St. Joseph's University

#36, Lalbagh Main Road, Bangalore 560027

DEPARTMENT OF MANAGEMENT (DOM)

Bachelor of Business Administration(BBA)

Curriculum

Based on Karnataka SEP Framework

2024-2025 onwards

#	CONTENTS

1 ABOUT THE UNIVERSITY

St. Joseph's University, Bengaluru is one of the oldest colleges/ University in the state of Karnataka with a history of more than 142 years. St. Joseph's university has around 400+ teaching and non-teaching staff and more than 10000+ students. In May 2018, St Joseph's University was approved under Rashtriya Uchchatar Shiksha Abhiyan (RUSA) to upgrade from the existing autonomous college through State Public University Act.

VISION

St. Joseph's University's objective is to prepare men and women for the service of others, especially the poor and the oppressed. We provide opportunities to the students to critically understand society and its structures so that education will assist them in working for a humane and just society. Stress is laid on academic excellence, character formation and social concern.

MISSION

1. <u>Academic Excellence:</u> Studying subjects is a major task. All the necessary facilities are made available for students like reading room, good library and computer lab with internet facility to assist them in the same.

2. <u>Character Formation:</u> Character development is an essential aspect of education. A person is what his/her values are. Your character includes your behavior, your values and attitudes to life and to others and the way you face life. Building up character, a sense of hard work, perseverance, honesty, integrity, sensitivity to others and universal love that embrace all people, cutting across barriers of language, religion and caste.

3. <u>Social Concern:</u> The Management has made a policy of admitting, as far as possible, students from the socio-economically marginalized groups. It is the vision of the college to train students who are socially conscious and ready to stake their lives for the oppressed and the exploited. Our task as educators is to create in the student a deeper understanding of oneself and to change the world by creating plentiful opportunities for personal and social growth and total development. For the members of the Society of Jesus, education is not a commercial activity. It is a mission.

Our mission is to build up a group of young men and women who would be agents of change in society and work towards a secular world of fraternity, equality, and justice.

2 SCHOOL OF BUSINESS

The School of Business at St. Joseph's University provides an enabling environment to help its students stand out both academically and in shaping them to an overall balanced personality both in terms of the college's vision and today's competitive environment. Since its commencement, the Department has continuously evolved offering diverse programs in the field of business studies. The Department aims at a holistic and integral formation of its students, fostering in them a spirit of academic excellence, character formation and social concern, shaping them to become "men and women" for others. The department strives to equip in its students' skills required to face the challenges of a dynamic business world.

- Vision: To impart value-based quality education to serve the ever-changing global needs in the field of Management by preparing men and women who will be agents of change.
- Mission: School of Business strives to provide quality management education by adopting effective teaching-learning processes along with developing the required values, skills and attitudes to create business leaders with a passion for the world of business who will understand the economic, social, and global context of business.

3 PROGRAM PROFILE

The Programme is designed to provide a basic understanding of Management education and to train the students in communication skills effectively and inculcate entrepreneurship skills and decision-making capabilities. The Programme also includes practical exposure in the form of case studies, projects, presentations, industrial visits and interaction with experts from the industry. It facilitates students to acquire adequate knowledge in the field of Business administration, HR management, Organizational behavior, Business communication, Management skills, Corporate administration, Finance management, Business laws, Business ethics, Accounting, planning, International business, Event management, Quantitative methods, Research, Marketing, Entrepreneurial Development and Operations management. The Programme also offers open electives based on NEP framework in first four Semesters which is inter-disciplinary or multi-disciplinary in nature.

- Duration: 3 years (6 semesters). A student successfully completing Three (03) years of the program will be awarded a Bachelor's Degree in Business Administration Or

- Eligibility for admission: Candidates who have completed Secondary Stage – Senior High school (10 + 2) of Karnataka State or its equivalent are eligible for admission into this course as notified by the University from time to time. Further, a candidate applying for the program must meet the prescribed performance level in admission interview and admission entrance (if applicable).

