Behaviour	3	0	0	3	0	0	3
PBAPC102	Business Economics and Environment	3	0	0	3	0	0	3
PBAPC103	Accounting For Managers	3	1	0	3	1	0	4
PBAPC104	Decision Science & Operations	3	1	0	3	1	0	4
PBAPC105	Marketing Management	3	0	0	3	0	0	3
PBAPC106	Human Resource Management	3	0	0	3	0	0	3
PBAPC107	Management Information System and Decision-Making**	2	1	0	2	1	0	3
PBASE101	Blockchain for Business**	2	1	0	2	1	0	3
PBAAE101 PBAAE102	Business Communication OR Professional Development Skills	1	1	0	0	0	0	NC
	Total	23	5	0	22	**4**	0	26

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				
PBAPC101	Organizational Behaviour	10	10	5	25	50	-	-	75
PBAPC102	Business Economics and Environment	10	10	5	25	50	-	-	75
PBAPC103	Accounting For Managers	10	10	5	25	50	25	-	100
PBAPC104	Decision Science & Operations	10	10	5	25	50	25	-	100
PBAPC105	Marketing Management	10	10	5	25	50	-	-	75
PBAPC106	Human Resource Management	10	10	5	25	50	-	-	75
PBAPC107	Management Information System and Decision-Making**	10	10	5	25	50	-	-	75
PBASE101	Blockchain for Business**	10	10	5	25	50	-	-	75
PBAAE101 PBAAE102	Business Communication OR Professional Development Skills	-	-	-	-	-	50	-	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	
PBAPC201	Financial Management	3	0	0	3	0	0	3
PBAPC202	International Business Management	3	0	0	3	0	0	3
PBAPC203	Business Law and Corporate Governance	3	1	0	3	1	0	4
PBAPC204	Indian Ethos and Business Ethics	1	1	0	1	1	0	2
PBAPC205	Fundamentals of Business Analytics - Simulation and Optimization**	2	1	0	2	1	0	3
PBAPC206	Business Research Methods	3	0	0	3	0	0	3
PBAPC207	Data Science for Business**	3	0	0	3	0	0	3
PBAVS201	Tools for Business Analytics**	2	-	2	2	-	1	3
PBAFP201	Field Project for Community Engagement	0	0	4	0	0	2	2
	Total	20	3	6	20	3	3	26

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				
PBAPC201	Financial Management	10	10	5	25	50	-	-	75
PBAPC202	International Business Management	10	10	5	25	50	-	-	75
PBAPC203	Business Law and Corporate Governance	10	10	5	25	50	25	-	100
PBAPC204	Indian Ethos and Business Ethics	10	10	5	25	-	25	-	50
PBAPC205	Fundamentals of Business Analytics - Simulation and Optimization**	10	10	5	25	50	-	-	75
PBAPC206	Business Research Methods	10	10	5	25	50	-	-	75
PBAPC207	Data Science for Business**	10	10	5	25	50	-	-	75
PBAVS201	Tools for Business Analytics**	10	10	5	25	-	50	-	75
PBAFP201	Field Project for Community Engagement	10	10	5	25	-	25	-	50

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

Course work

Course Code	Course Title	Teaching Scheme			Credits Assigned			Total Credits
		L	T	P	L	T	P	
PBAPC301	Predictive Modeling- Strategic Management **	2	1	0	2	1	0	3
PBAXX301	Discipline Specific Major Elective-I	3	1	0	3	1	0	4
PBAXX302	Discipline Specific Major Elective-II	3	1	0	3	1	0	4
PBAXX303	Discipline Specific Major Elective-III	3	1	0	3	1	0	4
PBAXX304	Discipline Specific Major Elective-IV	3	0	0	3	0	0	3
PBAXX305 PBAXX306	Discipline Specific Major Elective-V OR MOOC	2	0	0	2	0	0	2
PBAXX307	Discipline Specific Minor Elective-I	3	0	0	3	0	0	3
PBAXX308	Discipline Specific Minor Elective-II	3	0	0	3	0	0	3
PBASE301	Sentiment Analysis for FinTech Decision-Making- Project Group**	1	0	2	1	0	1	2
	Total	23	4	2	23	4	1	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				
PBAPC301	Predictive Modeling- Strategic Management **	10	10	5	25	-	50	-	75
PBAXX301	Discipline Specific Major Elective-I	10	10	5	25	50	25	-	100
PBAXX302	Discipline Specific Major Elective-II	10	10	5	25	50	25	-	100
PBAXX303	Discipline Specific Major Elective-III	10	10	5	25	50	25	-	100
PBAXX304	Discipline Specific Major Elective-IV	10	10	5	25	50	-	-	75
PBAXX305 PBAXX306	Discipline Specific Major Elective-V OR MOOC	-	-	-	-	-	50	-	50
PBAXX307	Discipline Specific Minor Elective-I	10	10	5	25	50	-	-	75
PBAXX308	Discipline Specific Minor Elective-II	10	10	5	25	50	-	-	75
PBASE301	Sentiment Analysis for FinTech Decision-Making- Project Group**	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	
PBAPC401 OR PBAPC402 OR PBAPC403	Project Management OR Entrepreneurship Development OR MOOC	2	0	0	2	0	0	2
PBAXX409	Discipline Specific Minor Elective-III (Through MOOC)	2	0	0	2	0	0	2
PBAOJ401	Summer Internship Project (SIP)	0	0	6	0	0	6	6
PBAOJ402	On Job Training	0	0	12	0	0	12	12
	Total	4	0	18	4	0	18	22

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				
PBAPC401 OR PBAPC402 OR PBAPC403	Project Management OR Entrepreneurship Development OR MOOC	10	10	5	25	-	25	-	50
PBAXX409	Discipline Specific Minor Elective-III (Through MOOC)	10	10	5	25	-	25	-	50
PBAOJ401	Summer Internship Project (SIP)	-	-	-	-	-	100	50	150
PBAOJ402	On Job Training	-	-	-	-	-	200	100	300

Discipline Specific Major Elective Courses

Specialization	Financial Management (FM)	Marketing Management (MM)	Human Resource Management (HR)	International Business (IB)	Operations and SCM (OM)
Major Elective Course I					
Course Code	**PBAFM301**	**PBAMM301**	**PBAHR301**	**PBAIB301**	**PBAOM301**
Course Title	Financial Services and Capital Markets	Brand Management	Industrial Relations and Labour Laws	Foreign Trade Documentation and Procedures	Operation Strategy
Major Elective Course II					
Course Code	**PBAFM302**	**PBAMM302**	**PBAHR302**	**PBAIB302**	**PBAOM302**
Course Title	Financial Planning and Wealth Management	Marketing Communication and Digital Marketing	Performance Management	International Marketing	Purchasing and Inventory Management
Major Elective Course III					
Course Code	**PBAFM303**	**PBAMM303**	**PBAHR303**	**PBAIB303**	**PBAOM303**
Course Title	Banking & Insurance Operations	Consumer Behaviour	Organizational Change and Development	Cross Cultural Management and Global Leadership	Logistics and Warehouse Management
Major Elective Course IV					
Course Code	**PBAFM304**	**PBAMM304**	**PBAHR304**	**PBAIB304**	**PBAOM304**
Course Title	Investment Analysis and Portfolio Selection	Services Marketing and CRM	Human Resource Development	Export and Digital Marketing	Supply Chain Design
Major Elective Course V					
Course Code	**PBAFM305**	**PBAMM305**	**PBAHR305**	**PBAIB305**	**PBAOM305**
Course Title	International Financial Management	Sales and Retail Management	Compensation and Benefits Management	International Financial Management	Total Quality Management

