



ROYAL SCHOOL OF BUSINESS (RSB)

COURSE STRUCTURE & SYLLABUS (BASED ON NATIONAL EDUCATION POLICY 2020)

FOR

Bachelor of Business Administration

(4 YEARS SINGLE MAJOR)

W.E.F AY - 2024 – 25

Structure of Bachelor of Business Administration Program (BBA)				
Program Structure				
1st Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Management Process and Organizational Behaviour	100	BSA032M101	3
2	Marketing Management	100	BSA032M102	3
Minor				
3	Foundations of Management	100	BSA032N101	3
Interdisciplinary				
4	Introduction to Indian Knowledge System - I	100	BSA032I01	3
AEC1				
5	Communicative English - I	100	CEN982A101	1
6	Behavioral Science- I	100	BHS982A104	1
SEC				
7	IT tools in Management - I	100	BSA032S111	3
VAC				
8	To be chosen from Basket	100	VAC-I	3
Total Credit				20
2nd Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Accounting for Managers	100	BSA032M201	3
2	Human Resource Management	100	BSA032M202	3
Minor				
3	Organizational Behaviour	100	BSA032N201	3
Interdisciplinary				
4	Introduction to Indian Knowledge System - II	100	BSA032I02	3

AEC1				
5	Communicative English - II	100	CEN982A201	2
6	Behavioral Science-II	100	BHS982A104	2
SEC				
7	IT tools in Management - II	100	BSA032S211	3
VAC				
8	To be chosen from Basket	100	VAC-2	3
Total Credit				20
3rd Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Quantitative Techniques	200	BSA032M301	4
2	Financial Management	200	BSA032M302	4
Minor				
3	Fundamentals of International Business (RGU Track)	200	BSA032N301	4
	Fundamentals of International Business(RSB Track)	200	BSA032N302	4
Interdisciplinary				
4	Innovation Management (RGU track)	200	BSA032I301	3
	Innovation Management (RSB Track)	200	BSA032I302	3
AEC1				
5	Communicative English - III	200	CEN982A301	1
6	Behavioral Science-III	200	BHS982A304	1
SEC				
7	Basics of Tally	200	BSA032S311	3
Total Credit				20

4th Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Managerial Economics	200	BSA032M401	4
2	Business Research Methods	200	BSA032402	4
3	Indian Ethos and Practices in Management	200	BSA032M403	4
Minor				

4	Introduction to Human Resource Management(RGU track)	200	BSA032N401	3
5	Introduction to Financial Management(RGU Track)	200	BSA032N402	3
6	Management information System(Management (Track for RSB)	200	BSA032N403	3
7	Project Management(Management (Track for RSB)	200	BSA032N404	3

AEC1				
6	Communicative English - IV	200	CEN982 A401	1
7	Behavioral Science-IV	200	BHS982 A404	1
Total Credit				20

5th Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Production and Operation Management	300	BSA032M5 01	4
2	Specialization-I	300	BSA032M5 0M1/BSA0 32M50H1/ BSA032M5 0F1	4
3	Specialization-II	300	BSA032M5 0M2/BSA0 32M50H2/ BSA0M50F 2	4
Minor				
4	Introduction to Marketing Management (RGU Track)	300	BSA032N5 01	4
	Emerging Technologies and Applications(Management (Track for RSB)	300	BSA032N5 02	4
5	Internship	300	BSA032M5 21	4
Total Credit				20

6 th Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Business Policy and Strategy	300	BSA032M601	4
2	Specialization-III	300	BSA032M60M1/BSA032M60H1/BSA032M60F1	4
3	Specialization-IV	300	BSA032M60M2/BSA032M60H2/BSA032M60F2	4
4	Specialization-V	300	BSA032M60M3/BSA032M60H3/BSA032M60F3	4
Minor				
5	E-Commerce (RGU Track)	300	BSA032N601	4
	E-Commerce (RGU Track)	300	BSA032N602	4
Total Credit				20

Specialization	Marketing	HR	Finance
Specialization - I	Consumer Behaviour (BSA032M50M1)	Industrial Psychology (BSA032M50H1)	Management of Financial Markets (BSA032M50F1)
Specialization - II	Sales&Distribution Management (BSA032M50M2)	Labour Laws (BSA032M50H2)	Financial Services (BSA032M50F2)
Specialization - III	IntegratedMarketing Communication (BSA032M60M1)	Talent Acquisition and Management (BSA032M60H1)	Working Capital Management (BSA032M60F1)
Specialization - IV	Digital Marketing (BSA032M60M2)	Performance Management (BSA032M60H2)	Security Analysis and Portfolio Management (BSA032M60F2)
Specialization - V	Services Marketing (BSA032M60M3)	Organisational Development and Change (BSA032M60H3)	Financial Derivatives (BSA032M60F3)

7 th Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Environmental Science and Sustainability	400	BSA032M701	4
2	Enterprise System and Platforms	400	BSA032M702	4
3	Technology and Innovation Management	400	BSA032M703	4
4	Social Entrepreneurship	400	BSA032M704	4
Minor				
5	Managing Start Ups (RGU Track)	400	BSA032N701	4
	Managing Start Ups(Management (Track for RSB)	400	BSA032N703	4
Total Credit				20

8 th Semester				
Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
Major (Core)				
1	Business Ethics and Sustainability	400	BSA032M801	4
Minor				
2	Advance Research Methodology	400	BSA032N801	4
Research Project / Dissertation				
3	Research Project / Dissertation	400	BSA032M826	12
In lieu of Research Project / Dissertation				
4	Supply Chain Management	400	BSA032M802	4
5	Legal Aspects of Business	400	BSA032M803	4
6	Social media and Web Analytics	400	BSA032M804	4
Total Credit				20

SEMESTER -I

Management Process and Organizational Behaviour

Subject Code:BSA032M101	Course Level: 100
Credit Unit: L-T-P-C : 2-1-0-3	Scheme Of Evaluation: (T)

Course Objective: To make the students understand the functions of management and the needs and features of human Behaviour in an organization.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify key management theories and their proponents.	BT-I
CO2	Interpret the significance of each management function in organizational effectiveness.	BT-II
CO3	Apply key concepts in organizational behaviour, such as motivation, leadership, and group dynamics.	BT-III
CO4	Analyse various theories and concepts to develop a comprehensive understanding of management process and organizational behavior.	BT-IV

Modules	Course Content	Periods
I	Principles of Management –Introduction Management- Definition, Importance, Role of managers, Skills of managers, Management and Administration, Management process, Levels of Management, Trends and Challenges of Management in the global scenario. Evolution of Management Thought.	13
II	Management functions Planning- Planning Premises, Types of Plans, Planning process Decision Making - Types of decisions - Decision Making Process, Organizing-Meaning, concept and types, Departmentation - Span of control, Delegation of authority, Staffing, Controlling process, types of control and techniques of control.	11
III	Organizational Behaviour –Individuals Attitudes: Concept, Components, Job related attitudes Personality- Meaning, Importance, Determinants of personality, Theories of Personality, Personality and Organizational behaviour. Perception: Concept, Perceptual process, Factors that influence perception Learning- Concept, Nature, Theories of Learning, Reinforcement-Types, use in organizations.	12
IV	Organizational Behaviour – Group Interpersonal Behaviour: Tools to improve interpersonal behaviour- Johari Window and Transactional Analysis. (Exercise based/ activity based) Group Behaviour: Concept of group, Types of groups, Stages of Group formation. Leadership: Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories.	12
	Total	48

Credit Distribution		
L/T(Lecture/Tutorial)	Practicum(P)	Experiential Learning
48 hrs.		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Vasishth & Vasishth (2019). Principles of Management-Texts and Cases, 5th Edition, Taxmann Publication.
2. Koontz & Weihrich (2020). Essentials of Management, Management-An International Perspective, 11th Edition, Tata McGraw Hill Education Pvt. Ltd, New Delhi,

Reference Book:

1. Prasad, L.M. (2021). Principles and Practice of Management, Sultan Chand and Sons, New Delhi.
2. Tripathi & Reddy (2017). Principles of Management, 6th edition, McGraw Hill.

Marketing Management

Subject Code: BSA032M102	Course Level: 100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

To impart knowledge and enhance skills to analyse the business environment for marketing decision-making, encouraging the students to understand the subject through experiential learning.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	List the various marketing concepts adapted by the companies	BT-I
CO2	Summarize the factors influencing consumer Behaviour and marketing decisions.	BT-II
CO3	Apply marketing concepts to develop marketing strategies for different products and services.	BT- III
CO4	Analyse market trends and competitive landscapes to identify marketing opportunities and threats.	BT- IV

Modules	Course Content	Periods
I	Introduction Definition, Nature, Scope, functions and Importance, Evolution of Marketing; Core marketing concepts; Concept of customer and consumer, Different Marketing orientation, Holistic marketing concept, Marketing Environment: Micro and Macro, Marketing Mix (goods & services) - contemporary, New Marketing Realities, concept of customer value	12
II	Consumer Behaviour and STP Types of buyers, buying motives – Factors influencing buyer behaviour, buying decision process: Industrial and consumer market, Market segmentation – segmentation bases – Targeting –Positioning, Brand - definition, role & scope	12
III	Marketing Mix: Product & Pricing Decisions Product concept, classification– New Product Development process – Product Life Cycle, Product mix – Packaging Labelling, Pricing – Factors influencing pricing decisions – pricing objectives –Types of Pricing Strategy	12
IV	Marketing Mix: Place & Promotion Decisions Distribution Strategy - Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Functions of Channel Members, Channel conflict, Concept of Promotion Mix, Factors determining promotion mix: Promotional Tools, Basics of online marketing, Integrated Marketing, Communication	12
Total		48

Credit Distribution		
L/T(Lecture/Tutorial)	Practicum(P)	Experiential Learning
48 hrs		12 hrs
		LiveProjects,IndustrialVisits,GuestLecture,Home Assignments,CaseStudyAnalysis, OnlineCertificate Course/MOOCs

Textbooks:

1. Kotler & Keller (2017).MarketingManagement,15thEdition, PearsonEducation.
- 2.Saxena, R. (2019). Marketing Management, 6th Edition, McGraw Hill Publication.

ReferenceBooks:

1. Sherlekar&Krishnamoorthy.(2014).MarketingManagement:ConceptsandCases,HimalayaPublishing House,New Delhi
2. Gupta, P. etal., (2017).Marketing Management: Indian Cases, 1st edition, Pearson Education.

Foundations of Management (Minor for other dept/school)

Subject Code:BSA032N101	Course Level: 100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

The aim of the course is to orient the students in theories and practices of Management so as to apply the acquired knowledge in actual business practices.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts and principles of management.	BT-I
CO2	Explain the significance of management in achieving organizational goals and functions	BT-II
CO3	Apply management concepts to real-world situations.	BT-III

Modules	Course Content	Periods
I	Introduction Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories-Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.	12
II	Management Planning Process Planning objectives and characteristics, Hierarchies of planning, the concept and techniques of forecasting, Decision-making-concepts & process, MBO, concept and relevance.	12
III	Organization & Staffing Organising-Meaning, Importance, Principles and process, Span of Control, Types of Organization, Authority & Delegation-concepts. Staffing-Meaning, concepts and process, Job analysis, Manpower planning, Recruitment & Selection, Training, Appraisals, Transfers and Promotions	12
IV	Directing and Controlling Directing- meaning and concept, Motivation- concept & theories-Need Hierarchy Theory and Two Factor theory, Communication- concept & process, Leadership –Concept and style Controlling-meaning and concept, types of control, control process	12
Total		48

Credit Distribution		
L/T(Lecture/Tutorial)	Practicum(P)	Experiential Learning
48 hrs.		12 hrs.
		LiveProjects,IndustrialVisits,GuestLecture,Home Assignments,CaseStudyAnalysis,OnlineCertificate Course/MOOCs

Textbooks:

1. Stoner, Freeman and Gilbert Jr.(2010). Management,8th Edition, Pearson Education
2. Robbins, (2009). Fundamentals of Management: Essential concepts and Applications, 6thedition, Pearson Education

Reference Books:

1. Prasad,L.M. (2021). Principles and Practice of Management, Sultan Chand and Sons,New Delhi.
2. Tripathi & Reddy (2017). Principles of Management, 6th edition, McGraw Hill.

Introduction to Indian Knowledge System–I

Subject Code:BSA032I01	Course Level: 100
Credit Unit: L-T-P-C=3-0-0-3	Scheme of Evaluation: (T)

Course Objective:

This Foundation course is designed to present an overall introduction to all the streams of IKS relevant to the programme. It would enable students to explore the most fundamental ideas that have shaped Indian Knowledge Traditions over the centuries.