Program EDUCATIONAL OBJECTIVE [PEOs]

1	The Three year BBA program aims at developing a student's intellectual ability, executive personality, and management skills through an appropriate blending of business and general education.
2	To make sustained efforts for the holistic development of the students and thereby empower them to ably faced the challenges posed by changing business environment
3	The program also seeks to prepare students to be job-ready or drive entrepreneurship initiatives or higher education in business at home and abroad.
4	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEOs TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4
1. Academic Excellence	H		M	
2. Character Formation	M	H	L	
3. Social Concern				H

H=High | L= Low | M=Moderate

PROGRAM OUTCOMES (POs)

1	PO1	Acquire knowledge of management practices, skills in functional areas of business and legal and ethical aspects of business administration.
2	PO2	Analyze qualitative and quantitative problems by collecting, analyzing data using mathematical, statistical and ICT to solve complex business problems.
3	PO3	Demonstrate entrepreneurial traits to start and manage their innovative businesses to cater to the needs of consumers and society at large.
4	PO4	Exhibit critical thinking skills in solving managerial issues & problems arising due to changes in the business environment.
5	PO5	Demonstrate people skills, communication skills, personality traits, professionalism, social and emotional intelligence and also exhibit a spirit of cooperation, leadership, and teamwork to accomplish pre-defined goals.
6	PO6	Awareness of social responsibility and issues that business enterprises must address, including business ethics, cultural diversity and ecological concerns.

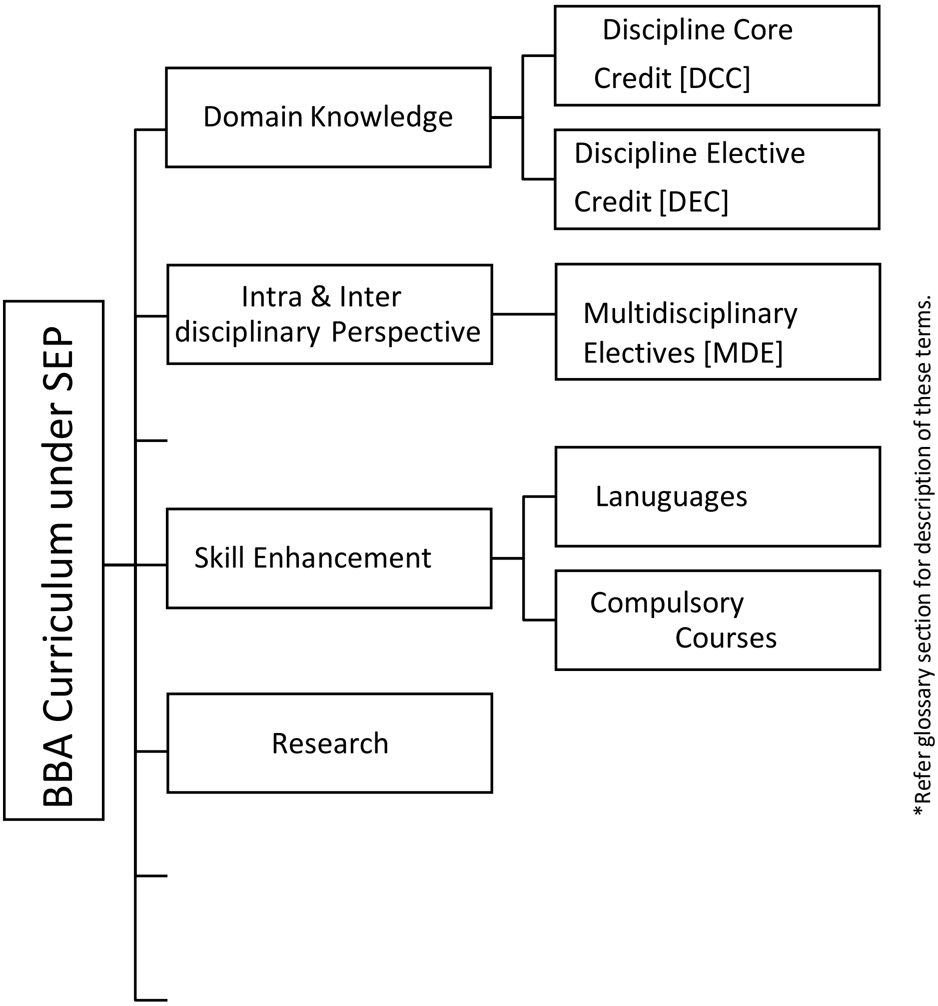
POs TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
1. Academic Excellence	H	H	H			
2. Character Formation	M	L	M	H	H	L
3. Social Concern	M		L	L		H

H=High | L= Low | M=Moderate

4 BBA CURRICULULUM

Conceptual comprehension must be emphasized through pedagogies that encourage communication, debate, research, and cross-disciplinary and interdisciplinary thinking. The curriculum is developed on the Outcome-Based Education. Outcome-based education defines Program Educational Objectives (PEOs), Program Objectives (POs) and Course Objectives (COs) for every program and student progression is assessed based on their achievement status.