Discipline Specific Minor Elective Courses

Specialization	Human Resource Management (HR)	Business Analytics (BA)	Family Business (FB)	Marketing Management (MM)	Financial Management (FM)	International Business (IB)
Minor Elective Course I						
Course Code	**PBAHR307**	**PBABA307**	**PBAFB307**	**PBAMM307**	**PBAFM307**	**PBAIB307**
Course Title	Employee Relations & Labour Laws	Business Intelligence	Start-up Management	Sales Management	Security Analysis and Portfolio Management	International Business Environment
Minor Elective Course II						
Course Code	**PBAHR308**	**PBABA308**	**PBAFB308**	**PBAMM308**	**PBAFM308**	**PBAIB308**
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
Minor Elective Course III – ***Students can opt for a relevant type of course from the MOOC platforms mentioned below***						
Course Code	**PBAHR409**	**PBABA409**	**PBAFB409**	**PBAMM409**	**PBAFM409**	**PBAIB309**
Course Title	Learning and Development	Artificial Intelligence in Business Applications	Business Plan Development	Services and Retail Marketing	Behavioural Finance	Cross Cultural 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

FACULTY OF COMMERCE & MANAGEMENT

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
PBAPC101	Organizational Behaviour	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			
PBAPC101	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 the foundational concepts of Management and Organizational Behavior and recognize their relevance in modern workplace settings.
2. To analyze the significance of group dynamics and assess their influence on overall organizational effectiveness.
3. To apply Environmental, Social, and Governance (ESG) principles in practical business decision-making scenarios.
4. To utilize key organizational behavior and change management theories for effective business problem-solving and decision-making.
5. To critically assess organizational behavior theories to support sustainable and ethical business practices

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] theories of organizational behavior 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 Off shoring; Temporary and Casual Workers; Changing Nature of Psychological Contracts.	
5.0		**Emerging Trends in Organizational Behaviour**	
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.

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
PBAPC102	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			
PBAPC102	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 economics structure of 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** enable students to apply fundamental economic in basic business decision-making.
2. **To** develop the ability to interpret and analyze demand and supply scenarios using mathematical equations and visual tools like graphs and charts.
3. **To** equip students with skills to calculate and visually represent cost behaviours such as fixed, variable, semi-variable, direct, and indirect costs using graphs and equations.
4. **To** provide an understanding of key market structures and their characteristics through comparative analysis and visual representation.
5. **To** enable students to use economic models and theories like the circular flow, price elasticity, and Keynesian theory to interpret and suggest solutions to real-world economic problems.

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.

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.

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
PBAPC103	**Accounting For Managers**	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			
PBAPC103	Accounting For Managers	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: This course is at 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 explain the concepts related to Accounting, Financial Statements by organizing case study exercises and discussions to illustrate how each concept applies to real business scenarios.
2. To create the financial statements of sole proprietorships by engaging students in hands-on exercises where they prepare Income Statements, Balance Sheets, and Cash Flow Statements based on real-world data.
3. To analyze the calculations of Cost Accounting by conducting practical exercises on cost allocation, cost-volume-profit analysis, and variance analysis to understand how cost information influences business decisions.
4. To prepare different budgets for a business by guiding students through the process of creating sales, production, and cash flow budgets, using relevant business data and assumptions.
5. To evaluate the financial impact of business decisions by analyzing real-case scenarios and using financial analysis techniques.

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	
	Tut.	Based on above topics course teacher should plan tutorials.	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.	
	Tut.	Based on above topics course teacher should plan tutorials.	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.	
	Tut.	Based on above topics course teacher should plan tutorials.	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.	
	Tut.	Based on above topics course teacher should plan tutorials.	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	
	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:		*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.

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
PBAPC104	Decision Science & Operations	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			
PBAPC104	Decision Science & Operations	10	10	5	**25**	40%	**25**	40	-	**50**	40	**100**

Course Description: This course provides an in-depth understanding of various quantitative techniques applied in decision-making and operations management. It covers Linear Programming, Decision Theories, Advanced Quantitative Techniques, Product and Facilities Management, and Operations Planning and Control. The course integrates theoretical knowledge with practical applications through case studies, role-playing, and project-based learning, ensuring students develop strong analytical and problem-solving skills**.**

Pre-requisites: Statistics and Probability, Quantitative Techniques, Fundamentals of Business and Management

Course Objectives:

1. To explain the fundamental concepts, assumptions, and applications of Linear Programming, including various solution methodologies to optimize decision-making.
2. To apply decision-making tools under certainty, risk, and uncertainty, such as queuing and game theory models, to address real-world business problems.
3. To analyze advanced quantitative techniques, including simulation, forecasting, optimization, and data interpretation, for supporting data-driven decision-making processes.
4. To evaluate principles of product and process design, facility location strategies, and plant layout selection to enhance operational efficiency.
5. To develop comprehensive operational planning and control strategies, including capacity management and production control techniques, to improve organizational performance.

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

CLO1 **Explain**[2] the fundamental concepts, assumptions, and applications of Linear Programming and various solution methodologies for optimizing decision-making.

CLO2 **Apply3** decision-making tools under certainty, risk, and uncertainty, including queuing and game theory models, to real-world business problems.