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Recall about the natural endowments	BT I
CO2	Illustrate literature of Indian civilization-the Vedic–Itihasas ,languages,mathematics,and Ayurveda.	BTII
CO3	Explain observation of the emotion of celestialbodies in the Vediccopus	BTII

Modules	Course Content	Periods
I	Bharatavarsha—A Land of Rare Natural Endowments Demographical features of theancient Bharatvarsha, Largest cultivable area in the world. Protected and nurtured byHimalayas. The Sindhu-Ganga plain and the great coastal plains. The great rivers ofIndia. Climatic changes: Abundant rains, sunshine and warmth, vegetation, animals,and mineral wealth. Most populous country in the world. India's prosperity held theworldinthrall.SplendidgeographicalisolationofIndiaandtheuniquenessofIndian culture.	10
II	Foundational Literature of Indian Civilization: The Vedic Corpus. The Itihasas—Ramayana and Mahabharata, and their important regional versions.The Puranas.Foundational Textsof IndianPhilosophies,includingtheJainandBauddha. Foundational Texts of Indian Religious Sampradayas, from the Vedic period to theBhakti traditions of different regions. i. The Vedangas and Other Streams of IndianKnowledgeSystem:TheVedicCorpus: Introduction to Vedas and synopsis of the four Vedas and Sub-classification of Vedas; Messages Vedas; Introduction to Vedāngas : Siksha, Vyakarana, Chandas, Nirukta, Jyotisha andKalpa ; Vedic Life: Distinctive Features. Other streams of Indian Knowledge Systemsuch as Ayurveda, Sthapatya, Natyasastra, Dharmasastra, Artha sastra, etc. The Indian way of continuing the evolution of knowledge through commentaries, interpretationsandrevisionsofthefoundationaltexts.ThelargecorpusofliteratureinIndian languages. ii. Indian Language Sciences: Language Sciences and the preservation of the Vedic corpus. Varna Mala of Indian languages based on classification of sounds on the Basis of their origin and effort involved. The special feature of the scripts of most Indian languages, that each symbol is associated with a unique sound. Word formation inSanskritandIndianlanguages.MajorinsightsintheScienceofVyakaranaasestablis hedbyPanini.ImportantttextsofIndianLanguageSciences— Sikshaorphonetics,Niruktaoretymology,VyakaranaorGrammar,ChandasorProsody.NavyanyayaandNavyavyakaranainNavadvipa,VaranasiandWestandSouthIndia.	15

	iii. Indian Mathematics: Numbers, fractions and geometry in the Vedas. Decimal nomenclature of numbers in the Vedas. Zero and Infinity. Simple constructions from Sulba-sutras. The development of the decimal place value system which resulted in a simplification of all arithmetical operations. Linguistic representation of numbers. Important texts of Indian mathematics. Brief introduction to the development of algebra, trigonometry, and calculus. How Indian mathematics continued to flourish in the 18/19/20 th centuries. Kerala School. Ramanujan.	
III	Indian Astronomy: Ancient records of the observation of the motion of celestial bodies in the Vedic corpus. Sun, Moon, Nakshatra & Graha. Astronomy as the science of determination of time, place, and direction by observing the motion of the celestial bodies. The motion of the Sun and Moon. Motion of equinoxes and solstices. Elements of Indian calendar systems as followed in different regions of India. Important texts of Indian Astronomy. Basic ideas of the planetary model of Aryabhata and its revision by Nilakantha. Astronomical instruments. How Indian astronomy continued to flourish in the 18/19 th centuries. Astronomical endeavours of Jaisingh, Sankaravarman, Chandrasekhara Samanta.	15
IV	Indian Health Sciences: Vedic foundations of Ayurveda. Ayurveda is concerned both with maintenance of good health and treatment of diseases. Basic concepts of Ayurveda. The three Gunas and Three Doshas, Pancha-mahabhuta and Saptadhatu. The importance of Agni (digestion). Six Rasas and their relation to Doshas. Ayurvedic view of the cause of diseases. Dinacharya or daily regimen for the maintenance of good health. Ritucharya or seasonal regimen. Important Texts of Ayurveda. Selected extracts from Astāngahrdaya (selections from Sūtrasthāna) and Suśruta-Samhitā 15 (sections on plastic surgery, cataract surgery and anal fistula). The large pharmacopoeia of Ayurveda. Charaka and Sushruta on the qualities of a Vaidya. The whole world is a teacher of the good Vaidya. Charaka's description of a hospital. Hospitals in ancient and medieval India. How Ayurveda continued to flourish till 18/19 th centuries. Surgical practices, inoculation. Current revival of Ayurveda and Yoga.	15
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs.	0	30 hrs.

Textbooks:

1. Upadhyaya, B. (2010). Samskrta Śāstromka Itihās, Chowkhambha, Varanasi.
2. Bose, D.M., Senand, S.N., Subbarayappa, B.V., (Eds.). (2010). A Concise History of Science in India, 2nd Ed., Universities Press, Hyderabad.
3. Astāngahrdaya, Vol. I, Sūtrasthāna and Śārīrasthāna, Translated by K.R. Srikantha Murthy, Vol. I, Krishnadas Academy, Varanasi, 1991.
4. Dharampal, (1987). Some Aspects of Earlier Indian Society and Polity and Their Relevance Today, New Quest

Publications, Pune.

5. Dharampal, Indian Science and Technology in the Eighteenth Century: Some Contemporary European Accounts, Dharampal Classics Series, Rashtrottana Sahitya, Bengaluru, 2021
6. Dharampal, The Beautiful Tree: Indian Indigenous Education in the Eighteenth Century, Dharampal Classics Series, Rashtrottana Sahitya, Bengaluru, 2021.
7. J.K. Bajaj and M.D. Srinivas, Indian Economy and Polity in Eighteenth Century Chengalpattu, in J. K. Bajaj ed., Indian Economy and Polity, Centre for Policy Studies, Chennai, 1995, pp.63-84.
8. J.K. Bajaj and M.D. Srinivas, Annam Bahu Kurvita Recollecting the Indian Discipline of Growing and Sharing Food in Plenty, Centre for Policy Studies, Chennai, 1996.
9. J. K. Bajaj and M. D. Srinivas, Timeless India Resurgent India, Centre for Policy Studies, Chennai, 2001.
10. M. D. Srinivas, The methodology of Indian sciences as expounded in the disciplines of Nyāya, Vyākaraṇa, Ganita and Jyotisa, in K. Gopinath and Shailaja D. Sharma (eds.), The Computation Meme: Explorations in Indic Computational Thinking, Indian Institute of Science, Bengaluru, 2022 (in press)

Subject Code: BHS982A104	Course Level :100
Credit Unit: L-T-P-C =1-0-0-1	Scheme Of Evaluation: (T)

Course Objective:

To increase one's ability to draw conclusions and develop inferences about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Understand self & process of self-exploration	BT I
CO2	Learn about strategies for development of a healthy self-esteem	BT II
CO3	Apply the concepts to build emotional competencies.	BT III

Modules	Course Content	Periods
I	Introduction to Behavioral Science Definition and need of Behavioral Science, Self: Definition components, Importance of knowing self, Identity Crisis, Gender and Identity, Peer Pressure, Self-image: Self Esteem, Johari Window, Erikson's model.	4
II	Foundations of individual behavior Personality- structure, determinants, types of personalities. Perception: Attribution, Errors in perception. Learning- Theories of learning: Classical, Operant and Social	4
III	Behaviour and communication. Defining Communication, types of communication, barriers to communication, ways to overcome barriers to Communication, Importance of Non-Verbal Communication/Kinesics, Understanding Kinesics, Relation between behaviour and communication	4
IV	Time and Stress Management Time management: Introduction- the 80:20, sense of time management, Secrets of time management, Effective scheduling. Stress management: effects of stress, kinds of stress- sources of stress, Coping Mechanisms. Relation between Time and Stress.	4
Total		16
Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs Live Projects, Industrial Visits, Guest Lecture, Home Assignments Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management, Pfeiffer Company
2. Blair J. Kolasa, Introduction to Behavioural Science for Business, John Wiley & Sons Inc.
3. K. Alex, Soft skills; S. Chand.

CENI: Introduction to Effective Communication

Subject Code: CEN982A101	Course Level: 100
Credit Unit: L-T-P-C=1-0-0-1	Scheme of Evaluation: (T)

Course Objective:

To understand the four major aspects of communication by closely examining the processes and figuring the most effective ways to communicate with interactive activities.

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the elements and processes that make for successful communication and recognize everyday activities that deserve closer attention in order to improve communication skills	BT I
CO2	Contrast situations that create barriers to effective communication and relate them to methods that are consciously devised to overcome such hindrance	BTII
CO3	Use language, gestures, and paralanguage effectively to avoid miscommunication in articulation's thoughts and build arguments more effectively	BTIII
CO4	Illustrate with suitable examples so that the students inculcate the writing skills	BTIV

Modules	Course Content	Periods
I	Introduction to Effective Communication <ul style="list-style-type: none"> ● Listening Skills <ul style="list-style-type: none"> ○ The Art of Listening ○ Factors that affect Listening ○ Characteristics of Effective Listening Guidelines for improving Listening skills	15
II	<ul style="list-style-type: none"> ● Speaking Skills <ul style="list-style-type: none"> ○ The Art of Speaking ○ Styles of Speaking ○ Guidelines for improving Speaking skills Oral Communication: importance, guidelines, and barriers	15
III	<ul style="list-style-type: none"> ● Reading Skills <ul style="list-style-type: none"> ○ The Art of Reading ○ Styles of Reading: skimming, surveying, scanning Guidelines for developing Reading skills	15
IV	<ul style="list-style-type: none"> ● Writing Skills <ul style="list-style-type: none"> ○ The Art of Writing ○ Purpose and Clarity in Writing ○ Principles of Effective Writing 	15
Total		60

Keywords: Communication, Listening, Speaking, Reading, Writing

Textbooks:

1. *Business Communication* by Shalini Verma

References:

1. *Business Communication* by P.D. Chaturvedi and Mukesh Chaturvedi

2. *Technical Communication* by Meenakshi Raman and Sangeeta Sharma

Credit Distribution		
Lecture/Tutorial	Practicum	Experiential Learning
20 hours	-	10 hours - Movie/ Documentary screening - Peerteaching - Seminars - Field Visit

IT Tools in Management-I

Subject Code:BSA032S111	Course Level: 100
Credit Unit: L-T-P-C=2-0-2-2	Scheme of Evaluation: (T)

Course Objective: To make the students understand and learn the application of IT in the field of management.

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

Sl. No.	Course outcome	Bloom's Taxonomy
CO1	Define the basic concepts of Information Systems and the key features of MS Word, MS PowerPoint, and MS Excel.	BT-I
CO2	Understand the significance of Information Systems in organizations and comprehend how MS Office applications support various business functions.	BT-II
CO3	Apply knowledge of MS Office applications to create, edit, and present information effectively in management scenarios.	BT-III
CO4	Analyse the functionalities of MS Excel for data management and evaluate the efficiency of MS Office tools in addressing management tasks.	BT-IV

Module	Course Content	Period
I	Introduction to Information Systems : Data, Information, Concept of IS and Types of Information Systems (TPS, MIS,DSS, ESS)	12
II	MSWord: Editingtext,Findingandreplacingtext,printingdocuments,CreatingandPrinting Merged Document Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphic Templates and Wizards	12
III	Handling MSOffice Packages MS PowerPoint: Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, with Slides ,Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Typi Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Controlling Slideshow, Printing Presentation.	12
IV	MS Excel: Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work S Copying andMovingfromselectedcells,handlingoperatorsinFormulae,Functions: Mathematical Logical, statistical, text, financial, Date and Time function and using function wizard.	12
Total		48

Credit Distribution		
L/T(Lecture/Tutorial)	Practicum(P)	Experiential Learning
30 hrs.	30 hrs.	30 hrs.
		Live Projects, Industrial Visits, Guest Lecture, HomeAssignments, CaseStudy Analysis, OnlineCertificateCourses/MOOCs

Textbook:

1. John, P. (2021). Microsoft Word & Excel 2021 For Beginners & Advanced Learners - A Step-By-Step Practical Guide to Mastering Word & Excel 2021.
2. Lucas, H. (2009). Information Technology for Management (7th ed.). New Delhi: Tata McGraw Hill Education Pvt Ltd.

Reference Book

1. McFedries, P. (2023). Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365). Pearson Education.
2. Kanter, J. (2003). Managing with Information. New Delhi: Prentice Hall of India.

VAC:StressManagement

Subject Code: VAC992V1421
CreditUnits:L-T-P-C=3-0-0-3

CourseLevel:100Schemeo
fEvaluation:(T)

Course Objective: To understand the holistic nature (mind-body-spirit) of stress management and able to utilize effective coping skills to resolve stressful perceptions and gain a sense of wholeness and inner peace by using these skills.

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define stress, its causes, and its impact on individuals and organizations.	BTI
CO2	Explain the relationship between stress and performance.	BTII
CO3	Apply stress management techniques to reduce stress in personal and professional life	BTIII

Modules	Course Content	Periods
I	Introduction to Stress Introduction to stress: Meaning, Definition, Eustress, Distress, Difference between eustress and distress ;Frustration ,conflict and pressure; Meaning of sstressors; common stressors at workplace: Stressor unique to age and gender	15 hrs
II	Cognitive appraisal of stress General adaptation of stress; Consequences of stress; Physiological and psychological changes associated with the stress response. Behavioural aspects of Stress AdaptiveandMaladaptiveBehaviour;IndividualandCulturalDifferences:SourcesofStress-Acrossthe Lifespan; College and Occupational Stress.	15 hrs
III	Stress and Work performance. role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.	15 hrs
IV	Stress Response 'Fightor Flight' Response ,Stress warning signals Stress Reduction Techniques 1. AutogenicTraining2.Biofeedback3.Relaxation4.YogaandMeditation	15hrs
	Total	60

Textbooks:

- Roy,S.(2012). Managingstress,SterlingPublication
- MikeClayton(2011)BrilliantStressManagement:Howtomanagestressinany situation(BrilliantLifeskills),Pearson Education India;FirstEdition

Credit Distribution		
L/T(Lecture/Tutorial)	Practicum(P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, HomeAssignments,CaseStudyAnalysis,OnlineCertificate Course/MOOCs

SEMESTER – II

Accounting for Managers

Subject Code:BSA032M201	Course Level:200
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

To enable the student to understand the basic concepts of financial accounting & impart them with the required ability to prepare books of accounts and acquaint them with methods followed and practices adopted in the preparation & presentation of financial statements.