5 BBA PROGRAMME STRUCTURE

The program shall be structured in a semester mode with Certification, Diploma and Basic Bachelor Degree at the completion of first, second and third years, respectively.

6 GLOSSARY

1. **Discipline Core Credit [DCC]:** A Major discipline is the field in which a student focuses duringthe course of his/her degree. A course in a discipline, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. The core courses aim to cover the basicsthat a student is expected to imbibe in that particular discipline. They provide fundamental knowledge and expertise to produce competent, creative graduates with a strong scientific, technicaland academic acumen.

2. **Discipline Elective Courses [DEC]:** Elective Course is a course which can be chosen from a poolof courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or enables an exposure to some other discipline/ subject/domain or which nurtures the candidate's proficiency/skill. Elective courses offered under the main discipline are referred to as Discipline Specific Electives. These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.

3. **Multi-Disciplinary Elective Courses [MDE]:** These courses can be chosen from a pool of courses and which may bevery specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domainor nurtures the candidate's proficiency/skill.

4. **Skill Enhancement Courses:** Skill enhancement courses are the generic skill courses which are basic and needed to all to pursue any career. These courses ensure progression across all careers.
   a. Languages: Languages provide the medium of fresh and free thinking, expression and clarity in thought and speech. It forms as a foundation for learning other courses. Helps fluent communication.
   b. Compulsory Course: Compulsory Courses enable students to develop a deeper sense of commitment to oneself and to the society and nation largely. These courses will supplement in better understanding of how to integrate knowledge to application into a society.
   c. Skill Based Course: These courses are designed to provide practical exposure to students and equip students with relevant skills required for professional and personal growth.

5. **Practical Knowledge/ Project work [with Viva voce] / Research :** Practical knowledge is considered as a special course involving application of knowledge in solving / analyzing / exploring a real-life situation / difficult problem/ data analysis. Project Work has the intention to provide research competencies at Undergraduate level. It enables to acquire special/ advanced knowledge through supplement / support study to a project work. Candidates shall carry out Research work on his/her own with an advisory support by a faculty member to produce a dissertation/ project report.
6. **Practical Evaluation-**Courses with practical content will be evaluated practically.
7. **Practical Evaluation-** Courses with practical component will have the evaluation conducted practically.

Key terms with reference to OBE Framework:

1. Program: An educational programme in Business Administration leading to award of Degree. It involves events/activities, comprising of lectures/ tutorials/outreach activities/ project work/viva/ seminars/ internship/ assignments/ presentations/ self-study/ quiz etc., or a combination of some of these.

2. Course: Refers to usually referred to as ‘subjects’ and is a component of a program. All Courses need not carry the same weight. Courses should define learning objectives and learning outcomes. A Course may be designed to comprise lectures/ tutorials/ laboratory work/ fieldwork/ outreach activities/project work/ vocational training/ viva/ seminars/ term papers/assignments/ presentations/ self-study/quiz etc. or a combination of some of these.

3. Credit: Credits represent the number of hours of learning that have been or need to be undertaken in each course of study.

4. Outcome-Based Education (OBE): An approach to education in which decisions about the curriculum are driven by the outcomes the students should display by the end of the course- professional knowledge, skills, abilities, values and attitudes- rather than on the educational process.

5. Programme Educational Outcomes: PEOs are statements that describe the Institution’s Mission Aligned with the program.

6. Program Outcomes: POs are statements that describe what the students graduating from any of the educational Programmes should be able to do.

7. Course Outcomes: COs are statements that describe what students should be able to do at the end of a course.

7 PROGRAM PEDAGOGY

Our teaching pedagogy is uniquely devised keeping in consideration the potential of every student so that it may cater to the needs of students at every level from brilliant, mediocre to average. The pedagogy used by our course instructors encourages independent thinking and helps the students develop holistic perspectives, strong domain knowledge, contemporary skills-set and a positive attitude.