CLO3 **Analyze**[4] advanced quantitative techniques such as simulation, forecasting, optimization, and data interpretation to support data-driven decision-making

CLO4 **Evaluate**[5] product and process design principles, facility location strategies, and plant layout selection to enhance operational efficiency

CLO5 **Develop**[6] comprehensive operation planning and control strategies, including capacity management and production control techniques, for improved organizational performance.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Linear Programming:**	
1	1.1	Introduction, areas of applications and assumptions, Formulation of LPP, Solution methods- Graphical.	9
	1.2	Simplex algorithm, Special cases in applications, Interpretation of the solution,	
	1.3	Assignment and Transportation Models Assignment model as a special case of Linear Programming.	
	1.4	Mathematical statement, Hungarian method for solving assignment model, Variations of assignment problems.	
	1.5	Transportation Model, Mathematical statement and matrix representation, Initial basic Feasible solution (IBFS) method.	
	1.6	Variants of transportation problem.	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
2.0		**Decision Theories**	
2	2.1	Queuing Theory: Concepts, Models, and Applications.	9
	2.2	Decision Theory: Decision-Making Under Certainty, Risk, and Uncertainty.	
	2.3	Game Theory: Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, Solution of games with dominance, Average Dominance Method.	
	2.4	Sequencing Problem: Introduction, Problems involving n jobs-2 machines,	
	2.5	n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
3.0		**Advanced Topics in Quantitative Techniques**	
3	3.1	Simulation Techniques: Monte Carlo Simulation and Applications.	9
	3.2	Forecasting Techniques: Time Series Analysis, Moving Averages, Exponential Smoothing.	
	3.3	Optimization Techniques: Non-linear Programming and Integer Programming.	
	3.4	Data Analysis and Interpretation: Using Statistical Software for Advanced Analysis.	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3

4.0		**Product, Process and Facilities Management**	
4	4.1	Need for new product, new product development process,	9
	4.2	Product design Characteristics Product Life Cycle. Process design at Macro & Micro level	
	4.3	Process enhancement techniques, Make or buy decision. Location Planning	
	4.4	Factors Affecting Facility Location, Decision regarding Location, Tools and Techniques of Location Planning	
	4.5	Concept, Objectives & Principles of Plant Layout, Types of Layout, Selection of Layout.	
	Tut.	*Based on above topics course teacher should plan Tutorial's.*	3
5.0		**Operation Planning and Control**	
	5.1	Definition and purpose, Objectives, Scope: Material planning, scheduling, quality control, Elements: Routing, scheduling, dispatching, follow-up	9
	5.2	Workload allocation to machines, Methods: Finite and infinite loading, Balancing workload to avoid bottlenecks	
	5.3	Scheduling: Time planning for tasks, Sequencing: Order of operations (priority rules), Aggregate planning: Demand-supply balancing, Production control strategies: JIT, Lean	
	5.4	Capacity definition and importance, Levels: Long-term, medium-term, short-term, Resource planning alignment	
	5.5	Types: Expansion, contraction, lead, lag strategies, Balancing demand and capacity, Capacity flexibility	
	5.6	Over capacity issues: Excess resources, idle time, Under capacity issues: Bottlenecks, delays, Management strategies: Demand management, outsourcing	
	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 Lecture(s)		*Sessions by industry professionals and academicians on contemporary quantitative techniques and their applications and relevant,*	
(Suggestive Project Assignment/ PBL):		*Students will engage in real-world problem-solving assignments and projects related to operations research, decision-making models, and forecasting techniques.*	

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.

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
PBAPC105	Marketing 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			
PBAPC105	Marketing Management	10	10	5	**25**	40%	-	40	-	**50**	40	**75**

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 examine the core concepts of marketing and various marketing environment variables, and interpret them for designing effective marketing strategies for business firms.
2. To apply analytical skills in the identification and resolution of problems pertaining to the principles of marketing management.
3. To analyze Marketing Mix decision concepts and their application in various business organizations.
4. To design marketing strategies that incorporate sustainability practices for business firms.
5. To evaluate the effectiveness of marketing control systems using key performance indicators and audit results, in order to make informed improvements.

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.

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	
2.0		**Consumer Buying Behaviour 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.	
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	
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	
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	
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.

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
PBAPC106	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			
PBAPC106	Human Resource Management	10	10	5	**25**	40%	-	40	-	**50**	40	**75**

Course Description: The 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 explain the basic concepts and importance of human resource management and describe the important traits and role of today's human resource managers.
2. To apply modern HR procurement practices effectively, aligning them with organizational needs and objectives.
3. To identify appropriate compensation strategies aimed at retaining the talent pool within the organization.
4. To assess the impact of industrial relations aspects on organizational performance.
5. To apply and implement advanced HRM practices in real-world scenarios, particularly in an international context.

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 **Asses** [5] impact of industrial relation aspects on organizational performance.
CLO5 **Apply**[3] and Implement advanced HRM practices in real-world scenario of international context.

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.

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
PBAPC107	**Management Information System and Decision-Making**	02	-	01	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			
PBAPC107	Management Information System and Decision-Making	10	15	-	25	40%	-	40%	-	**50**	40%	75

Course Description: This course explores the role of Management Information Systems (MIS) in decision-making. It covers IT risk management, business intelligence, data analytics, and system implementation. Students will learn how to use MIS for business optimization, workflow automation, and risk mitigation.

Pre-requisites: Basic understanding of business concepts and operations, Familiarity with computer applications and software tools. Knowledge of fundamental principles of management

Course Objectives:

The objective of this course is to enable students to:

1. **To** engage students in activities where they define and apply core concepts of MIS, such as data, information, and knowledge, in practical business decision-making scenarios.
2. **To** conduct role-playing exercises in which students simulate decision-making processes using different MIS theories, showcasing how MIS supports business decisions.
3. **To** facilitate hands-on workshops where students use MIS tools (e.g., ERP, CRM) to analyze business cases, such as improving customer relationships or optimizing supply chain management.
4. **To** organize case study sessions where students assess the positive or negative impacts of MIS implementation on an organization's performance in areas like operational efficiency, cost reduction, or decision-making.
5. **To** conduct group evaluations where students analyze the performance of different MIS strategies in real-world companies, comparing business outcomes before and after MIS implementation.

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

CLO1 **Describe[2]** concepts and definitions related to MIS and decision-making.
CLO2 **Explain[2] the** principles and theories underlying MIS and its role in business decision-making.

CLO3 **Apply**[3] MIS concepts and tools to analyse business scenarios and make informed decisions.
CLO4 **Analyze**[4] the impact of MIS on organizational performance and effectiveness in various business contexts.
CLO5 **Evaluate**[6] the effectiveness of MIS strategies and systems in improving decision-making processes and business outcomes.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Management Information Systems**	
1	1.1	Overview of Management Information Systems (MIS)	6
	1.2	IT Risk Management Framework	
	1.3	Organizational Roles and Structures in Risk Management	
	1.4	Risk Policies, Standards, and Compliance	
	1.5	Risk Identification and Control Mechanisms	
	1.6	Risk Governance and Strategic Alignment	
	Tut.	**Based on above topics course teacher should plan tutorials.**	3
2.0		**Information Technology and Decision-Making**	
2	2.1	Introduction to IT	6
	2.2	IS Auditing and Risk Management	
	2.3	Business Process Applications and Controls	
	2.4	Quality Assurance in Auditing	
	2.5	Excel for Data Analysis	
	2.6	SQL for Data Management	
	Tut.	Based on above topics course teacher should plan tutorials.	3
3.0		**Strategic Information Systems**	
3	3.1	Strategic Role of Information Systems in Organizations	6
	3.2	Aligning Information Systems with Business Strategy	
	3.3	Competitive Advantages of Strategic Information Systems	
	3.4	Governance and Management of IT	
	3.5	IT Standards, Policies, and Procedures	
	3.6	Risk Management in Enterprises and Maturity Models	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Business Process Management and Workflow**	
4	4.1	Business Process Management (BPM)	6
	4.2	Workflow Automation	
	4.3	Business Process Reengineering (BPR)	
	4.4	IT Operations and Resiliency	
	4.5	Data Analysis Tools	
	4.6	Financial Data Visualization	