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Describe the basic Concepts of Accounting	BT-I
CO2	Understanding the role of accounting in Business	BT-II
CO3	Apply the basic principles and procedures of accounting	BT-III
CO4	Analyse the transactions of a business for the preparation of financial statements.	BT-IV

Modules	Course Content	Periods
I	<p>Introduction to Financial Accounting: Accounting- Meaning, objectives, advantages, and Limitations, Qualitative Characteristics of Accounting Information. Branches of Accounting, Bases of Accounting: cash basis and accrual basis. Accounting principles; Meaning and Nature. Accounting Concepts: Entity, Money Measurement, Going Concern, cost, Accounting Period, Dual Aspect, Realization, prudence (conservatism), materiality, and Full Disclosures. Accounting as an information system, the users and Uses of Financial Accounting Information and needs.</p>	12
II	<p>Accounting Mechanics: Accounting cycle, Source Documents and vouchers, Accounting Equation Approach, Rules of Debit and Credit. Recording of Transactions: Book of original entry- Journal, Special Purpose Books (i) cash book- simple, cash book with Bank Column; Ledger-meaning, utility, format; posting from Journal and Subsidiary books; Balancing of Accounts. Trial balance: Meaning, objectives, and preparation.</p>	12
III	<p>Final Accounts -I Financial statements: Meaning and Users. Capital Expenditure, Revenue Expenditure, and Deferred Revenue Expenditure. Trading and Profit and Loss Account: Gross Profit, Operating Profit; Net Profit Balance sheet: Need, Grouping of Assets and Liabilities in Balance sheet. Preparation of Financial Statements of Sole Proprietorship. Partnership: Features, Partnership Deed, Preparation of Profit and Loss Appropriation Account, division of Profit among Partners, Methods of Valuation of Goodwill. Preparation of Financial Statements of Partnership Firm.</p>	12

IV	Final Accounts -II Features and types of companies. Share and share Capital: Nature and Types. Statutory Provisions relating to maintenance of Books of Accounts of companies. Financial Statements of Companies, Provisions relating to the preparation of Financial Statements of companies. Format and Presentation of Statement of Profit and Loss & Balance sheet. Preparation of the Company Final Accounts	12
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
		12 hrs
48 hrs		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Courses/MOOCs

Textbooks:

1. Dr S. N. Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari(2022). Financial Accounting, Vikas Publishing House, 7th Edition.
2. Dam &Gautam,(2023). Corporate Accounting, Gayatri Publications, Guwahati, 3rd edition.

Reference Books:

1. Tulsian,P.C.(2002). Financial Accounting, Pearson India Education Services, Pvt. Ltd. Noida, 1st edition
2. Goel, D. K., Goel, R. &Goel,S.(2024).Accounting for Partnership Firms, Arya Publications, New Delhi.20th edition.

Human Resource Management

Subject Code:BSA032M202	Course Level: 100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective: To familiarize the students with the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-I
CO2	Explain various tools required for the development, implementation, and evaluation of Human Resource Management practices in national and international contexts.	BT-II
CO3	Demonstrate the importance and essence of Human Resources and their Effective implementation in organizations	BT-III
CO4	Compare the various strategic HR methods for effective implementation in an organization	BT IV

Module	Course Content	Periods
I	Introduction to Human Resource Management: Evolution of HRM, Objectives of HRM, Functions, Strategic Human resource management- meaning, features, differences with traditional HRM, Barriers to effective SHRM, Future Role of HRM.	12
II	Human Resource Procurement: Human Resource Planning- Characteristics, Significance. Job Analysis and Design–Process, Techniques of Data collection in job analysis, Job Description and Job Specification. Recruitment-Definitions, Features, Recruitment process, Sources of Recruitment. Selection- Differences between Recruitment and Selection, Phases of Selection process, Selection Tests, Placement, Orientation, Induction.	12
III	Human Resource Development: Employee Training- Significance, Training wheel, Training need Analysis, Methods of Training, Evaluation of Training programme. Organization Development – Introduction, Characteristics of OD, OD intervention Programmes.	12
IV	Human Resource Evaluation and Compensation Performance Evaluation- Objectives, Uses, The Process of Performance Evaluation, Evaluation Methods Compensation Administration-Introduction, Objectives, Concept of Wages. Components of Compensation, Executive compensation.	12
	Total	48

Credit Distribution		
L/T (Lecture/ Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Courses/MOOCs

Textbooks:

1. K. Aswathappa (2023). Human Resource Management, 10thedition, McGraw Hill
2. Gary Dessler and Biju Varrkey (2020). Human Resource Management,16th ed. Pearson Education Services Pvt Ltd., Noida,

Reference Books:

1. P. Durai (2020). Human Resource Management, 3rdEdition. 3rd Pearson Education Services Pvt Ltd., Noida,
2. V.S. P Rao (2020). Human Resource Management, 2nd Edition. Taxman Publications,

Organizational Behaviour (Minor for other dept/school)

Subject Code: BSA032N201	Course Level: 100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

The objective of this course is to familiarize the students with the behavioural patterns of Human beings at individual and group levels.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to the basic concepts of organisation behaviour	BT-I
CO2	Identify major theories and models used to explain behaviour in organizations	BT-II
CO3	Apply group dynamics principles to enhance team performance and evaluate the essence of interpersonal relationship and leadership.	BT-III

Modules	Course Contents	Periods
I	Introduction to Organizational Behaviour: Evolution of Organizational Behaviour, Need to Understand Human Behaviour, Contributing disciplines. Challenges and Opportunities for OB, Importance of organizational behaviour.	12
II	Individual Behaviour and its influence on Organizational Behaviour Personality- Concept, Determinants of personality, Theories of Personality Perception – concepts, Factors that influence perception, Learning- Concept, Theories of Learning. Attitudes: Components, attitude formation and change, Organizational Commitment.	12
III	Interpersonal Behaviour: Communication, Johari Window Transactional analysis: Meaning, Types of Transactions, Ego states, Emotional intelligence. Leadership: Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories.	12
IV	Organizational Behaviour and Group: Group Behaviour: Concept, Types, Stages of Group formation, Group decision making, Teams: Types of teams. Conflict: Types, Process, sources and Management of Conflict. Power & Politics: Concept, Bases of power.	12
	Total	48

Textbooks:

1. Bhattacharyya, D. K. (2013). *Organisational Behaviour*, 5th Edition, New Delhi: Oxford University Press.
2. Singh, K. (2015). *Organisational Behaviour: Text and Cases*. 3rd Edition, New Delhi: Vikas Publishing House Pvt. Ltd.

Reference Book:

1. Luthans. F. (2013). *Organizational Behaviour-An Evidence Based Approach*. 12th Edition, New Delhi: McGraw Hill Education Private Limited.
2. Robbins S. P. (2017). *Organizational Behaviour*. 15th edition, New Delhi, Pearson.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Courses/MOOCs

AEC II

CEN II: Approaches to Verbal and Non-Verbal Communication

Subject Code:	Course Level :100
Credit Unit: L-T-P-C=1-0-0-1	Scheme Of Evaluation: (T)

Course Objective: To introduce the students to the various forms of technical communication and enhance their knowledge in the application of both verbal and non-verbal skills in communicative processes.

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the different types of technical communication, their characteristics, their advantages, and disadvantages	BT 1
CO2	Explain the barriers to communication and ways to overcome them.	BT 2
CO3	Discover the means to enhance conversation skills.	BT 3
CO4	Determine the different types of non-verbal communication and their significance.	BT4

Modules	Course Content	Periods
I	Technical Communication Communicating about technical or specialized topics, Different forms of technology-enabled communication tools used in organizations Telephone, Teleconferencing, Fax, Email, Instant messaging, Blog, podcast, Videos, videoconferencing, social media	4
II	Communication Barriers Types of barriers: Semantic, Psychological, Organisational, Cultural, Physical, and Physiological. Methods to overcome barriers to communication.	4
III	Conversation skills/Verbal Communication Conversation – Types of Conversation, Strategies for Effectiveness, Conversation Practice, Persuasive Functions in Conversation, Telephonic Conversation and Etiquette Dialogue Writing, Conversation Control.	4
IV	Non-verbal Communication Introduction; Body language- Personal Appearance, Postures, Gestures, Eye Contact, Facial expressions Paralinguistic Features-Rate, Pause, Volume, Pitch/Intonation/ Voice/ modulation Proxemics, Haptics, Artifacts, Chronemics	4
	Total	16

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Texts:

1. Rizvi, M. Ashraf. (2017). *Effective Technical Communication*. McGraw-Hill.
2. Chaturvedi, P. D. and Chaturvedi, Mukesh. (2014). *Business Communication*. Pearson.
3. Raman, Meenakshi and Sharma, Sangeeta. (2011). *Technical Communication: Principles and Practice* (2nd Edition): Oxford University Press.

References:

1. Hair, Dan O., Rubenstein, Hannah and Stewart, Rob. (2015). *A Pocket Guide to Public Speaking*. (5th edition). St. Martin's. ISBN-13:978-1457670404
2. Koneru, Aruna. (2017) *Professional Communication*. New Delhi: Tata McGraw Hill ISBN- 13: 978-0070660021
3. Raman, Meenakshi and Singh, Prakash. (2012). *Business Communication* (2nd Edition): Oxford University Press
4. Sengupta, Sailesh. (2011) *Business and Managerial Communication*. New Delhi: PHI Learning Pvt. Ltd.

Behavioural Science II

Subject Code:	Course Level :100
Credit Unit: L-T-P-C=1-0-0-1	Scheme Of Evaluation: (T)

Course Objective:

To increase one's ability to draw conclusions and develop inferences about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Develop an elementary level of understanding of culture and its implications on personality of people.	BT-I
CO2	Understand the concept of leadership spirit and to know its impact on performance of employees.	BT-II
CO3	Understand and apply the concept of motivation in real life.	BT-II

Modules	Course Content	Periods
I	Culture and Personality Culture: Definition, Effect, relation with Personality, Cultural Iceberg, Overview of Hofstede's Framework, Discussion of the four dimensions of Hofstede's Framework.	4
II	Attitudes and Values Attitude's definition: changing our own attitudes, Process of cognitive dissonance Types of Values, Value conflicts, Merging personal and Organisational values	4
III	Motivation Definition of motivation with example, Theories of Motivation (Maslow, McClelland's theory & Theory X and Y)	4
IV	Leadership Definition of leadership, Leadership continuum, types of leadership, Importance of Leadership, New age leaderships: Transformational & transactional Leadership, Leaders as role models.	4
Total		16

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60hrs		30hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management, Pfeiffer & Company
2. Blair J. Kolasa, Introduction to Behavioural Science for Business, John Wiley & Sons Inc
3. K. Alex, Soft skills; S. Chand.

IT Tools in Management-II

Subject Code: BSA032S211	Course Level: 100-199
Credit Unit: L-T-P-C=0-0-4-2	Scheme of Evaluation: (P)

Course Objective: To enable the student to understand and implement the various concepts in solving real life problems.

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

Sl. no.	Course outcome	Bloom's Taxonomy Level
CO-1	Remember and recognize basic Excel features and functions.	BT-I
CO-2	Understand how to use Excel tools and functions.	BT-II
CO-3	Use Excel tools and functions to complete tasks.	BT-III
CO4	Evaluate and Analyse data using Excel to make decisions.	BT IV

Modules	Course Content	Periods
I	Excel Introduction <ul style="list-style-type: none"> An overview of the screen, navigation, and basic spreadsheet concepts Various selection techniques Shortcut Keys Formatting and Proofing 	8
II	Mathematical Functions <ul style="list-style-type: none"> SumIf, SumIfsCountIf, CountIfsAveragelf, Averagelfs, Nested IF, IF ERROR Statement, AND, OR NOT Protecting Excel File Level Protection Workbook, Worksheet Protection What If Analysis <ul style="list-style-type: none"> Goal Seek Scenario Analysis Data Tables (PMT Function) Solver Tool 	16
III	Logical Functions <ul style="list-style-type: none"> If Function How to Fix Errors – if error Nested If Complex if and or functions Data Validation <ul style="list-style-type: none"> Number, Date & Time Validation Text and List Validation Custom validations based on formula for a cell Dynamic Dropdown List Creation using Data Validation – Dependency List Lookup Functions <ul style="list-style-type: none"> Vlookup / HLookup Index and Match Creating Smooth User Interface Using Lookup Nested VLookup Reverse Lookup using Choose Function Worksheet linking using Indirect Vlookup with Helper Column 	18

IV	<p>Pivot Tables</p> <ul style="list-style-type: none"> • Creating Simple Pivot Tables • Basic and Advanced Value Field Setting • Classic Pivot table • Choosing Field • Filtering PivotTables • Modifying PivotTable Data • Grouping based on numbers and Dates • Calculated Field & Calculated Items • Arrays Functions • What are the Array Formulas, Use of the Array Formulas • Basic Examples of Arrays (Using ctrl+shift+enter). • Array with if, len and mid formulas. • Array with Lookup functions. • Advanced Use of formulas with Array. <p>Charts and slicers</p> <ul style="list-style-type: none"> • Various Charts i.e. Bar Charts / Pie Charts / Line Charts • Using SLICERS, Filter data with Slicers • Manage Primary and Secondary Axis 	18
	Total	60

Textbook:

1. Excel 2019 All-In-One: Master-The New Features of Excel 2019, Lokesh Lalwani, 1st edition. BPB Publications, 2019
2. McFedries, P. (2023). Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365). Pearson Education.