Classrooms Methodologies	Beyond Classroom	Industry Exposure
1. Classroom learning 2. Use of multimedia (PowerPoint presentation, audiovisuals). 3. Case studies 4. Games and group activities 5. Roleplay 6. Guest lectures 7. Assignments & quizzes	1. Conferences 2. Projects 3. Seminars and workshops 4. Development programs 5. Fests and competitions 6. Learning exchange programs 7. Research-based assignments 8. Outreach and drives	1. Internships 2. Industrial visits to national level 3. International study tours

8 PROGRAM ASSESSMENT

Being in a University system, the university has adopted the Credit Grade Based Performance Assessment (CGPA). The course gives 40% weightage to Continuous Assessment (CA) comprising of Centrally Organized Mid SemesterTest and other exercises such as quiz, seminars, assignments, etc. and 60% weightage is given to End semester Examinations.

Students must score a required marks in their End Semester Examination (ESE). The End Semester Examination (ESE) will be held for 2 hours & for 60 marks. Students must score a minimum of 40% in aggregate of the CIA+ESE in each paper, as minimum marks for passing.

Components of Continuous Assessment

Assessment methods	Remarks	CA marks
Mid-semester examination	▪ One hour examination ▪ 25 marks written examination ▪ Centrally organized test	20
Assignment and tasks	Decided by the course instructor Activity 1 (Within the 7th Week) Activity 2 (Within the 12^{th} Week)	20
	TOTAL	40

GUIDELINES FOR QUESTION PAPER SETTING AND SCHEME OF EVALUATION:

Evaluation Pattern for 4 Credit Paper:

- ☞ End semester Examination Question Paper Pattern. Time: 2 hours. Maximum marks: 60. The evaluation system comprises of both internal faculty for question paper setting and for valuationof papers.
- ☞ Question papers received will go through the Board of Examiners for scrutiny for content, the suitability of marks, the inclusion of topics and typological / mistakes and language.

1. Section A: Conceptual (5x2 marks = 10) 5/6 questions: In this section, questions seek to test a student's conceptual knowledge of the subject and fact retaining abilities
2. Section B: Analytical (4x5marks = 20) 4/5 questions: Questions in this section are to test whether students can analyze.
3. Section C: Descriptive (2x10 marks =20) 2/3 questions: In this section, students are required to use a combination of facts, concepts, theories and judgment to explain the subject matter. Writing skills are also tested in this section.
4. Section D: Case Study/ Compulsory Question (1 x 10 marks = 10): This section tests a student's ability to practically apply their theoretical knowledge of the subject. For papers, theory-based papers, either a case study of compulsory questions can be asked. For practical based papers, questions are numerical in nature.

Evaluation Pattern for 2 Credit Paper :

- ☞ End semester Examination Question Paper Pattern. Time: 1 hours. Maximum marks: 30. The evaluation system comprises of both internal faculty for question paper setting and for valuation of papers.
- ☞ Question papers received will go through the Board of Examiners for scrutiny for content, the suitability of marks, the inclusion of topics and typological / mistakes and language.

1. Section A: Conceptual (5x2 marks = 10) 5/6 questions: In this section, questions seek to test a student's conceptual knowledge of the subject and fact retaining abilities
2. Section B: Analytical (2x5marks = 10) 2/3 questions: Questions in this section are to test whether students can analyze.
3. Section C: Descriptive (1x10 marks =10)/ Compulsory questions: In this section, students are required to use a combination of facts, concepts, theories and judgment to explain the subject matter. Writing skillsare also tested in this section.

9 COURSE MATRIX

#		Course Code	Course Tittle	Course Type	Hours per Week	Credits
SEMESTER I	1		Language I	L 1	3	3
	2		Language II	L 2	3	3
	3	BA1124	Financial Accounting	DCC	4	4
	4	BA1224	Business Economics	DCC	4	4
	5	BA1324	Business Management	DCC	4	4
	6		Compulsory Course – Constitutional Values	CC	2	2
			TOTAL CREDITS	20		
SEMESTER II	1		Language I	L 3	3	3
	2		Language II	L 4	3	3
	3	BA2124	Quantitative Methods for Business Decisions	DCC	4	4
	4	BA2224	Human Resource Management	DCC	4	4
	5	BA2324	Corporate Accounting	DCC	4	4
	6		Compulsory Course – Constitutional Values	CC	2	2
			TOTAL CREDITS	20		
SEMESTER III	1		Language I	L 5	3	3
	2		Language II	L6	3	3
	3	BA3125	Marketing in the Digital Era	DCC	4	4
	4	BA3225	Cost Accounting	DCC	4	4
	5	BA3325	Banking Operations	DCC	4	4
	6		Course from the Selected Elective	DCC	2	2
			TOTAL CREDITS	20		