	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Decision Support Systems and Business Intelligence**	
5	5.1	Decision Support Systems (DSS)	6
	5.2	Business Intelligence Tools	
	5.3	Data Visualization and Reporting	
	5.4	Power BI and Advanced Analytics	
	5.5	Information Systems Development	
	5.6	Post-Implementation Procedures	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
		.	
Mode:		*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	

Software's Details

Software Taught

S. No	Software Name	Version Availability (Student/Paid/Free)
1	Excel	Paid/Free
2	Power BI	Paid/Free
3	My SQL	Free

Software Required

S. No	Software Name	Version Availability (Student/Paid/Free)
1	IDE – MS Office 365	Paid
2	My SQL Community and Power BI Desktop	Free

Project Details

S. No	Project Title	Project Objectives* (The learner will be asked to)	Project Outcomes* (The learner will be able to)
1	**Decision Support System Development-** This project's objective is to design and develop a decision support system (DSS) that aids in decision-making processes within a specific business domain.	CO1-CO5	CO1-CO5

2	**Business Process Optimization** This project's objective is to analyze and optimize a specific business process using principles of business process management (BPM) and workflow automation	CO1-CO5	CO1-CO5

References

- Management Information Systems: Managing the Digital Firm" by Kenneth C. Laudon and Jane P. Laudon
- Management Information Systems: Strategy and Action" by Robert D. Galliers and Dorothy E. Leidner
- Business Intelligence: A Managerial Perspective on Analytics" by Ramesh Sharda, Dursun Delen, Efraim Turban

E-resources

- E-learning content on L&T EduTech Platform

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

- FET1 should be MCQ's (Pre-Post) based on module 1 and 2 for 10 marks and
- FET2 should be a Project for 15 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
PBASE101	Blockchain for Business	02	-	01	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			
PBASE101	Blockchain for Business	10	15	-	25	40%	-	40%	-	**50**	40%	75

Course Description: This course introduces R and SAS, two powerful tools for business analytics. Students will learn data handling, analysis, visualization, and predictive modeling to make data-driven decisions. The course covers essential programming, statistical techniques, and real-world applications to solve business problems effectively.

Pre-requisites: Basic Knowledge of Programming

Course Objectives:

1. To explore the history and evolution of blockchain by researching key milestones in its development and presenting findings through case studies and timeline analysis.
2. To analyze the importance of interoperability and standards in the blockchain ecosystem by evaluating different blockchain platforms and their compatibility with each other through hands-on exercises.
3. To apply the concept of decentralized applications (DApps) in real-world scenarios by developing a basic DApp prototype to solve a business problem.
4. To design blockchain-based solutions for improving traditional business processes by working on projects where students propose and prototype blockchain solutions for industries like finance, healthcare, or logistics.
5. To critically evaluate the potential impact of emerging trends in blockchain technology on future business practices through group discussions, research papers, and presentations focusing on innovations like smart contracts and DeFi.

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

CLO1 **Explore**[2] the history and evolution of blockchain
CLO2 **Analyze**[4] the importance of interoperability and standards in the blockchain ecosystem.
CLO3 **Apply**[3] the concept of decentralized applications (DApps) in real-world scenarios.
CLO4 **Design**[5] blockchain-based solutions for improving traditional business processes
CLO5 **Critically**[6] evaluate the potential impact of emerging trends in blockchain technology on future business practices.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Introduction to Blockchain**	
1	1.1	Definition & Introduction to Blockchain	6
	1.2	History of Blockchain	
	1.3	Basic Components of a Blockchain	
	1.4	Types of Blockchains: Public, Private & Consortium	
	1.5	Use Cases in Different Industries	
	1.6	Blockchain Scalability & Sustainability	
	Tut.	Based on above topics course teacher should plan tutorials.	3
2.0		**Blockchain Architecture and Consensus Mechanisms**	
2	2.1	Blockchain Architecture: Nodes, Blocks & Chains	**6**
	2.2	Consensus Mechanisms: PoW & PoS	
	2.3	Cryptography in Blockchain	
	2.4	Hashing & Digital Signatures	
	2.5	Overview of Popular Blockchain Platforms	
	2.6	Interoperability & Standards in Blockchain	
	Tut.	Based on above topics course teacher should plan tutorials.	**3**
3.0		**Smart Contracts and Decentralized Applications (DApps)**	
3	3.1	Smart Contracts: Definition & Characteristics	6
	3.2	Use Cases of Smart Contracts	
	3.3	Programming Languages: Solidity, Vyper, etc.	
	3.4	Decentralized Applications (DApps) & Components	
	3.5	Case Studies of DApps in Various Industries	
	3.6	Regulatory & Legal Considerations for Smart Contracts	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Blockchain in Business Processes**	
4	4.1	Impact of Blockchain on Business Processes	6
	4.2	Blockchain in Supply Chain Management	
	4.3	Blockchain in Finance & Healthcare	
	4.4	Challenges & Opportunities in Blockchain Integration	
	4.5	Regulatory Considerations for Blockchain Adoption	
	4.6	Governance Models for Blockchain Networks	

	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Blockchain Implementation and Future Trends**	
5	5.1	Strategies for Implementing Blockchain in Business	6
	5.2	Best Practices for Successful Blockchain Projects	
	5.3	Emerging Trends in Blockchain Technology	
	5.4	Future Predictions for Blockchain in Business	
	5.5	Impact of Quantum Computing on Blockchain Security	
	5.6	Innovations & Evolving Use Cases	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
.			
	Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	

Software's Details

Software Taught

S. No	Software Name	Version Availability (Student/Paid/Free)
1	Ganache	Free
2	Web3.is	Free
3	Solidity	Free

Software Required

S. No	Software Name	Version Availability (Student/Paid/Free)
NA		

Project Details

S. No	Project Title	Project Objectives* (The learner will be asked to)	Project Outcomes* (The learner will be able to)
1.	Implement blockchain technology to improve transparency and traceability in its supply chain.	CO1-CO5	CO1- CO5
2.	Implement a blockchain-based system to verify the authenticity of academic certificates issued to its students.	CO1-CO5	CO1-CO5

References

- Drescher, Daniel. *Blockchain Basics: A Non-Technical Introduction in 25 Steps*. Apress, 2017.
- Tapscott, Don, and Alex Tapscott. *Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies is Changing the World*. Portfolio/Penguin, 2016.
- Arun, Jai Singh, and Jerry Cuomo. *Blockchain for Business*. McGraw Hill, 2019.

E-resources

- E-learning content on L&T EduTech Platform.