Reference Books:

1. Microsoft Office 365 All-in-one for Dummies, Weverka, Peter, Wiley Publications, 2019
2. Advanced Excel 2019 Training Guide: Tips and Tricks to kick start your Excel Skills, Manish Nigam, 1st Edition, BPB Publications, 2019

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
30 hrs	30 hrs	30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Courses/MOOCs

Textbook:

1. Information Technology for Management, Henry Lucas. 7th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2009.

Reference Books:

1. Managing with Information, J Kanter. Prentice Hall of India, New Delhi, 2003
2. Mastering MS-Office, H. Holly & C. Martin, 10th edition, McMillan

SEMESTER - III

Quantitative Techniques

Subject Code:BSA032M301	Course level: 100
Credit Unit L-T-P-C= 2-1-0-3	Scheme of Evaluation: (T)

Course Objective: To understand and develop analytical insights and knowledge base of various concepts of quantitative techniques.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define quantitative techniques and their applications in decision-making.	BT I
CO2	Interpret the results of quantitative analysis in a business context.	BT II
CO3	Apply mathematical and statistical methods to Analyse data and draw meaningful conclusions.	BT III
CO4	Analyse data using quantitative techniques to solve business problems	BT IV

Modules	Course Content	Periods
I	Basic Algebraic concepts, Indices and Logarithms, Quadratic Equations, Set, Relation and Function, Arithmetic, and geometric progressions. Determinants, Matrix Algebra	12
II	Differential Calculus: 1st order derivative, 2nd order derivative, Applications of derivatives to solve business problem- Maxima and Minima	12
III	Introduction to Statistics, Measure of Central Tendency-Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Simple Correlation and Regression, Time Series Analysis	12
IV	Theory of Probability-Meaning, basic concepts, Addition rule, Multiplication rule, conditional probability, Probability distributions – Discrete and Continuous Probability distributions - Binomial, Poisson, and Normal distribution	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Goel, A. & Goel, A. (2006). *Business Maths & Statistics*. 6th Edition. New Delhi: Taxmann Publishing
- Akhilesh K.B. & Bala Subrahmanyam, S. (2009). *Mathematics and Statistics for Management*, New Delhi: Vikas Publishing House Pvt. Lt

Reference Book:

- Sharma, J. K. (2014). *Business Statistics*. 4th Edition. New Delhi: Vikas Publishing House Pvt.Ltd
- Vohra, N.D. (2012). *Quantitative Techniques in Management*. 4th ed. Tata McGraw Hill.

Financial Management

Subject Code: BSA032M302	Course Level: 100
Credit Units: L-T-P-C =2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

To acquaint the students with the techniques of financial management and their applications for business decision making.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define key financial management terms and concepts.	BT-I
CO2	Describe the relationship between risk and return in financial decision-making	BT-II
CO3	Analyse financial statements to assess the financial health of a company	BT-III
CO4	Evaluate investment opportunities using techniques like Net Present Value (NPV) and Internal Rate of Return (IRR)	BT-IV

Modules	Course Content	Periods
I	INTRODUCTION Nature, Scope, and Functions of Financial Management, Profit vs Wealth Maximization. Risk and Return, Time value of money. Calculating Present and Future Value. Valuation of securities – Bonds and Equities	12
II	INVESTMENT DECISIONS The Capital Budgeting Process, Cash flow Estimation, Payback Period Method Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Uncertainty and Risk Adjusted Discount Rate.	12
III	FINANCING DECISION Cost of capital and Financing Decision: Sources of long-term financing Meaning & Significance of cost of capital, Factors affecting Cost of Capital Determining component Costs of capital & Weighted Average Cost of Capital, Defining Capital Structure, Determinants of Capital Structure, Relevance of Capital Structure- NI & Traditional Views, Irrelevance of Capital Structure- NO Approach and MM Theory, Optimum Capital Structure, Meaning of Financial Leverage & its Measures, Financial Leverages, and the Shareholder's Return, Combining Financial and Operating Leverage.	12
IV	DIVIDEND DECISION & WORKING CAPITAL DECISION Dividend Policy: Meaning and Kinds of Dividend, Theories on Dividend Policies, Practical Considerations in Dividend policy, Relevance of dividend policy on Firm's Value, Factors influencing a Firm's dividend policy. Working Capital Management: Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of Working Capital Needs, Cash management receivable management.	12

	Total	48
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Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Chandra, P. (2021). Financial Management, Theory & Practice. 10th Edition. New Delhi: Tata Mc Graw Hill Publishing Co., Ltd
2. Pandey, I.M. (2015). Financial Management, 12th Edition. Noida: Vikas Publishing House Pvt, Ltd.

Reference Book:

1. Gupta, S. & Sharma, R.K. (2015). Financial Management, Latest Edition, New Delhi: Kalyani Publishers
2. MY Khan & PK Jain, (2018) Financial Management, McGraw Hill 8th edition

Fundamentals of International Business (RGU / RSB Track))

Subject Code: BSA032N301/ BSA032N302	Course Level:100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective: To impart and demonstrate amongst the students an understanding of the basic concepts and theoretical knowledge used in international business.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define international business and its key concepts	BT I
CO2	Summarize the theories of international trade, framework, and international agreement.	BT II
CO3	Apply international business theories to Analyse real-world international business situations.	BT III

Modules	Course Content	Periods
I	Introduction to International Business: Concepts of Globalisation, Dimensions, Factors influencing globalisation, Concept of International Business, Reasons for International expansion, Modes of entry in international markets, Overview of world's trade and India's trade, Balance of Payments.	12
II	Institution framework and Trade Agreements: International economic institutions- WTO, IMF, UNCTAD, ADB etc Institutional Framework for International Trade in India, Overview of WTO Agreements, Ministerial Conferences and Emerging issues, WTO and Developing countries. International Economic Integrations: Different Levels of Integration, Major Regional Trade Agreements, India's participation and role.	12
III	International Environment and International Marketing: Cultural, Political and Legal Environment Concept of Culture, Comparison of Cross-Cultural Behaviour, fundamentals of International Marketing Mix Decisions -Product, Pricing, International distribution channels, communication and Promotion Decisions	12
IV	International Finance and Documentation: International Monetary System. Foreign Exchange market, Exchange risk management, Modes of payment and international trade finance Export import procedure, Terms of Delivery. Documentation- Commercial documents, Regulatory documents.	12
Total		48

Textbooks:

- Joshi, R.M. (2009). International Business, Oxford University Press.
- Bennett, R. (2006). International Business. Pearson.

Reference Book:

- Shaikh, S. (2015). Business Environment. Pearson.
- Daniels, Radebaugh, Sullivan & Salwan (2017). International Business: Environments and Operations. 15th ed. Pearson.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning

48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Innovation Management (IDC for RSB/ RGU track)

Subject Code: BSA032I30I/ BSA032I302	Course Level:100
Credit Unit: L-T-P-C=3-0-0-3	Scheme of Evaluation: (T)

Course Objective : The objective of this course is to introduce and explore innovation management concepts, learn to manage innovation and to understand the intellectual property and patents to protect innovations.

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the innovation process and the various components involving Innovation Management.	BT I
CO2	Summarize the factors to achieve success and manage the uncertainties	BT II
CO3	Identify the different forms of protection from intellectual property and learn how to handle patents through its various components	BT III

Modules	Course content	Periods
I	Introduction to Innovation Management: Concepts, Innovation and Invention, Types of Innovation, Models of Innovation, Innovation as a Management Process.	9
II	Market adoption and Technology diffusion: Innovation and the market, Innovation diffusion theories, Adopting new products and embracing change.	9
III	Managing Innovation within Firms: Managing uncertainty, Organizational characteristics facilitating innovation process, Organizational structures and innovation, Management tools for innovation.	9
IV	Managing Intellectual Property: An introduction to patents, Expiry of a patent and patent extensions, Trademarks, Using brands to protect intellectual property, Remedy against infringement.	9
Total		36

Text Book:

- Trott, P. (2021). *Innovation Management and New Product Development* (7th ed.). Pearson Education Limited.

Reference Books:

- Innovative Management, Strategies, Concepts and Tools for growth and profit, Sholomo Maital,
- Technology and Innovation Management. Shankar Dubey, Sanjiva, 2nd Edition, PHI learning, 2019

AEC III**CEN III: Fundamentals of Business Communication**

Subject Code:	Course Level :100
Credit Units: L-T-P-C=1-0-0-1	Scheme of Evaluation: (T)

Course Objective: The aim of the course is to develop essential business communication skills, including effective writing, speaking, and interpersonal communication, to enhance professional interactions, collaboration, and successful communication strategies within diverse corporate environments.

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define and list business documents using appropriate formats and styles, demonstrating proficiency in written communication for various business contexts.	BT -I
CO2	Demonstrate confident verbal communication skills through persuasive presentations, active listening, and clear articulation to engage and influence diverse stakeholders.	BT -II
CO3	Apply effective interpersonal communication strategies, including conflict resolution and active teamwork, to foster positive relationships and contribute to successful organizational communication dynamics	BT -III
CO4	Devise mechanisms to make the students understand professionalism in terms of workplace behaviour and workplace relationships. With practicalorientation.	BT IV

Modules	Course Content	Periods
I	Business Communication: Spoken and Written <ul style="list-style-type: none"> • The Role of Business Communication • Classification and Purpose of Business Communication • The Importance of Communication in Management • Communication Training for Managers • Communication Structures in Organizations • Information to be Communicated at the Workplace Writing Business Letters, Notice, Agenda and Minutes	5
II	Negotiation Skills in Business Communication <ul style="list-style-type: none"> • The Nature and Need for Negotiation <ul style="list-style-type: none"> • Situations requiring and not requiring negotiations. • Factors Affecting Negotiation <ul style="list-style-type: none"> • Location, Timing, Subjective Factors • Stages in the Negotiation Process <ul style="list-style-type: none"> • Preparation, Negotiation, Implementation Negotiation Strategies 	5

III	Ethics in Business Communication <ul style="list-style-type: none"> • Ethical Communication • Values, Ethics and Communication • Ethical Dilemmas Facing Managers • A Strategic Approach to Business Ethics • Ethical Communication on Internet Ethics in Advertising	5
IV	Business Etiquettes and Professionalism <ul style="list-style-type: none"> • Introduction to Business Etiquette • Interview Etiquette • Social Etiquette • Workplace Etiquette • Netiquette 	5
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks

1. *Business Communication* by Shalini Verma

References:

1. *Business Communication* by PD Chaturvedi and Mukesh Chaturvedi
2. *Technical Communication* by Meenakshi Raman and Sangeeta Sharma

SEC**Basics of Tally**

Subject Code:BSA0325411	Course Level: 100
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

To impart knowledge and skills for software application of financial accounting and acquaint students with practical problem solving.

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the specific tools for documenting financial	BT -I
CO2	Interpret the financial statement using Tally.	BT -II
CO3	Develop skills to prepare account manually and computerized.	BT -III
CO4	Devise a Company, Ledgers and Groups creation, stock groups, Stock items, stock unit's formation, various Vouchers Entry, etc. in tally software.	BT IV

Module	Contents	Periods
I	ERP basic features – benefits – selection-implementation	12
II	Tally basic and advance features – Company Creation-configure and features settings-Ledger Creation with predefined primary Groups, PredefinedSubgroup and New Subgroup – Creating Stock, Items and Groups.	12
III	Preparation of Ledger accounts on Tally- Preparation of Invoices- Vouchers Entry, Generating Reports.	12
IV	Preparation of Cash Books, Ledger Accounts, Trail Balance, Profit and Loss Accounts, Balance Sheet, Funds Flow Statement, Cash Flow Statement and Display of Final accounts- Ratios-Selecting and Shutting a company – Backup and Restore data of a Company	12
Total		48

Textbooks:

1. Tally ERP 9+ GST, Akshay Rajgaria, 1st Edition, BPB Publication 2022

Reference Book:

1. Tally ERP 9 training guide, Asok K. Nadhani,4thEdition,BPBPpublication,2018
- Reading materials to be provided

SEMESTER – IV

Managerial Economics

Subject Code: BSA032M401	Course Level:200
Credit Units: L-T-P-C=-2-1-0-3	Scheme of Evaluation: (T)

Course Objective: To enable the students to understand the laws of supply and demand and various contributing factors; various laws of production and costs; various types of market structures.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	List the basic concepts and importance of managerial economics	BT I
CO2	Describe various variables of consumer behaviour	BT II
CO3	Analyse how changes in supply and demand affect market equilibrium	BT III
CO4	Compare and contrast different market structures in terms of their efficiency and welfare implications.	BT IV

Modules	Course Content	Periods
I	Nature, Scope, Definitions of Business Economics, Contribution and Application of Business Economics to Business. Objectives of a firm. Opportunity Costs, Risk, Return and Profits. Demand- Demand function, Individual and Market demand, Law of demand and supply, exceptions to the law of demand, change in demand, Elasticity of demand- price, income and cross elasticity, Methods, and degrees of price elasticity, Point and arc elasticity	12
II	Consumer Behaviour: Consumer sovereignty-limitations. Approaches to the study of consumer behaviour - cardinal approach-the law of equip- marginal utility, ordinal approach – indifference curve analysis-properties – consumer surplus – meaning-analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve.	12
III	Modern cost concepts, Relationship between Marginal Cost and Average Cost, Cost of production: Short-run and long run, Production function-linear and homogeneous production function, stages of production; Isoquants, Iso-cost line, Returns to scale; Economies and diseconomies of scale	12
IV	Perfect competition: Basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, Monopoly: basic features & price determination; Monopolistic competition: basic features and price determination, Oligopoly: concepts and price determination	12
Total		48

Textbooks:

1. Dwivedi, D.N. (2002). Managerial Economics, 8th edition
2. Thomas, R.C. & Maurice, S.C. Managerial Economics. 12th edition. McGraw Hills

Reference Books:

1. Salvatore & Rastogi, Managerial Economics, Principles, and world-wide applications. 9th Edition, Oxford Publication.
2. Agarwal, V. (2018). Managerial Economics. 1st edition, Pearson New Delhi.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48Hrs		12 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Business Research Methods

Subject Code: BSA032M402	Course Level: 200
Credit Units: L-T-P-C=-2-1-0-3	Scheme of Evaluation:(T)

Course Objective: To enable students to conduct business research to investigate, analyses and interpret datato understand the business problem using relevant tools.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define business research and its importance in decision-making.	BT I
CO2	Summarize the steps involved in conducting a business research project.	BT II
CO3	Use statistical tools and techniques to Analyse research data.	BT III
CO4	Assess the impact of research on business decision-making.	BT IV

Modules	Course Content	Periods
I	Introduction to Research Meaning of Research, Types of Research, Process of Research, Research Dilemma, Defining Research Problem, Formulating the Research hypotheses, Developing Research problem, Research design	12
II	Sampling, Measurement & Scaling and Data Collection Population and Sample, Sampling for research, Type of Sampling Methods, Characteristics of a good Sampling Design. Types of data –sources, methods of data collection (Primary and Secondary Data) Questionnaire Design	12
III	Data Analysis and Interpretation: Descriptive Statistics, Univariate and Bivariate Analysis of Data, Testing of Hypothesis Process steps, Type-I & Type-II Error Parametric Test and Non-parametric test (using SPSS/ MS Excel/ any other statistical package as well)	12
IV	Introduction to Advanced Data Analysis & Research Report Introduction to Factor analysis, Correlation and Regression analysis techniques, Report writing and presentation- Layout, Contents, Qualities of research report, Ethical issues in Business Research	12
	Total	48

Textbook

1. Kothari, C.R. (2019) Research Methodology: Methods and Techniques. 4th Edition, New Age International Publishers, New Delhi.
2. Donald Cooper& Schindler. (2021). Business Research Methods: Tata McGraw Hill 12th Edition

Reference Book:

1. Marketing Research (2018): Naresh Malhotra, 7th Edition, Pearson Publication, New Delhi

2. Zikmund, W.G. (2009). Business Research/Method. 1st edition. Cengage Learning, New Delhi.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs.		12 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Indian Ethos and Practices in Management

Subject Code: BSA032M403	Course Level :200
Credit Unit: L-T-P-C: 3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

The objective of this course is to help understand the wisdom of ancient Indian literatures and their applicability in the holistic development of contemporary society and modern business world.

Sl. No.	Course Outcome	Bloom's Taxonomy Level
CO1	Identify the concept of traditional knowledge and its importance	BT-1
CO2	Explain the relevance of Ancient Wisdom in Modern Times	BT-2
CO3	Develop analytical thinking by examining the Wisdom of IKS and their relevance to contemporary management	BT-3
CO4	Analyze the usage of ancient wisdom in modern business situation.	BT-4

Modules	Course Content	Periods
I	Understanding Ethos and Ethics of Ancient Literature Definition of Ethics, Basic principles of Indian management ethos, Management Perspective of ancient Indian literature.	15
II	Management Lessons from Ancient Indian Mythology Epics- Guide to Management, Purusharthas, Concept of Karma, Religions and Management, Management lessons from selected folk tales.	15
III	Management lessons from Arthashastra 7 pillars of Management, Administration, Leadership- Models of Leadership and Motivation in Indian Thoughts, Management of the Self, Interpersonal and Group Effectiveness.	15
IV	Cultural Heritage of India and its relevance for Modern Management: Human Behavior: Guna Theory, Sanskara Theory --- Sanskara (Values) Vs. Skills – Supremacy of Values over Skills, Moral Behavior. Indian ethos and Professionalism	15
	Total	60

Textbooks:

1. A.C. Fernando (2019) Business Ethics: An Indian Perspective, Third edition, Pearson Education.
2. Velasquez, Business Ethics, Concepts & Cases, 7th edition, 2016, PHI

Reference Book:

1. AlGini, Case Studies in Business Ethics, 6th edition 2019, Pearson Education.
2. Seema S. Singha & S Mukherjee, (2020), Indian Ethos, Ethics and Management, 1st edition, Eureka Publications.

Communicative English – IV:

Subject Code:BSA032M403	Course Level :200
Credit Unit: L-T-P-C: 4-0-0-4	Scheme Of Evaluation: (T)

Course Objective: This course is designed to enhance employability and maximize the students' potential by introducing them to the principles that determine personal and professional success, thereby helping them acquire the skills needed to apply these principles in their lives and careers.

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO 1	Demonstrate understanding the importance of verbal and non-verbal skills while delivering an effective presentation.	BT -II
CO 2	Develop professional documents to meet the objectives of the workplace	BT -VI
CO 3	Define and identify different life skills and internet competencies required in personal and professional life.	BT -I
CO 4	Illustrate ways through which students can correlate and are well equipped with the state-of-the-art tools such as digital skills along with life skills in their day-to-day operations	BT IV

Modules	Course Content	Periods
I	<ul style="list-style-type: none"> Presentation Skills Importance of presentation skills, Essential characteristics of a good presentation, Stages of a presentation, Visual aids in presentation, Effective delivery of a presentation	5
II	<ul style="list-style-type: none"> Business Writing Report writing: Importance of reports, Types of reports, Format of reports, Structure of formal reports. Proposal writing: Importance of proposal, Types of proposal, structure of formal proposals. Technical articles: Types and structure	5
III	<ul style="list-style-type: none"> Preparing for jobs Employment Communication and its Importance, Knowing the four-step employment process, writing resumes, Guidelines for a good resume, Writing cover letters. Interviews: Types of interviews, what does a job interview assess, strategies of success at interviews, participating in group discussions.	5

IV	<p>Digital Literacy and Life Skills</p> <p>Digital literacy: Digital skills for the '21st century', Collegestudentsand technology, information management using Webspace, Dropbox, directory, and folder renaming conventions. Social Media Technology and Safety, Web 2.0.</p> <p>Life Skills: Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem-solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion.</p> <p>Application of life skills: opening and operating bank accounts, applying for pan, passport, online bill payments, ticket booking, gas booking</p>	5
Total		20

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
20 hrs.		10 hours <ul style="list-style-type: none"> • Movie/ Documentary screening • Field visits • Peer teaching • Seminars <p style="text-align: right;">Library visits</p>
		Experiential Learning

Text:

1. *Business Communication* by PD Chaturvedi and Mukesh Chaturvedi

References:

1. *Business Communication* by Shalini Verma
2. *Technical Communication* by Meenakshi Raman and Sangeeta Sharma

Behavioural Science IV

Subject Code :	Course Level :200
Credit Unit : L-T-P-C: 1-0-0-1	Scheme Of Evaluation : (T)

Course Objective:

To increase one's ability to draw conclusions and develop inferences about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Understand the importance of individual differences	BT-II
CO2	Develop a better understanding of self in relation to society and nation	BT-VI
CO3	Correlate for a meaningful existence and adjustment in society	BT IV

Modules	Course Content	Periods
I	Managing Personal Effectiveness Setting goals to maintain focus, Dimensions of personal effectiveness (self-disclosure, openness to feedback and perceptiveness), Integration of personal and organizational vision for effectiveness, A healthy balance of work and play, Defining Criticism: Types of Criticism, Destructive vs Constructive Criticism, Handling criticism and interruptions.	4
II	Positive Personal Growth Understanding & Developing positive emotions, Positive approach towards future, Impact of positive thinking, Importance of discipline and hard work, Integrity and accountability, Importance of ethics in achieving personal growth.	4
III	Handling Diversity Defining Diversity, Affirmation Action and Managing Diversity, Increasing Diversity in Workforce, Barriers and Challenges in Managing Diversity.	4
IV	Developing Negotiation Skills Meaning and Negotiation approaches (Traditional and Contemporary) Process and strategies of negotiations. Negotiation and interpersonal communication. Rapport Building – NLP.	4
Total		16

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs.		30 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books:

J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management; Pfeiffer & Company

Introduction to Human Resource Management (Minor for another Dept/School)

Subject Code: BSA032N401	Course Level 200
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

This course provides an overview of human resource management functions, including how firms hire, develop, and manage their people. The training focuses on providing a general grasp of all the HR functions involved in employee life cycle management.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-I
CO2	Summarize various tools required for the development, implementation, and evaluation of HRM practices in national and international contexts.	BT-II
CO3	Implement HRM strategies to enhance employee development and retention.	BT-III

Modules	Course Content	Periods
I	Introduction to Human Resource Management: Evolution of HRM, Objectives of HRM, Functions, HRM and Personnel Management, Future Role of HRM, Strategic Human resource management.	12
II	Human Resource Procurement: Human Resource Planning- Characteristics, Significance. Job Analysis and Design–Introduction, Process, Job Description and Job Specification, Job Design- Definition, Importance. Recruitment and selection Selection, Placement, Orientation, Induction.	12
III	Human Resource Development: Employee Training- Significance, Training wheel and Methods of Training, Organization Change- Definition, Change Agents, Organizational resistance, Organization Development.	12
IV	Human Resource Evaluation and Compensation Performance Evaluation-Process, Evaluation Methods, Compensation Administration-Introduction, Objectives, Components of salary, types of Incentive, Executive compensation.	12
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs.		12 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. K. Aswathappa, (2023). Human Resource Management- Text and Cases, McGraw Hill Education ,10th Edition.
2. Dessler&Varrkey (2020). Human Resource Management ,16th, Pearson Education Services Pvt Ltd., Noida,

Reference Books:

1. Durai, P. (2020). Human Resource Management, 3rd Ed., Pearson Education Services Pvt Ltd., Noida.
2. Rao, V.S. P. (2020). Human Resource Management, 2nd Edition, Taxmann Publications.

Introduction to Financial Management (Minor for students from another Dept/School)

Subject Code: BSA032N402	Course Level 200
Credit Unit: L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

The course aims to provide an understanding of the concept of finance and how influential the time value of money is. It further familiarizes the learners with various Principles and practices of financial management while pursuing them with the various decisions involved in managing finance.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define key financial management terms and concepts.	BT-I
CO2	Interpret financial data presented in statements and reports.	BT-II
CO3	Apply financial management techniques to solve real-world financial problems.	BT-III

Modules	Course Content	Periods
I	INTRODUCTION Nature, Scope, and Functions of Financial Management, Profit vs Wealth Maximization. Risk and Return, Time value of money. Calculating Present and Future Value. Valuation of securities – Bonds and Equities	12
II	INVESTMENT DECISIONS The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR).	12
III	FINANCING DECISION Defining Capital Structure, Determinants of Capital Structure, Relevance of Capital Structure- NI & Traditional Views, Irrelevance of Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure. Meaning of Financial Leverage & its Measures, Financial Leverages, and the Shareholder's Return, Combining Financial and Operating Leverage.	12
IV	DIVIDEND DECISION & WORKING CAPITAL DECISION Dividend Policy: Meaning and Kinds of Dividend, Theories on Dividend Policies, Practical Considerations in Dividend policy, Relevance of dividend policy on Firm's Value, Factors influencing a Firm's dividend policy. Working Capital Management: Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of Working Capital Needs.	12
	TOTAL	48

Textbooks:

1. Chandra, P. (2021). Financial Management, Theory & Practice. 10th Edition. New Delhi: Tata Mc Graw Hill Publishing Co., Ltd
2. Pandey, I.M. (2015). Financial Management. 12th Edition. Noida: Vikas Publishing House Pvt, Ltd.

Reference Books:

1. Gupta, S. & Sharma, R.K. (2015). Financial Management, Latest Edition, New Delhi: Kalyani Publishers
2. Khan & Jain. (2018). Financial Management. 8th Edition. Mc Graw Hill India.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs.		12 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Management Information System (Minor for Business Administration)

Subject Code: BSA032N402	Course Level 200
Credit Unit: 3 L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.	BT-I
CO2	Illustrate and Interpret project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era	BT-II
CO3	Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.	BT-III
CO4	Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies	BT-IV

Modules	Course Content	Periods
I	Fundamentals concepts of MIS Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	12
II	Data base management system: Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	12
III	Information system applications: MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.	12
IV	Managing Projects : Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User	12

	stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.	
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
66 hrs.		24 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- 1.Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
- .Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning

Reference Books:

- Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.
- Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.

Project Management (Minor for Management)

Subject Code: BSA032N404	Course Level 200
Credit Unit: 3 L-T-P-C=2-1-0-3	Scheme of Evaluation: (T)

Course Objective:

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

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

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Define the fundamental principles, key phases, processes, and core concepts of project management, including scope, time, cost, and quality.	BT-I
CO2	Interpret project management frameworks and explain their application in real-world projects.	BT-II
CO3	Develop skills in stakeholder management and communication strategies essential for project success	BT-III
CO4	Analyze project scenarios to identify potential risks, resource constraints, and critical success factors.	BT-IV

Module	Course content	Period
CO1	Fundamentals of Project Management : This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.	12
CO2	Project Planning and Tools: Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.	12
CO3	Executing and Monitoring Projects : This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.	12
CO4	Concluding Projects and Agile Methodologies: The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the	12

	Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.	
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
66 hrs.		24 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

- Chandra, P. (2023). Projects: Planning, analysis, selection, financing, implementation and review (10th ed.). McGraw Hill Education (India).