SEMESTER IV	1		Language I	L7	3	3
	2		Language II	L8	3	3
	3	BA4125	Financial Management	DCC	4	4
	4	BA4225	Business Research Methods	DCC	4	4
	5	BA4325	Production and Operations Management	DCC	4	4
	6		Course from the Selected Elective	DCC	2	2
			TOTAL CREDITS	20		
SEMESTER V	1	BA5126	Management Accounting	DCC	4	4
	2	BA5226	Income Tax	DCC	4	4
	3	BA5326	Entrepreneurship Development	DCC	4	4
	4	BA5426	Fundamentals of Business Analytics	DCC	4	4
	5		Course from the Selected Elective Group	DEC - 1	4	4
	6		Course from the Selected Elective Group	DEC – 2	4	4
	7	BA5726	Internship Report Writing	SEC-1	2	2
			TOTAL CREDITS		26	
SEMESTER VI	1	BA6126	Business Law	DCC	4	4
	2	BA6226	Business Tax	DCC	4	4
	3	BA6326	Business Ethics & Corporate Governance	DCC	4	4
	4	BA6426	Retail Management	DCC	4	4
	5		Course from the Selected Elective Group	DEC - 3	4	4
	6		Course from the Selected Elective Group	DEC– 4	4	4
	7	BA6726	Employability Skills	SEC-2	2	2
	8	BA6826	Research Project Report	RM	2	2
			TOTAL CREDITS	28		

ELECTIVES-I			
#	Elective	Subject	SEP
1	BAMDE3125	Quick Commerce	III SEM
2	BAMDE3225	Design Thinking in Management	III SEM
3	BAMDE3325	Business and Corporate Etiquette	III SEM
ELECTIVES-II			
#	Elective	Subject	SEP
1	BAMDE4125	Event Management	IV SEM
2	BAMDE4225	Family Business Management	IV SEM
3	BAMDE4325	Sustainable Business and Finance	IV SEM

FINANACE GROUP			
#	Elective	Subject	SEP
1	BADEF5526	Financial Market and Services	V SEM
2	BADEF5626	Security Analysis and Portfolio Management	V SEM
3	BADEF6526	Financial Modelling	VI SEM
4	BADEF6626	Financial and Commodity Markets	VI SEM
INTERNATIONAL BUSINESS GROUP			
#	Elective	Subject	SEP
1	BADEI5526	International Business	V SEM
2	BADEI5626	Forex Management	V SEM
3	BADEI6526	Cross Cultural Management	VI SEM
4	BADEI6626	EXIM Policies and Procedures	VI SEM
MARKETING GROUP			
#	Elective	Subject	SEP
1	BADEM5526	Consumer Behaviour in the digital era	V SEM
2	BADEM5626	Product and Brand Management	V SEM
3	BADEM6526	Advertisement and Media Management	VI SEM
4	BADEM6626	Digital Marketing Strategy	VI SEM
HUMAN RESOURCE MANAGEMENT GROUP			
#	Elective	Subject	SEP
1	BADEH5526	Human Resource Development	V SEM
2	BADEH5626	International Human Resource Management	V SEM
3	BADEH6526	Employee Relation and Labour Welfare	VI SEM
4	BADEH6626	Organizational Leadership and Change Management	VI SEM

First Semester

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1124	**FINANCIAL ACCOUNTING**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.

Course Outcomes

CO1	Retrieve fundamental accounting concepts and standards
CO2	Demonstrate the accounting process & prepare Journal, Ledger & Balancing of Accounts
CO3	Execute various types of Subsidiary Books & prepare a Bank Reconciliation Statement
CO4	Summarize accounting process in conversion of single entry into double entry
CO5	Describe and implement accounting for current assets and non- current assets

Reference Books:

#	Title	Author/s	Publisher
1	Accounting for Manager	Bhattacharya	Vikas publication
2	Fundamentals of Accounting & Financial Analysis	Chowdary	Pearson Education
3	Financial Accounting	R.L. and V.K. Gupta	Sultan Chand
4	Basic Financial Accounting	Jain S P & Narang	Kalyani Publishers
5	An Introduction to Accountancy	Maheshwari	S Chand