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

- FET1 should be MCQ's (Pre-Post) based on module 1 and 2 for 10 marks and
- FET2 should be a Project for 15 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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CHOICE BASED COURSE

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
PBAAE101	Business Communication	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			
PBAAE101	Business Communication	10	10	05	25	40%	25	-	-		40%	50

Course Description: This course provides a comprehensive understanding of business communication principles, professional correspondence, and effective presentation skills. It equips students with the ability to draft business documents, engage in group discussions, and apply modern communication tools in corporate settings.

Pre-requisites: Basic understanding of English language, Writing and Comprehension skills.

Course Objectives:

1. To explain the fundamental concepts and importance of communication by conducting role-play exercises where students demonstrate effective communication techniques in different business correspondence.
2. To develop formal business letters, such as appointment, resignation, and recommendation letters, through hands-on writing exercises that simulate real-world business correspondence.
3. To apply strategies for successful interviews, group discussions, and meetings by organizing mock interviews, group discussions, and meeting simulations to practice communication, leadership, and decision-making skills.
4. To Design persuasive sales letters, promotional materials, and consumer grievance letters by engaging students in writing exercises that focus on crafting compelling, customer-oriented content for business contexts.
5. To construct structured business and feasibility reports by providing case studies where students create detailed reports based on business problems, including analyses, recommendations, and structured

solutions

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

CLO1 **Explain**[4] the fundamental concepts and importance of communication.
CLO2 **Develop**[5] formal business letters such as appointment, resignation, and recommendation letters.
CLO3 **Apply**[3] strategies for successful interviews, group discussions, and meetings.
CLO4 **Design**[5] persuasive sales letters, promotional materials, and consumer grievance letters.
CLO5 **Construct**[5] structured business and feasibility reports.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Essentials of Communication**	
1	1.1	Concept of Communication: Meaning, Process, and Importance	3
	1.2	Corporate Communication: Evolution and Technological Impact	
	1.3	Channels and Objectives of Communication	
	1.4	Methods and Modes of Communication: Verbal, Nonverbal, and Digital	
	1.5	Barriers to Communication and Strategies to Overcome Them	
	1.6	Listening Skills: Importance and Techniques for Effective Listening	
	1.7	Concept of Communication: Meaning, Process, and Importance	
	Tut.	Based on above topics course teacher should plan tutorials.	3
2.0		**Business Correspondence**	
2	2.1	Fundamentals of Business Letter Writing: Parts, Structure, and Layouts	3
	2.2	Principles of Effective Business Letter Writing	
	2.3	Writing a Statement of Purpose (SOP) for Career and Education	
	2.4	Job Application Letter and Resume Writing	
	2.5	Letter of Acceptance of Job Offer: Format and Best Practices	
	2.6	Letter of Resignation: Structure and Professional Etiquette	
	2.7	Understanding Appointment, Promotion, and Termination Letters	
	2.8	Writing a Letter of Recommendation: Purpose and Guidelines	
	Tut.	Based on above topics course teacher should plan tutorials.	3
3.0		**Presentation and Group Communication Skills**	
3	3.1	Principles of Effective Presentation and Use of Visual Aids	3
	3.2	Creating Impactful PowerPoint Presentations	
	3.3	Interviews and Group Discussions: Preparation and Techniques	
	3.4	Meetings: Importance, Conduct, and Documentation	
	3.5	Conference Management: Planning, Execution, and Modern Methods	
	2.6	Public Relations: Functions, Strategies, and Communication Tools	
	Tut.	Based on above topics course teacher should plan tutorials.	3
4.0		**Trade and Business Letters**	

4	4.1	Trade Letters: Inquiry, Order, Credit, and Collection (Overview)	3
	4.2	Writing Effective Complaint, Claim, and Adjustment Letters	
	4.3	Sales Letters, Promotional Leaflets, and Fliers	
	4.4	Consumer Grievance Letters and RTI Applications	
	Tut.	Based on above topics course teacher should plan tutorials.	3
5.0		**Business Reports and Summarization Techniques**	
5	5.1	Business Reports: Structure, Types, and Applications	3
	5.2	Feasibility and Investigative Reports: Purpose and Format	
	5.3	Summarization Techniques: Identifying Key Points and Cohesion	
	5.4	Paper Pattern and Guidelines for Semester-End Examinations	
	Tut.	Based on above topics course teacher should plan tutorials.	3
The Course Coordinator will develop a Faculty Execution Plan (FET) to ensure alignment with course learning outcomes (CLOs)			

References

- Shwom, Barbara, and Lisa Gueldenzoph Snyder. Business Communication: Polishing Your Professional Presence. 5th ed., Pearson, 2022.
- Locker, Kitty O., and Donna Kienzler. Business and Administrative Communication. 11th ed., McGraw-Hill, 2021.
- Raman, Meenakshi, and Prakash Singh. Business Communication. 3rd ed., Oxford University Press, 2017.
- Ober, Scot. Contemporary Business Communication. 8th ed., Cengage Learning, 2013.
- Eunson, Baden. Communicating in the 21st Century. 4th ed., Wiley, 2015.

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

- FET 1 shall be based on first three modules for 10 marks
- FET 2 shall be based on modules 4 and 5 for 5 marks

The marks of all the assignments will be considered for final Internal Assessment.

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hr/week)			Credits Assigned		
		Theory	Practical	Tutorial	Theory	Practical	Tutorial
PBAAE102	Professional Development Skills	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			
PBAAE102	Professional Development Skills	10	10	05	25	40%	25	-	-	-	40%	50

Course Description: This course provides a comprehensive understanding of business communication principles, professional correspondence, and effective presentation skills. It equips students with the ability to draft business documents, engage in group discussions, and apply modern communication tools in corporate settings.

Pre-requisites: Basic understanding of English language, Writing and Comprehension skills.

Course Objectives:

1. To explain the significance of self-awareness and career planning in personal and professional growth by conducting self-assessment exercises and creating a personalized career development plan.
2. To demonstrate the ability to communicate professionally in business settings through oral and written communication by participating in mock business meetings, presentations, and writing professional emails and reports.
3. To compare different leadership styles and their effectiveness in diverse organizational settings by analyzing case studies and engaging in group discussions about the impact of various leadership styles on team dynamics and productivity.
4. To assess the effectiveness of business correspondence in achieving communication objectives by reviewing and critiquing real business letters, emails, and reports for clarity, tone, and purpose.
5. To develop a personal branding strategy and a professional LinkedIn profile to enhance career opportunities by guiding students through the creation of their personal brand and

an optimized LinkedIn profile for networking and job searching.