SEMESTER – V

Production and Operation Management

Subject Code: BSA032M501	Course Level 300
Credit Unit: L-T-P-C=3-1-0-4	Scheme of Evaluation: (T)

Course Objective: This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management for effective operations in both goods- producing and service-rendering organization.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify key concepts in production and operations management.	BT I
CO2	Summarize the factors influencing production and operations decisions.	BT II
CO3	Apply production planning techniques to optimize resource utilization.	BT III
CO4	Evaluate different production and operations strategies in terms of their impact on organizational performance.	BT IV

Modules	Course Content	Periods
I	<p>Introduction to Production and Operations Management Introduction, Operations and Productivity, Types and Characteristics of Manufacturing systems, Services Systems, Design of Work Systems - Method study and work measurement, measuring productivity, ways of improving productivity. Recent trends in Production and Operations Management, Global Challenges of Production and Operations Management</p>	15
II	<p>Designing of Production and Operations Management Designing of Goods and Services – Product Design, Issues in product design, Service design, Facility Location analysis – steps, techniques, factors affecting location analysis. Facility Layout Analysis – types of layouts, factors affecting layout, assembly line balancing.</p>	15
III	<p>Managing Production and Operations Management Inventory Management: Basic Inventory models, EOQ Models, Concept of Safety Stock, Material Requirement Planning (MRP), Aggregate Planning: Different types of aggregate planning strategies.</p>	15
IV	<p>Quality Management Nature and Evolution of Quality Management, Contribution of Quality Gurus, Total Quality Management concepts, Quality control tools</p>	15
	Total	60

Textbooks:

1. Kaniska. B, Production and Operations Management, Oxford University Press

- Mahadevan, B. (2019). *Operations Management: Theory and Practice*, 3rd Ed. Pearson Publication

Reference Books

- Heizer, J. (2017), *Operations Management*, 12th Ed. Pearson Publication
- Chary (2007). *Production and Operations Management*. 5th ed. McGraw Hill.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs.		30 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Marketing Specialization

Consumer Behaviour

Subject Code: BSA032M50M1	Course Level:100
Credit Unit: L-T-P-C=4-0-0-4	Scheme of Evaluation: (T)

Course Objective: The course aims to understand consumer behaviour and the decision-making process.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the different types of behavior and their inter-relationships.	BT I
CO2	Identify the factors leading to the consumers 'choices	BT II
CO3	Apply the consumer behaviour theories in real-life scenario	BT-III
CO4	Analyse consumer behaviour in relation to marketing decision-making	BT-IV

Modules	Course Content	Periods
I	Introduction: Key concepts of Consumer Behaviour, Importance, characteristics, types of consumer behaviour, Market Segmentation, Targeting and Positioning	15
II	Individual determinants of Consumer Behaviour: Consumer needs and motivation: Concepts, self-concept & its importance, Personality and consumer behaviour, Consumer perception- Concept, importance, perceptual Process, Consumer learning- Concepts and Behavioural Learning Theories, Consumer attitude formation and change: Concept & importance	15
III	Group & Family Influences on Consumer Behaviour Group Dynamics & consumer reference groups: types, reference group influence, Opinion leaders, Consumer Roles, Family Life Cycle Stage, Cultural Influences on Consumer Behaviour	15
IV	Consumer Decision-Making Process & Models of Consumer Behaviour Consumer Decision-making process, Situational Influences. Model of Consumer Decision Making - Howard and Sheth Model, Nicosia Model, New Trends in Consumer Buying Behaviour- E- Buying Behaviour.	15
	Total	60

Textbooks:

- Schiffman, L., Kanuk, L.L. & Kumar, R. (2010). *Consumer Behavior*, 10th Edition. New Delhi: Pearson Education
- Batra, S. & Kazmi, S. (2008). *Consumer Behaviour-Text and Cases*. 2nd Edition. New Delhi: Excel Book

Reference Books:

1. Hawkins, I., Del, M., David, L., & Mookerjee, A. (2010). *Consumer Behaviour- Building Marketing Strategy*, 11th Edition. 2010, New Delhi: Tata McGraw-Hill Education Private Limited
2. Sahney, S. (2017). *Consumer Behaviour*. 1st ed. Oxford.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs.		30 hrs.
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Sales and Distribution Management

Subject Code: BSA032M50M2	Course Level :300
Credit Unit: L-T-P-C=3-0-0-3	Scheme Of Evaluation: (T)

Course Objective:

To provide an understanding of Sales and Distribution Management, with particular emphasis on Fundamentals of sales force management and distribution management.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the concept of sales and distribution management.	BT I
CO2	Identify the skills and qualities required for sales personnel.	BT II
CO3	Apply the concepts of sales and distribution management	BT III
CO4	Analyze the sales force management strategies	BT IV

Modules	Course Content	Periods
I	Introduction to Sales Management Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive, and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	15
II	Sales Management Strategies and Process Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling	15
III	Sales Force Management Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and Controlling the Sales force	15
IV	Distribution Management Distribution Channel Management, Channel Systems, Logistics and Marketing Channels, Channel Information System, Managing of Channel Members, Managing of Wholesalers and Retailers, Conflict Management, International Sales and Channel Management	15
Total		60

Textbooks:

1. Havaldar, K. K. & Cavale, V. (2017). Sales & Distribution Management-Text & Cases. 3rd Edition. New Delhi: TATA Mc-Graw Hill Publications Pvt Ltd
2. Panda, T. & Sahadev, S. (2019), Sales & Distribution Management, New Delhi: Oxford University Press.

Reference Books:

1. Spiro, R., Stanton, W., and Rich, G., Management of a Sales Force, Tata McGraw - Hill Education
2. Gupta, S.L. (2008). Sales and Distribution Management: Text and Cases and Indian Perspective. 1st ed. Excel Book New Delhi.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Human Resource Specialization

Industrial Psychology

Subject Code: BSA032M50H1	Course Level :300
Credit Unit: L-T-P-C=4-0-0-4	Scheme Of Evaluation: (T)

Course Objective: To apply psychological principles and methods to improve the overall work environment including employee performance, motivation, communication, professional satisfaction, and career growth.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the importance of applying the concepts of employee attitude, Behaviour, and motivation in organization.	BT-I
CO2	Summarize the knowledge required for applying the concepts of industrial psychology.	BT-II
CO3	Apply psychological concepts to enhance team performance and cooperation.	BT-III
CO4	Analyse the impact of human performance in the workplace, optimizing human resources and understanding organizational climate and process	BT-IV

Modules	Course Content	Periods
I	Introduction to Industrial Psychology: Major fields and development of Industrial psychology, Ethical considerations, and challenges in Industrial Psychology. Research in Industrial Psychology- Needs and considerations in conducting research in Industrial psychology	15
II	Assessing Individuals in Workplace: Effective Job analysis to determine employee profile, Determining Internal and External Pay equity and Gender equity to motivate employees effectively, understanding the psychology behind recruitment, selection, training and performance evaluation.	15
III	Understanding Employee attitudes: Work motivation-How concepts of Personality, Self-esteem, Motivation, Organizational Commitment , Job Satisfaction and Negative attitudes in the workplace affect the workplace culture and productivity.	15
IV	Assessing and handling behaviour within a group: Understanding the psychology behind the factors affecting group performance wrt Cohesiveness, Group Ability and Confidence. Importance of intragroup communication Structure. Maintaining Occupational Health and overall well -being of employees.	15
	Total	60

Textbooks:

1. Spector, P. E. (2012). Industrial and Organizational Psychology: Research and practice. Singapore: Wiley. (Indian reprint 2016)
2. Aamodt, M.G. (2016). Industrial/Organizational Psychology: An applied approach (8thed.) Boston, MA: Cengage Learning.

Reference Books:

1. Aamodt, M.G. (2013). Industrial Psychology (7th ed.). Boston, MA: Cengage Learning.
2. Aswathappa, K. (2013). Human resource management: Text and cases (8th ed.). Chennai, India: McGraw Hill Education India.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Labour Laws

Subject Code: BSA032M50H2	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective: To familiarize the students with the understanding of industrial and labour related laws implemented in the country.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define industrial relations and labour law principles in the Indian context.	BT-I
CO2	Interpret the administration of labour laws in India and thus, enhance their understanding	BT-II
CO3	Use Indian labour legislations to resolve labour disputes and issues in organizations.	BT-III
CO4	To evaluate real workplace scenarios regarding labour laws and employee relations in reference to applicable legislations.	BT-IV

Modules	Course Content	Periods
I	Introduction to Industrial Relations: Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining, Status of Industrial Relations in India, Role of State at the State IR Level, Concept, Nature and Legal Framework of Collective Bargaining,	12
II	Introduction to Employee relations and Trade unionism. Definition of trade unions. Types of trade unions, growth of trade unionism in India , functions of trade unions, Problems faced by trade unions in India, Introduction to the Trade Unions Act 1926 -aim, scope, registration of trade unions, powers of registered trade unions. Managing Employee Grievance; Nature and Cause of Grievance; Grievance Procedure Workers' Education scheme.	12
III	Legislations for maintenance of Industrial Relations: Factories Act, 1948: Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons, Annual leave with wages; Penalties and procedure. Industrial Disputes Act 1947- dispute settlement machineries	12
IV	Labour welfare and Social Legislations Employees State Insurance Act 1948: Objectives and applicability of the scheme. Child Labour Prohibition and Regulation Act,1986-Meaning, Socio-Legal analysis. Sexual Harassment at Workplace-Meaning and definition, Legal Analysis.	12
	Total	48

Textbooks:

1. Padhi. (2012). *Labour and Industrial Laws*. 2nd Edition. New Delhi: PHI Learning Private Limited.
2. Sinha, Bala, Priyadarshini. (2017). *Industrial Relations, Trade Unions and Labour Legislations*. 3rd edition. Pearson.

Reference Book:

1. Monappa A., Nambudiri R. & Selvaraj, P. (2013). *Industrial Relations and Labour Laws*. 2nd Edition. New Delhi: McGraw Hill Education India Pvt.Ltd.
2. Sinha, Sinha and Shekhar (2013). *Industrial Relations*. Pearson.

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Finance Specialization

Management of Financial markets

Subject Code: BSA032M50F1	Course Level :300
Credit Unit: L-T-P-C=3-1-0-4	Scheme Of Evaluation: (T)

Course Objective:

To provide an understanding of the structure, function, and types of financial markets and instruments, emphasizing the roles of various market participants, financial institutions and financial services.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	To explain the basic concepts of Indian financial system and its components.	BT-I
CO2	To Describe the functions of different financial markets and their participants.	BT-II
CO3	To classify and understand the process of money movement between various players in the financial system	BT-III
CO4	To evaluate the need and functions of the financial regulators; RBI and SEBI	BT-IV

Modules	Course Content	Periods
I	<p>Introduction: Financial System and Economic System, Meaning and Constituents of the Financial System, Structure and Interrelationships in a Financial System, Role of the Financial System, The Evolution of the Financial System, Functions of the Financial System, Financial System, and Economic Development.</p> <p>Macroeconomic Dimensions of Financial System: Sectors of an Economy, Macroeconomic Dimensions, Sectors of Indian Economy and the Financial System, Financial Development, and its Indicators.</p>	15
II	<p>Financial Institutions:</p> <p>Money Market: Money Market as an important part of the Financial System, Role of Money Market, Structure of Money Market, Functions of Money Market, Characteristics of Money Market, Money Market Reforms.</p> <p>Reserve Bank of India: Its Role in Bank Management and Regulation, The Functions of RBI, Techniques of Monetary Control, Monetary Policy of RBI, Monetary Policy Developments.</p> <p>Capital Market: Dimensions of Capital Markets, Constituents of Capital Market, Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments.</p> <p>The New Issues Market – The Concept, Distinctive Features & Functions of the New Issues Market, Types of Issues.</p> <p>Raising funds in International Markets- Instruments</p>	15

III	Commercial Banks: Functions, Liabilities and Assets of Commercial Banks, Classification of Capital of Banks, Norms for Capital Adequacy, CRR & SLR, Classification of Bank Assets, an overview of banking since Nationalization till current times.	15
IV	Financial Services: Mutual Funds: Structure of MFs in India, Types of MF, Advantages of Investing in MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs. Non-Banking Financial Companies: Types of NBFCs, Services offered by NBFCs	15
	Total	60

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
60 hrs		30 hrs
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Pathak, B. The Indian Financial System: Markets, Institutions and Services. Fifth Edition. New Delhi: Pearson Education
2. Khan, M.Y. (2019). Indian Financial System. New Delhi, McGraw Hill.

Reference Books:

1. Bhole. L.M. (2017). Financial Markets and Institutions. Noida, McGraw Hill.
2. Siddaiah, Thummuluri, Financial Services, Second Edition. New Delhi: Pearson Education

Financial Services

Subject Code: BSA032M50F2	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective: To introduce the Concept of Financial Services and build a knowledge of various types of financial services in Indian financial system.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the regulations governing financial services and their implications.	BT-I
CO2	Explain the concept and types of financial services	BT-II
CO3	Identify the methods of issue management and rights issue	BT-III
CO4	Examine the methods of venture capital financing	BT-IV

Modules	Course Content	Periods
I	<p>Introduction: An Overview of Financial System, Financial Markets and Financial Services, Financial services-concept, objectives, functions, characteristics, Classification of Financial services, Growth of Financial services in India, Regulatory Framework for Financial Services. Non- Banking Financial Services; Role of NBFCs in Financial System, RBI NBFCs Directions. Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, Obligations, and responsibilities of Lead Managers</p>	12
II	<p>Leasing And Hire Purchase: Concepts of leasing, Types of leasing – financial & operating Lease, direct lease, and sales & lease back, advantages and limitations of leasing, Tax aspects of leasing. Hire Purchase: Hire Purchase v/s Instalmentpayment, Lease Financing v/s Hire purchase Financing, parties to Hire purchase Contract. Factoring, forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, National housing bank (NHB)</p>	12
III	<p>Venture Capital Financing, Insurance Services and Credit Rating: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, international credit. rating practices.</p>	12
IV	<p>Issue Management & Right Issue: Public Issue: classification of companies, eligibility, issue pricing, Promoter's contribution, minimum public offer, prospectus, allotment, preferential Allotment, private placement, Book Building process, designing, and pricing, Green Shoe Option. Right Issue: promoter's contribution, minimum subscription, advertisements, Contents of offer document, bought out Deals, Post issue work & obligations, Investor Protection, Broker, sub broker and underwriters</p>	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. M Y Khan, (2019). Indian Financial System. 11th edition, McGraw Hill.
2. V K Bhalla. (2008). Management of Financial Services. Anmol Publications.