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

- **CLO1** **Explain**[2] the significance of self-awareness and career planning in personal and professional growth
- **CLO2** **Demonstrate**[3] the ability to communicate professionally in business settings through oral and written communication.
- **CLO3** **Compare**[4] different leadership styles and their effectiveness in diverse organizational settings.
- **CLO4** **Assess**[5] the effectiveness of business correspondence in achieving communication objectives.
- **CLO5** **Develop**[6] a personal branding strategy and a professional LinkedIn profile to enhance career opportunities.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Personal & Professional Growth**	
1	1.1	Introduction to Professional Development & Career Planning	3
	1.2	Self-Assessment & SWOT Analysis for Career Growth	
	1.3	Personal Branding & Online Presence (LinkedIn, Portfolio, Networking)	
	1.4	Emotional Intelligence & Workplace Behavior	
	1.5	Ethics, Integrity, & Corporate Social Responsibility (CSR)	
	1.6	Resilience, Adaptability & Growth Mindset in Business	
	1.7	Introduction to Professional Development & Career Planning	
	Tut.	Based on above topics course teacher should plan tutorials.	3
2.0		**Communication & Interpersonal Skills**	
2	2.1	Verbal & Non-Verbal Business Communication	3
	2.2	Business Writing: Emails, Reports, & Proposals	
	2.3	Presentation & Public Speaking Techniques	
	2.4	Active Listening & Giving Constructive Feedback	
	2.5	Negotiation & Persuasion Skills in Business	
	2.6	Conflict Resolution & Interpersonal Relationship Management	
	2.7	Verbal & Non-Verbal Business Communication	
	2.8	Business Writing: Emails, Reports, & Proposals	
	Tut.	Based on above topics course teacher should plan tutorials.	3
3.0		**Leadership & Teamwork**	
3	3.1	Leadership Theories & Modern Leadership Trends	3
	3.2	Team Building & Effective Collaboration Strategies	
	3.3	Decision-Making & Problem-Solving in Leadership	
	3.4	Managing Diversity & Cross-Cultural Teamwork	
	3.5	Crisis Leadership & Ethical Decision-Making	
	2.6	Leadership in a Digital & Hybrid Workplace	
	Tut.	Based on above topics course teacher should plan tutorials.	3

4.0		**Trade and Business Letters**	
4	4.1	Trade Letters: Inquiry, Order, Credit, and Collection (Overview)	3
	4.2	Writing Effective Complaint, Claim, and Adjustment Letters	
	4.3	Sales Letters, Promotional Leaflets, and Fliers	
	4.4	Consumer Grievance Letters and RTI Applications	
	Tut.	Based on above topics course teacher should plan tutorials.	3
5.0		**Career Development & Workplace Readiness**	
5	5.1	Resume Building & Cover Letter Writing Workshop	6
	5.2	Interview Preparation: Behavioral & Case-Based Interviews	
	5.3	Group Discussion & Business Case Study Analysis	
	5.4	Professional Networking & Industry Engagement	
	5.5	Workplace Etiquette & Corporate Grooming	
	5.6	Time Management & Work-Life Balance Strategies	
	Tut.	Based on above topics course teacher should plan tutorials.	3
The Course Coordinator will develop a Faculty Execution Plan (FET) to ensure alignment with course learning outcomes (CLOs)			

Textbooks & References

- Kouzes, James M., and Barry Z. Posner. The Leadership Challenge. 7th ed., Wiley, 2023.
- McKeown, Greg. Essentialism: The Disciplined Pursuit of Less. Crown Business, 2014.
- Duhigg, Charles. The Power of Habit: Why We Do What We Do in Life and Business. Random House, 2012.
- Maxwell, John C. The 5 Levels of Leadership: Proven Steps to Maximize Your Potential. Center Street, 2011.
- Covey, Stephen R. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. Simon & Schuster, 1989.

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

- FET 1 shall be based on first two modules for 10 marks
- FET 2 shall be based on modules 3 and 4 for 10 marks
- FET 3 shall be based on modules 5 for 5 marks

The marks of all the assignments 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
PBAPC201	Financial 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			
PBAPC201	Financial Management	10	10	5	**25**	40%	**-**	40	-	**50**	40	**75**

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 develop the skill of analyzing financial management concepts, functions, scope, and goals, and to assess the changing role of finance managers through hands-on case study applications and interactive discussions.
2. To build the skill of evaluating the cost of different sources of finance and investment proposals using capital budgeting techniques like NPV, IRR, and Payback Period through practical exercises and financial simulations.
3. To cultivate the skill of assessing capital structure decisions and understanding capital structure theories by applying these concepts in practical case studies and financial analysis.
4. To enhance the skill of evaluating dividend policies and interpreting their impact on shareholder value and company financial health through financial statement analysis and real-world scenarios.
5. To improve the skill of estimating and managing working capital requirements by using financial modeling tools and practical data analysis to assess 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.	
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.	
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;	
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.	
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,	
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

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.

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		
PBAPC202	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
PBAPC202	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 recognize the international market dynamics and understand how they influence an organization's international business decision-making through case studies and market analysis.
2. To analyze the global environment and evaluate the impact of world issues such as political, economic, and social factors on an organization's international business opportunities.
3. To examine the significance of conflict management and ethics in international business management through real-world case studies and ethical dilemma discussions.
4. To evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives, focusing on legal frameworks and their influence on international business operations.
5. To formulate and propose strategic solutions based on advanced international business concepts, integrating global business analysis with strategic planning in various business scenarios.

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.

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.

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		
PBAPC203	Business Law & Corporate Governance	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
PBAPC203	Business Law & Corporate Governance	FET1	FET2	FET3	Total	Min pass	Term-work /Tutorial	Min. Passing %	Practical/ Oral/ P&OE			
		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 fundamental legal concepts, such as contracts, corporate liability, and regulatory compliance, in the context of business operations through case studies and legal scenario analysis.
2. To utilize corporate governance principles to assess real-world business scenarios, ensuring ethical and legal decision-making in organizational contexts.
3. To examine corporate governance structures and legal frameworks, identifying potential risks, and recommending compliance strategies through practical case analysis and discussions.
4. To critically assess corporate legal cases and governance policies to determine their effectiveness and impact on business sustainability, focusing on practical examples and legal evaluations.

5. To develop corporate governance policies and legal strategies that promote compliance, ethical leadership, and corporate responsibility through practical exercises and policy formulation

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.

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.**

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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
PBAPC204	Indian Ethos and Business Ethics	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			
PBAPC204	Indian Ethos and Business Ethics	10	10	5	**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 behavior 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 explain the fundamental concepts, values, spiritual, 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 various functional areas such as marketing, HR, production, and finance, with an emphasis on ethical dilemmas and sustainable practices.
4. To assess the ethical challenges faced by Indian businesses, such as bribery, corruption, and ethical considerations in global business, 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 Tutorial's.*	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 Tutorial's.*	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 Tutorial's.*	3
4.0		**Ethics and Indian Business Practices**	
	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 Tutorial's.*	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 Tutorial's.*	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…*	

Test 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 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
PBAPC205	**Fundamentals of Business Analytics - Simulation and Optimization**	02	-	01	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			
PBAPC205	Fundamentals of Business Analytics - Simulation and Optimization	10	10	05	25	40%	25	40%	-	**50**	40%	75

Course Description: This course explores the role of Management Information Systems (MIS) in decision-making. It covers IT risk management, business intelligence, data analytics, and system implementation. Students will learn how to use MIS for business optimization, workflow automation, and risk mitigation.

Pre-requisites: Basic Mathematics and Statistics, Basic Computer Knowledge

Course Objectives:

The objective of this course is to enable students to:

1. To make the students understand the fundamentals of Excel for data analysis.
2. To equip the students with skills in Excel basics and intermediate features for data processing and analysis.
3. To facilitate the students to advanced Excel tools for data transformation.
4. Develop proficiency in organizing, managing, and visualizing data using Excel.
5. Solve engineering problems through data-driven decision making.

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

CLO1 **Understand**[2] the fundamentals of Excel for data analysis.
CLO2 **Apply**[3] Excel basics and intermediate features for data processing and analysis.
CLO3 **Analyze**[4] data using advanced Excel tools for data transformation.
CLO4 **Create**[5] proficiency in organizing, managing, and visualizing data using Excel.
CLO5 **Evaluate**[6] engineering problems through data-driven decision-making using Excel.

FACULTY OF COMMERCE & MANAGEMENT

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Excel Fundamentals for Data Preparation and Visualization**	
1	1.1	MIS & Risk Management	9
	1.2	IT in Decision-Making	
	1.3	Strategic Role of IS	
	1.4	Business Process Management	
	1.5	Decision Support & BI	
	1.6	System Development & Implementation	
	Tut.	Based on above topics course teacher should plan tutorials.	3
2.0		**Advanced Excel Functions for Data Forecasting**	
2	2.1	Introduction to Excel	**9**
	2.2	Absolute vs. Relative Referencing	
	2.3	Merging and Looking Up Data	
	2.4	Decision Making with IF Function	
	2.5	Preparing Data for Analysis	
	2.6	Pivot Tables Overview & Creation	
	Tut.	Based on above topics course teacher should plan tutorials.	**3**
3.0		**Advanced Excel Techniques: Lookup, Financial, and Statistical Functions**	
3	3.1	Conditional Formatting	9
	3.2	INDIRECT Function	
	3.3	OFFSET Function	
	3.4	Histograms	
	3.5	Regression	
	3.6	Pivot Tables & Data Visualization	3
	Tut.	*Based on above topics course teacher should plan tutorials.*	
4.0		**Data Analysis and Visualization in Advanced Excel**	
4	4.1	Graphs and Charts	9
	4.2	Advanced Pivot Table	
	4.3	Grouping & Ungrouping	
	4.4	Reporting Layouts	
	4.5	Formatting Error Values and Empty Cells	
	4.6	Data Visualization	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Advanced PivotTable Techniques and Dashboard Creation**	
5	5.1	Pivot Table Essentials	9
	5.2	Sorting, Filtering & Data Interaction	
	5.3	Advanced Pivot Table Features	
	5.4	Pivot Charts & Visualization	
	5.5	Dashboards & Data Representation	
	5.6	Practical Applications & Case Studies	
	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:	*Data Science Industry Applications and Trends, Statistical Techniques for Data Analysis, Advanced Data Visualization and Storytelling and relevant.*	
Project Assignment/PBL:	*As a course instructor, the focus should be on providing students with a practical, hands-on learning experience that bridges theoretical concepts with real-world applications.*	

Software's Details

Software Taught

S. No	Software Name	Version Availability (Student/Paid/Free)
1	Excel	Paid

Software Required

S. No	Software Name	Version Availability (Student/Paid/Free)
1	IDE – MS Office 365	Paid

Project Details

S. No	Project Title	Project Objectives* (The learner will be asked to)	Project Outcomes* (The learner will be able to)
1.	Analyzing Sales Data for Business Insights	CO1-CO5	CO1-CO5
2.	Build a Data-Driven Dashboard	CO1-CO5	CO1-CO5

References

- Excel 2023 for Dummies by Greg Harvey (2023, 5th Edition)
- Data Analysis Using Excel® Microsoft® 365: With Accounting and Finance Datasets by Flat World Knowledge (2023, 3.0 Edition)
- Unlocking Excel: The Key to Data Analysis by Daniel Trautwein (2020, 1st Edition)

E-resources

- E-learning content on L&T EduTech Platform

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
PBAPC206	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			
PBAPC206	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 types and processes of research and develop the ability to design effective research and sampling plans.
2. To apply measurement and scaling techniques in research, and enhance skills in preparing comprehensive and reliable questionnaires.
3. To use various data processing and analysis techniques for primary and secondary data collection, with a focus on hypothesis testing.
4. To write a research report and effectively present the findings, addressing specific research problems.
5. To synthesize theoretical knowledge and research findings to create practical applications in real-world scenarios.

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.

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.

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
PBAPC207	Data Science for Business	2	-	1	2	-	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			
PBAPC207	Data Science for Business	10	10	5	**25**	40%	-	-	-	**50**	40	**75**

Course Description: This course covers Python fundamentals for Data Science, statistical techniques, data visualization, and Exploratory Data Analysis (EDA). It introduces key Machine Learning concepts, including classification, regression, clustering, and model evaluation. Through interactive sessions, case studies, and project-based learning, students gain hands-on experience in applying Python to real-world data problems.

Pre-requisites: Basic Mathematics and Statistics, Python Programming

Course Objectives:

The objective of this course is to enable students to:

1. Describe the interdisciplinary aspects of data science such as scientific methods, processes, and algorithms.
2. Discuss and give examples of the Data Science Applications Life Cycle.
3. Explain the EDA methods and apply them to get insights from the data.
4. Outline the ML algorithms and their application areas.
5. To facilitate students with Data Science applications and their potential benefits for society

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

CLO1 **Describe2** the interdisciplinary aspects of data science, including scientific methods, processes, and algorithms.

CLO2 **Apply**[3] probability theory and distributions to solve real-world problems.

CLO3 **Explain**[2] the exploratory data analysis (EDA) methods and **apply** them to gain insights from the data.

CLO4 **Outline**[4] various machine learning (ML) algorithms and their application areas.

CLO5 **Facilitate**[2] students' understanding of Data Science applications and their potential benefits for society.