Reference Books:

1. C. Rama Gopal. Management of Financial Services. Vikas Publishing House
2. Dr. R Shanmugham. (2017). Financial Services. 2nd edition, Willy

Introduction to Marketing Management (Minor for other depart/ school)

Subject Code: BSA032N501	Course Level :100
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

The course will enable practical introduction marketing management, will improve the ability to make effective marketing decisions including assessing marketing opportunities and developing marketing strategies and implementation plans.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the basic concepts of marketing	BT-I
CO2	Explain the behaviour of consumers and markets	BT-II
CO3	Relate and apply the concepts of product and pricing decisions in real life scenario	BT-III
CO4	Relate and apply the concepts of promotion and place decisions in real-life scenario	BT- IV

Modules	Course Content	Periods
I	Introduction Definition, Nature, Scope, functions and Importance, Evolution of Marketing concept; concept of exchange, Core marketing concepts; Different Marketing orientation, Holistic marketing concept, Marketing Environment: Micro and Macro Environment.	12
II	Consumer Behaviour and STP Understanding the consumer, consumer markets and business market, Factors influencing buying Behaviour, buying decision process, Market segmentation – segmentation bases – Targeting –Positioning.	12
III	Marketing Mix: Product & Pricing Decisions The Product Level– Characteristics – Benefits – classifications: consumer goods and industrial goods – New Product Development process – Product Life Cycle Pricing – Factors influencing pricing decisions – pricing objectives –Types of Pricing	12
IV	Marketing Mix: Place & Promotion Decisions Distribution Strategy - Introduction, Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Functions of Channel Members, Channel conflict. Concept of Promotion Mix, Factors determining promotion mix: Promotional Tools –Types - Advertisement, Sales Promotion, Public Relations, Personal Selling, Online marketing, social media marketing	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbook:

1. Philip Kotler and Keven Lane Keller(2017). Marketing Management, 15th Edition. Pearson Education.
2. Sherlekar & Krishnamoorthy. Marketing Management. 14th Edition. Himalaya Publishing House.

Reference Books:

1. V S Ramaswamy & S Namakumari. Marketing Management, 4th edition, Macmillan Education
2. Saxena, R. (2019). Marketing Management. 6th edition.

Emerging Technologies and Applications(Minor for RSB Management)

Subject Code: BSA032N502	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities	BT-I
CO2	Illustrate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage	BT-II
CO3	Develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management	BT-III
CO4	Analyze the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation	BT-IV

Modules	Course Content	Periods
I	Cloud Computing : Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) - Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks	22
II	Internet of Things (IoT) & Industry 4.0: Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization	22
III	Block chain Technology Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations	22

IV	Augmented Reality (AR) and Virtual Reality (VR) Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.		22
Total			88
Credit Distribution			
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning	
88 hrs		32 hrs	
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs	

Text Books:

- Maheshwari, A. (2019). Digital transformation: Building intelligent enterprises (1st ed.). Wiley
- van Engelen, E. S. (2020). Emerging technologies: Blockchain of intelligent things to boost revenues (1st ed.). Business Expert Press.

Reference Books

- Dubey, R. (2022). Emerging technologies for effective management (1st ed.). Cengage India.
- Arun, J. S., Cuomo, J., & Gaur, N. (2019). Blockchain for business: A pragmatic guide to driving value and disrupting markets with blockchain (1st ed.). Addison-Wesley Professional.

Semester -VI

Business Policy and Strategy

Subject Code: BSA032M601	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

Describe the fundamental concepts of business strategy and business policy and formulate business strategies and policies and evaluate their performance.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts of business strategy and business policy	BT-I
CO2	Classify the different types of strategies and examine their impact on business	BT-II
CO3	Apply the business policies in a practical situation	BT-III
CO4	Analyze the different strategies and policies of business	BT-IV

Modules	Course Content	Periods
I	Introduction to Business Strategy Introduction, Fundamentals of Strategy. Conceptual Evolution of Strategy, Scope and Importance of Strategies. Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Challenges of Strategic Management.	12
II	Strategy Analysis, Formulation, and Implementation Strategic Analysis - definition. Need for Strategic Analysis & Environmental Scanning, Role of Strategic Analysis in Policy making. Strategy Formulation - Introduction, Types of Strategies. Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Concepts of Stability, Expansion or Growth, Mergers and Acquisitions. Strategy Implementation - Introduction, Models of Implementation, Barriers in Implementation.	12
III	Strategic Evaluation and Control Introduction, Strategy Evaluation, Strategic Control, Types and techniques of Control	12
IV	Business Policy and Decision Making General concept of policy, importance, features, classification of policies, Policy Vs Procedure- evolution of policy, Strategy vs policy, Factors influencing policy formulation – Steps involved in framing business policies	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Kazmi, A., & Kazmi, A. (2020). Strategic management (5th ed.). Noida: McGraw Hill.
2. Wheelen, T. L., Hunger, J. D., & Alan, N. H. (2018). Strategic Management and Business Policy: Globalization, Innovation and Sustainability (Fifteenth edition ed.). London, England: Pearson Education.

Reference Books:

1. Thomson, Strickland, Gamble & Jain: Crafting and Executing Strategy – concepts and cases, McGraw Hill Education Ltd.
2. Gupta, C.B. (2018). Business Policy and Strategy. S. Chand Publishing.

Marketing Specialization

Integrated Marketing Communication & Branding

Subject Code: BSA032M60M1	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

- To enable the students to understand the evolution, functions, and principles of Integrated Marketing Communication .
- To enable the students to familiarize themselves with the ethical and social concerns in integrated marketing communications.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the concept of Integrated Marketing Communication	BT -I
CO2	Illustrate the concept of advertising and various alternative media of communication	BT-II
CO3	Identify the various types of promotion and e-marketing	BT -III
CO4	Categorize the ethical and environmental concerns in marketing communication	BT - IV

Modules	Course Content	Periods
I	An Introduction to Integrated Marketing Communication and emerging trends Concept, Objective, Role, Importance and Barriers to Integrated Marketing Communication models: AIDA, Innovation adoption and Hierarchy of Effect Model. Viral Marketing; Social Media Marketing; Mobile Marketing; Buzz Marketing and Event Marketing.	12
II	Advertising and Types of Media Concept of Advertising; Role of Advertising in the Current Age; Advantages and Disadvantages of Advertising, Types of Advertising; Advertising Research- Stages; Types; Importance, and Methods; Advertising Planning and Budgeting. Types of Media: Radio, Television, Internet.	12
III	Sales Promotion and E-Marketing Sales Promotion, Trade Promotion Tools- Trade shows; Sales contests, Public relation and Publicity; Personal Selling: Concept, Process, Salesmanship.	12
IV	Environmental and Ethical Concerns in Integrated Marketing Communication Concept of Green Marketing; Corporate Social Responsibility and Corporate Sustainability; Ethics in Advertising, Public Relations, Sales Promotion, Digital Marketing and Personal Selling.	12
Total		48

Textbooks:

- Batra, Myers, and Aarker, A. (2009). Advertising Management (5th edition), Pearson Education
- Dutta, K. (2016). Integrated Marketing Communications(1st ed.). Oxford University Press.

Reference Books:

1. Kumar, D., Rehman, V and Rahman, Z.(2024). Integrated Marketing Communication in Digital Age, Willey.
2. Jethwaney and Jain (2018). Advertising Management. 2nd Edition. Oxford University Press
Advertising and Integrated Marketing Communication, Kruti Shah, 1st Edition, McGraw-Hill, 2014

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate, Course/MOOCs

Digital Marketing

Subject Code:BSA032M60M2	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

- To impart the knowledge about the concepts of Digital marketing
- To enable the students to learn the various aspects of New Age Digital marketing.
- To help the students learn about social media marketing and online public relations.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the importance of digital marketing for marketing success.	BT-I
CO2	Interpret the importance of customer relationships across all digital channels and build better customer relationships,	BT-II
CO3	Implement basic digital marketing techniques such as SEO optimization or social media advertising	BT-III
CO4	Analyzing the situation for execution of reputation management, damage control, analytics, and legal aspects	BT-IV

Modules	Course Content	Periods
I	Introduction: The Basics of E-Marketing, Digital Marketing vs Traditional Marketing, Advantages and Limitations, Trends of Digital Marketing, Skills in digital marketing, Strategic E-marketing and models, E-marketing plan, E-marketing process	12
II	Digital marketing research, Online consumer behaviour, and its aspects, Segmentation, Targeting, Differentiation and Positioning strategies, Search engine advertising, Social Media Marketing, Mobile, Facebook, LinkedIn Marketing, and Google Ad words overview	12
III	Search Engine Optimization, social media and Online Commerce Engagement, Social Paradigm & Psychology, social media –Types, elements, online commerce engagement	12
IV	E-marketing tools, Online PR and Reputation Management, defining online PR Importance of Reputation management in a business, Handling negative comments and Damage control, Web analytics, Ethical and Legal Issues	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Gupta, S. (2018). Digital Marketing. 1st Edition. Chennai: McGraw Hill Education (India) Pvt. Ltd
2. Aslam K. (2017). The 7 Critical Principles of Effective Digital Marketing. The Stone Soup Hustler Publication.

Reference Books:

1. Strauss, J. & Frost, R. (2012). E-Marketing. 6th Edition. New Delhi: PHI Learning Private Ltd
2. Ryan, D. & Jones, C. (2009). Understanding Digital Marketing: Marketing strategies for engaging the Digital Generation, 1st edition. London: Kegan Page Ltd.

Services Marketing

Subject Code:BSA032M60M3	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

The course emphasizes the rapidly growing service industry in India and globally. It underlines the unique features of Services Marketing. It aims to provide students with the concepts and skills necessary for making judgments in different services marketing scenarios.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Explain the concepts of services and their marketing management processes	BT-I
CO2	Make use of the GAP model and SERVQUAL model of service quality for marketing services	BT-III
CO3	Analyse the marketing mix elements and formulate strategies for marketing services	BT-IV
CO 4	Evaluate different service industries and implement suitable marketing strategies	BT-V

Modules	Course Content	Periods
I	Introduction to Services Marketing: Importance of Services Sector - Classification of Services - concept of services - characteristics of services - goods vs services - Services Marketing Management Process: service triangle	12
II	Understanding Consumer Behaviour in Services; Consumer Decision Making in Services - Customer Expectations and Perceptions - Service Quality and Customer Satisfaction, SERVQUAL, GAPs Model; Service Recovery.	12
III	Services Marketing Mix - Service Segmentation, Targeting & Positioning, Services Design and Development; Service Blueprinting- Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services- Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.	12
IV	Services Marketing Applications in Select Service Industries: Health, Hospitality, Tourism and Financial services in India.	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Lovelock, C., Wirtz, J. & Chatterjee, J. Service marketing: people technology and strategy (9thedn). New Delhi: Pearson Education.
2. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. Services marketing: integrating customer focus across the firm. New Delhi: McGraw Hill.

Reference Books:

1. Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books
Bhattcharjee, C. Services Marketing: Concepts, planning and implementation, Excel Books
Vinnie Jauhari & Kirti Dutta, Services Marketing: Text And Cases 2E, Oxford
2. Jochen Wirtz, Christopher Lovelock, et al., Essentials of Services Marketing, 3e, Pearson.

Human Resource Specialization

Talent Acquisition and Management

Subject Code:BSA032M60H1	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective: To make the students understand the best HR practices for talent management and managing talent for teams and organizations; and familiarize them with the latest developments in the field of performance management so that the learning can be utilized in the industry.

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

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define about the latest development in the field of talent and performance management in organizational success.	BT-I
CO2	Interpret the impact of talent management practices on employee engagement, management, and retention	BT-II
CO3	Use talent management tools and techniques to develop employee skills and attract high-potential candidates.	BT-III
CO4	Assess the alignment of talent management practices with organizational goals.	BT-IV

Modules	Course Content	Periods
I	Acquisition of Talent: Introduction Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage. Best HRM Practices for managing talent/Hi-Pots.	12
II	Insights into practices of talent acquisition Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios. Employer branding and talent management; Role of social media in talent management, Diversity and Talent, Preparing a talent development plan.	12
III	Process of managing talent in organization-Performance management Shift of Performance appraisal to Performance management, Performance management model, Competency based performance management system, e-PMS, Goal theory and its' application in performance management, Performance criteria setting, Balance Score Card. Linking performance management with compensation management.	12
IV	Ethics and Performance Management: Role of HR professionals while executing performance management, Strategic roles for HR professionals, Objectives, and significance of ethics in Performance management, Ethical Dilemmas in Performance Management, Principles of ethical performance management, Performance management in the perspective of Indian ethos.	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Bhattacharyya, D.K. (2014). Compensation Management. 2nd Edition, New Delhi: Oxford University Press
2. Tapomoy, D. (2009). Compensation Management, Text, and Cases. 1st Edition. New Delhi: Excel Books.