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Python for Data Science- I**	
1	1.1	Introduction to Data Science and Use Cases	9
	1.2	Data Science Roles, Lifecycle, and Stages	
	1.3	Technologies and Analytics in Data Science	
	1.4	Python Data Structures: Lists, Tuples, Sets, and Dictionaries	
	1.5	Python Arrays, Series, and DataFrames	
	1.6	User-Defined and Lambda Functions in Python	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
2.0		**Statistical Techniques**	
2	2.1	Statistics and Experiments	9
	2.2	Types of Data	
	2.3	Descriptive and Inferential Statistics	
	2.4	Probability Theory and Distributions	
	2.5	Central Limit Theorem and Hypothesis Testing	
	2.6	Statistical Tests and Time Series Analysis	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
3.0		**Python for Data Science- II NumPy,**	
3	3.1	NumPy	9
	3.2	Matplotlib and Seaborn	
	3.3	Pandas	
	3.4	Scikit-Learn	
	3.5	Corresponding Use Cases	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
4.0		**Exploratory Data Analysis (EDA)**	
4	4.1	EDA Tools, Processes, and Data Pre-Processing	9
	4.2	Confidence Interval and ANOVA	
	4.3	Analyzing Data and Missing Value Imputation	
	4.4	Feature Engineering and Data Wrangling	
	4.5	Data Visualization Techniques	
	4.6	Insights and Interpretation	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
5.0		**Machine Learning Algorithm**	
5	5.1	ML Terminology and Use Cases	9
	5.2	ML Types and Lifecycle	
	5.3	ML Pipelines and Workflow	
	5.4	Classification, Regression, and Clustering Algorithms	
	5.5	Performance Metrics for ML Models	
	5.6	ML Terminology and Use Cases	
	Tut.	*Based on above topics course teacher should plan tutorials.*	3
.			

Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	

Software's Details

Software Taught

S. No	Software Name	Version Availability (Student/Paid/Free)
1	Jupyter Notebook	Free

Software Required

S. No	Software Name	Version Availability (Student/Paid/Free)
1	Anaconda	Free

Project Details

S. No	Project Title	Project Objectives* (The learner will be asked to)	Project Outcomes* (The learner will be able to)
1	Lending Club Case Study	CO1-CO5	CO1-CO5
2	Realistic Model for Passenger Satisfaction Prediction	CO1-CO5	CO1-CO5

References

- Maheswari, B. Uma, and R. Sujatha. Introduction to Data Science: Practical Approach with R and Python. Wiley India Pvt Ltd,
- Mitchell, Tom M. Machine Learning. 1st ed., McGraw Hill Education
- Park, Andrew. Data Science for Beginners: A Complete Overview to Master the Art of Data Science.

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
PBAVS201	**Tools for Business Analytics - R and SAS**	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			
PBAVS201	Tools for Business Analytics - R and SAS	10	10	05	25	40%	25	40%	-	-	40%	50

Course Description: This course introduces R and SAS, two powerful tools for business analytics. Students will learn data handling, analysis, visualization, and predictive modeling to make data-driven decisions. The course covers essential programming, statistical techniques, and real-world applications to solve business problems effectively.

Pre-requisites: Basic Knowledge of Programming

Course Objectives:
The objective of this course is to enable students to:

1. Understand the fundamental concepts of Business Analytics and the essential components of the R programming.
2. Acquire skills in Data dimensions logic building.
3. Explore Data manipulation using data frames.
4. Gain methods of representing data visualization and reports generation.
5. Develop a practical skill for statistical basis of business analytics.

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

CLO1 **Understand**[2] the fundamental concepts of Business Analytics and the essential components of R programming.
CLO2 **Acquire**[2] skills in data dimensions logic building.
CLO3 **Explore**[2] data manipulation using data frames.
CLO4 **Gain**[2] methods of representing data visualization and reports generation.
CLO5 **Develop**[5] practical skills for the statistical basis of business analytics

COURSE CONTENTS

Module	Unit	Description	Hours
1.0		**Getting Started with R and Building Blocks**	
1	1.1	Introduction & Installations	6
	1.2	Customization & Environment Setup	
	1.3	Fundamentals of R	
	1.4	Objects & Usage in R	
	1.5	Data Types & Coercion Rules	
	1.6	Functions & Arguments	
2.0		**Data Dimensions**	
2	2.1	Basics of Vectors & Indexing	**6**
	2.2	Matrices & Dimensional Changes	
	2.3	Arithmetic & Matrix Operations in R	
	2.4	Categorical Data & Lists in R	
	2.5	Operators & Expressions	
	2.6	Conditional & Iterative Statements	
3.0		**Data Manipulation**	
3	3.1	Data Frames & Extensions	6
	3.2	Tidyverse Package & Its Usage	
	3.3	Importing & Exporting Data	
	3.4	Handling Missing Data	
	3.5	Data Manipulation & Dplyr Package	
	3.6	Tidying Data in R	
4.0		**Data Visualization**	
4	4.1	Overview of Data Visualization	6
	4.2	G plot2 & Chart Implementation	
	4.3	Types of Charts & Their Uses	
	4.4	Exploratory Data Analysis (EDA)	
	4.5	Population vs Sample & Central Measures	
	4.6	Variance, Standard Deviation, Covariance & Correlation	
5.0		**Statistical Basics**	
5	5.1	Hypothesis Testing & Errors (Type I & Type II)	6
	5.2	Tests for Mean (Variance Known & Unknown)	
	5.3	The P-Value & Its Significance	
	5.4	Dependent & Independent Sample Tests	
	5.5	Linear Regression & Regression in R	
	5.6	Additional Topics & Advanced Concepts	
.			
	Mode:	*Lectures, Case Studies, Role-Playing, Interactive Discussions, Project-Based Learning*	

Suggested Expert Lectures:	*Data Science Industry Applications and Trends, Statistical Techniques for Data Analysis, Advanced Data Visualization and Storytelling and relevant.*	
Project Assignment/PBL:	*As a course instructor, the focus should be on providing students with a practical, hands-on learning experience that bridges theoretical concepts with real-world applications.*	

Software's Details

Software Taught

S. No	Software Name	Version Availability (Student/Paid/Free)
1	R	Free
2	SAS Studio	Paid

Software Required

S. No	Software Name	Version Availability (Student/Paid/Free)
NA	-	-

Project Details

S. No	Project Title	Project Objectives* (The learner will be asked to)	Project Outcomes* (The learner will be able to)
1.	Analyze Big Mart sales data to uncover trends, patterns, and factors impacting sales performance for strategic decision-making and optimization.	CO1- CO5	CO1- CO5
2.	Conduct credit risk analysis using data-driven insights and predictive modeling techniques.	CO1-CO5	CO1-CO5

References

- The Little SAS Book: A Primer, Sixth Edition" by Lora D. Delwiche and Susan J. Slaughter.
- "Learning SAS by Example: A Programmer's Guide" by Ron Cody.
- "R for Data Science" by Hadley Wickham and Garrett Grolemund
- "Advanced R" by Hadley Wickham

E-resources

- E-learning content on L&T EduTech Platform

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
PBAFP201	Field Project for Community Engagement	-	04	-	-	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			
PBAFP201	Field Project for Community Engagement	-	-	-	-	-	**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 identify real-world problems and provide appropriate solutions.
2. To analyze the identified real-world problem and propose alternative solutions.
3. To recommend effective solutions to address the identified real-world problems.
4. To prepare a comprehensive project report based on experiential learning and practical insights.

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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