Reference Books:

3. Goel, D. (2012). Performance Appraisal and Compensation Management (A Modern approach. 2nd Edition. New Delhi: PHI Learning Private Limited.
4. Aparanji, P.P.(2023). Talent Acquisition Management Paperback. Iterative International Publishers.

Performance Management

Subject Code:BSA032M60H2	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

This course focuses on the necessary knowledge and abilities for managing individual and team performance effectively. It also explores the creation of performance management systems that translate organizational goals into performance results.

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

Sl No	Course outcome	Bloom's Taxonomy Level
CO1	Define the concepts of Performance management and its role in improving organization's results.	BT-I
CO2	Interpret the concept of employee ranking systems and performance criteria in organizations.	BT-II
CO3	Apply performance management methods to evaluate employee performance in an organizational setup.	BT-III
CO4	Analyse and have a better understanding of the ethical practices in performance management.	BT-IV

Modules	Course Content	Periods
I	Foundations of Performance Management: Introduction, Definition, Shift from Performance Appraisal to Performance Management, Prerequisites of Performance Management, Characteristics of Effective Performance Management System, Competency based Performance Management System.	12
II	Performance Management Process: Performance Planning-Meaning, Characteristics, Objectives, Importance, Barriers to Performance Planning, Performance criteria setting process, Introduction to Competency Mapping.	12
III	Implementing performance management in organization: Implementing performance management in organization: Bottlenecks in the Implementation of Performance Management, Strategies for effective implementation, Organizational changes through Performance Management.	12
IV	HR, Ethics and Performance Management Role of HR professionals in Performance Management- Effective Strategic Roles for HR professionals, Future Roles of HR Professionals in Performance Management. Ethics in Performance Management- Objectives and Significance.	12
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Kohli, D. (2008). *Performance Management*, 1st Edition. New Delhi: Oxford University Press. Goel, D. (2012). *Performance Appraisal and Compensation Management: A Modern Approach*, 2nd Edition. New Delhi: Prentice Hall India Learning Private Limited.
2. Goel, D. (2023) *Performance Appraisal and Compensation Management: A Modern Approach*. 3rd edition. PHI publication.

Reference Book:

1. Merchant, A. K. & Van der Stede, W. A. (2007). *Management Control Systems: Performance Measurement, Evaluation, and Incentives*. 2nd Edition. New Delhi: Pearson Education Limited.
2. Harvard Business Review. (2017). *HBR Guide to Performance Management*(HBR guideseries) paperback.

Organization Development and Change

Subject Code:BSA032M60H3	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

To introduce the fundamental concept of change and its impact on improving the quality of work life and improving organizational effectiveness.

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

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the key concepts and theories related to OD and change	BT-I
CO2	Explain the principles and processes of OD and change management in enhancing the work life quality and Organisation Effectiveness.	BT-II
CO3	Apply OD theories and models to diagnose organizational issues leading to the improvement in the quality of work life and organisation effectiveness.	BT-III
CO4	Assess the outcomes of change initiatives in terms of organizational performance.	BT-IV

Modules	Course Content	Periods
I	Organisational change: An overview Introduction, Importance of change, imperative of change, Types of change, Models of change, change and its impact, overcoming resistance to change, Organisational culture and change, corporate culture, Organisational culture and dealing with diversity in workplace, challenges in maintaining an inclusive workforce	12
II	Systematic approach to making change. Effective change management, ten factors in effective change management, systematic approach, Keys to mastering change, Forces of change, External and internal, Levels of change, Designing Organisation for futuristic organisation, Types of Organizational structure, Bureaucracy- Centralization and Decentralization, Formal and informal organization	12
III	Organisational Development An introduction, Evolution of Organizational Development, Assumptions of Organizational Development, Diagnostic strategies and skills, methods, the change agent, client-consultant relations in Organizational development, Power, ethics and politics in OD	12
IV	OD Interventions Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organizational learning	12
Tota l		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Singh, K. (2010). Organizational Change and Development. 2nd Edition. New Delhi: Excel Books. Sharma, R. (2012). Change Management and Organizational Transformation. 2nd Edition. New Delhi: Tata McGrawHill Education Pvt Ltd.
2. Cummings, T. G & Worley. G. Christopher (2023). Organizational Change and Development with MindTap, 11th edition. Cengage Learning Pvt. Ltd.

Reference Book:

1. Nelson, Quick and Khandelwal. (2016). ORGB: An innovative approach to learning and teaching Organizational Behaviour-A South Asian Perspective. New Delhi: Cengage Learning
2. Bhattacharyya, D. (2011). Organizational Change and Development. Oxford Higher Education, India.

Finance Specialization

Working Capital Management

Subject Code:BSA032M60F1	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

The primary objective of this course is to provide students with a comprehensive understanding of working capital management and its significance in financial decision –making.

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

SI No	Course outcome	Bloom's Taxonomy Level
CO1	Define working capital and its components.	BT-I
CO2	Relate various methods of working capital estimation.	BT-II
CO3	Apply the cash requirements for working capital management	BT-III
CO 4	Analyse the impact of different working capital policies on profitability	BT-IV

Modules	Course Content	Periods
I	Introduction: Working Capital Meaning, components of working capital, Factors Influencing working capital requirements, estimation of working capital requirement, Characteristics of Current Assets, Current Assets cycle, Level of Current Asset, Current Assets Financing policy.	12
II	operating Cycle, Cash Cycle, Cash requirements and Liquidity Management: Estimation of inventory period, Accounts receivable period and accounts payable period, Calculation operating cycle and Cash cycle, Estimation of Cash Cost. Motives for holding Cash, Cash budgeting, Controlling and Monitoring, Collection and disbursements.	12
III	Credit Management: Credit Policy Variables, Credit Standards, Credit period, Cash discount and Collection efforts, Credit evaluation, Control of receivables.	12
IV	Inventory Management: Need for Inventories, Order quantity-EOQ Model, Order Point, Costing of raw materials and valuation of stock, Monitoring, and control of inventories- ABC analysis, Just-in-time inventory control, FSN analysis.	12
Total		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Gupta, S.K., Sharma, R.K, Gupta, N. Financial Management, Theory and Practice (9th edition). Kalyani
2. Rutagi, R.P. (2023). Fundamentals of Financial Management(11th edition), Taxman.

Reference Books:

1. Chandra, P. Financial Management, Theory and Practice (10th edition). McGraw Hill
2. Khan,M.Y.(2019). Financial Management. 11th edition, McGraw Hill

Security Analysis & Portfolio Management

Subject Code:BSA032M60F2	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

To enable the students to understand and evaluate the various investments on the basis of risk, return and other parameters, to equip the students with equity and bond instruments valuation methods and to enable them to create efficient portfolios.

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

SI No.	Course outcome	Bloom's Taxonomy Level
CO1	Define fundamental concepts and principles of securities analysis and portfolio management	BT-I
CO2	Explain the different models of portfolio construction and evaluation	BT-II
CO3	Apply equity and bond valuation techniques	BT-III
C04	Analyse the technical and fundamental concepts of stock market	BT-IV

Modules	Course Content	Periods
I	Introduction to Investments: Concept and Idea of an Investment, Investment Avenues, Differentiating Investments and Speculation, The Investment Process, Evaluating framework of Investments. Risk Analysis: Meaning and Elements of Risk, Measurement of Risk, Relationship between Risk & Return. Securities Market: Fundamentals of Primary market and Secondary market	12
II	Fundamental Analysis: Meaning, Importance, Idea of an Intrinsic Value; Economy Industry-Company Analysis Framework, Economic Analysis, Industry Analysis, Company Analysis: Financial Statements Analysis Technical Analysis: Meaning of Technical Analysis, Basic Principles of Technical Analysis Efficient Markets Hypothesis: Fundamental concepts, Importance	12
III	Equity and Bond Valuation Techniques Equity Valuation: Concept, Importance, fundamental theories, Bond Valuation: Bond Characteristics, Bond Prices & Yields, Risk in Bonds Theories of Interest Rate: Pure expectation theory, liquidity preference theory, Interest Rate Risk theory.	12
IV	Portfolio Management: Introduction to Portfolio Management, Concepts of Expected Risk and Return of Portfolio, Alternative Measures of Risk. Portfolio Selection- Markowitz portfolio theory: Feasible Set of Portfolios, Single Index Model and Capital Asset Pricing model (CAPM), Pricing of Securities with CAPM. Portfolio Evaluation: Performance Evaluation, Mutual Funds, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.	12
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Chandra: P. (2021). *Investment Analysis & Portfolio Management*. 6th Edition, New Delhi: Tata McGraw Hill.
2. Kevin, S (2006). *Security Analysis and Portfolio Management*. 1st Edition. New Delhi: PHI learning Pvt. Ltd.

Reference Books:

1. Fischer, Donald and Jordan, Ronald. *Security Analysis & Portfolio Management*. 6th Edition. New Delhi: Pearson publications
2. Pandian, P. (2012). *Security Analysis & Portfolio Management*. 2nd edition. Vikash Publishing House Pvt. Ltd.

Financial Derivatives

Subject Code:BSA032M60F3	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

The course aims to provide an understanding of the concept and type of derivatives, acquaint the knowledge of Options and Futures and know about Hedging and the development position of Derivatives in India.

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

SINo.	Course outcome	Bloom's Taxonomy Level
CO1	Define concepts and types of financial derivatives.	BT-I
CO2	Explain the principles behind the pricing of derivatives contracts.	BT-II
CO3	Apply mechanisms and valuation of futures market	BT-III
CO4	Analyse the effectiveness of derivative strategies in mitigating risk and enhancing returns.	BT-IV

Modules	Course Content	Periods
I	Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India.	12
II	Options and Swaps – Concept of Options, Types of options, Option Valuation, Option Positions -Naked and Covered Option, Underlying Assets in Exchange- traded Options, Determinants of Option Prices SWAP: Concept, Evaluation and Features of Swap, Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap	12
III	Futures and forwards - Definition and types, Mechanism of futures market, Future Prices, and Spot Prices; Forwards Prices vs. Future Prices; Hedging using futures, Valuations of Forward and future prices.	12
IV	Hedging and Stock Index Futures – Concepts, Basic Long and Short Hedges, Cross Hedging, Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives & Management Concept of Stock Index, Stock Index Futures, Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.	12
	Total	48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Hull JC and Basu (2018). Options, Futures and other derivatives 10th Edition, Pearson
2. Prafulla Kumar Swain (2015). Fundamentals of Financial Derivatives 7th Edition, Himalaya Publishing House.

Reference Books:

1. Das, Satyajit: Swap & Derivatives Financing, Probes
2. Gupta, S.L. (2017). Financial Derivatives: Theory, Concepts, and Problem. 2nd edition. PHI Learning Pvt. Ltd.

E-Commerce (Minor for students of another Dept/School)

Subject Code:BSA032N601/ BSA032N602	Course Level :300
Credit Unit: L-T-P-C=2-1-0-3	Scheme Of Evaluation: (T)

Course Objective:

To provide adequate knowledge and understanding about E-Commerce practices to the students. After the completion of the course, the students will be able to:

Sl. No.	Course outcome	Bloom's Taxonomy Level
CO1	Identify the various trends in e-commerce and business mechanisms	BT-I
CO2	Explain the significance of e-commerce in modern business environments	BT-II
CO3	Apply the tools of traditional and digital marketing channels	BT-III

Modules	Course Content	Periods
I	E-Business Framework Definition of E-Business, Origin of E-Business, History of the Internet, Emergence of World Wide web, E-Business Opportunities, Working of E- Business, E-Business Vs Traditional Business Mechanism, Advantages & Disadvantages of E-Business, Business models of E commerce	12
II	E- Marketing Traditional marketing vs. Online marketing, Internet marketing trends, Digital marketing research, Online consumer behaviour and its aspects, Marketing strategies - E - Customer Relationship Management, E-supply chain management, The value chain, Segmentation, Targeting, Differentiation and Positioning strategies, E branding	12
III	Digital Marketing Channel Types, advantages, limitations of Digital Marketing Channel - Website development, email marketing, display advertising, Search engine Marketing, SEO, PPC advertising, Affiliate marketing, Influencer Marketing, Content Marketing, Social Media Marketing - Facebook, LinkedIn Marketing, Google Ad words overview - Practical Classes	12
IV	Information Systems for E-Commerce Mobile E-Commerce, Wireless applications, Cellular network, Customer effective Web Design-requirement of intelligent website, Setting website goals and objectives, Strategies of website development, Legal and Ethical Issues-Ethical Issues in Digital Economy, Computers as Targets for Crime, Computers as storage device, Cyber stalking, The special nature of computer ethics	12
Tota l		48

Credit Distribution		
L/T (Lecture/Tutorial)	Practicu m(P)	Experiential Learning
48 hrs		12 hrs
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Joseph, P.T. (2019). E commerce- An Indian Perspective. 6th Edition, New Delhi: PHI Learning Pvt.Ltd.
2. Bandyopadhyay, K.(2012).E-commerce: Past, Present and Future(1st ed.), Vrinda Publications, New Delhi.

Reference Books:

1. Kotler, P. Kartajaya, H and Setiawan, I., Marketing 4.0: Moving from Traditional to Digital, Wiley
2. Gupta, S. (2018). Digital Marketing. 1st Edition. Chennai: McGraw Hill Education (India) Pvt.Ltd