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	INTRODUCTION TO FINANCIAL ACCOUNTING	06 Hours
Accounting: Nature, Objectives and functions of Financial Accounting. Accounting Principles, Concepts & Conventions - GAAP (Concept only). Accounting standards: Definition – importance – Standard setting in India –A brief introduction to IND AS, IAS and IFRS.		
Unit 2	**ACCOUNTING PROCESS**	**10 Hours**
Meaning – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal –Ledger Balancing of Accounts – Trial Balance (Problems). Rectification of Errors- Classification of Errors, Rectification of errors which do not affect the Trial Balance, Rectification of errors affecting Trial Balance.		
Unit 3	**SUBSIDIARY BOOKS**	**10 Hours**
Meaning – Significance – Types of Subsidiary Books – Purchases Book – Sales Book – Purchase Returns, Book –Sales Return Book – Bills Receivable Book – Bills Payable Book – Cash Book (Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book) and Journal proper. Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement.		
Unit 4	**CONVERSION OF SINGLE ENTRY INTO DOUBLE ENTRY**	**10 Hours**
Steps in conversion - ascertainment of sales, purchases, stocks, cash and bank balances, capital etc. Preparation of final accounts.		
Unit 5	**ACCOUNTING FOR CURRENT ASSETS AND NON- CURRENT ASSETS**	**16 Hours**
Current Assets: Inventories (Ind AS 2) - Meaning — Objectives - Inventory valuation as per Indian Accounting standards. Non-current assets (Ind AS 16) - Initial measurement -Measurement after recognition or subsequent to initial recognition - Disposal of Fixed Assets; - Difference between Intangible and Fictitious Assets -Accounting for Intangible assets (Ind AS 38).		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1224	**BUSINESS ECONOMICS**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.
Course Outcomes	
CO1	Understand the basic concepts of business economics and its role in business decisions.
CO2	Interpret and apply the theories of consumer behaviour and utility.
CO3	Identity the determinants of demand and supply and its impact on business cost of production.
CO4	Understand the major characteristics of different market structures and its implications on firm's Pricing and output decision.
CO5	Analyse and apply the different costs and study the short run and long run relationship of costs.

Reference Books:

#	Title	Author/s	Publisher
1	Modern Micro Economics	Bhattacharya	Vikas publication
2	Economics: Micro and Macro	Singh & Mishra	Sahitya Bhawan
3	Principles of Microeconomics	H.L. AHUJA	S Chand
4	Microeconomics	Robert Pindyck, Daniel Rubinfeld	Pearson Education India
5	Microeconomic Theory	Nicholson Walter	Cengage Learning India

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	L	M	M	M	M
2	H	M				
3	H	M	M	M	M	
4	H					
5	H					

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO BUSINESS ECONOMICS**	**08 Hours**
Business Economics - meaning, characteristics, distinction between business economics and economics, scope of business economics, uses and objectives of business economics, role and responsibilities of business Economist.		
Unit 2	**THEORY OF CONSUMER BEHAVIOUR**	**10 Hours**
Consumer Behavior; Consumer Sovereignty; Limitations; Approaches to the Study of Consumer Behavior- cardinal approach, the law of equi-marginal utility, ordinal approach, indifference curve analysis; Consumer Surplus (Marshall).		
Unit 3	**DEMAND AND SUPPLY ANALYSIS**	**12 Hours**
Theory of demand analysis; Demand - demand determinants, law of demand, characteristics, exceptions; Elasticity of Demand - Price elasticity - types, determining factors, change in demand, business applications of price elasticity; Concepts of income and cross elasticity of demand; Price elasticity of demand measurementby total outlay method; Demand Forecasting methods; Demand forecasting methods for a new product; Law of Supply - meaning, determinants of supply and its influence on cost of production.		
Unit 4	**MARKET STRUCTURES**	**10 Hours**
Perfect competition - features, price & output determination; Monopoly - features, price & output Determination; Monopolistic competition - features, price and output determination; Oligopoly.		
Unit 5	**COST AND PRODUCTION FUNCTION**	**12 Hours**
Concepts of Cost – Total Fixed Cost, Total Variable Cost , Total Cost , Average Fixed Cost, Average Variable Cost, Average Cost and Marginal Cost; Factors influencing cost of production; Opportunity Cost; Cost output relationship in the short and long run; Concepts of revenue – Total Revenue, Average Revenue and Marginal Revenue. Production Function - meaning, law of variable proportion, short-run, laws of returns to scale, long run; Economics of scale, Diseconomies of scale, Iso-quants and Iso-costs properties.		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1324	**BUSINESS MANAGEMENT**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students with concepts and principles of Management. 2. To facilitate the development of managerial skills.

Course Outcomes

CO1	Define management, retrieve various management thoughts & principles
CO2	Demonstrate planning and decision-making process & summarise techniques of forecasting
CO3	Describe conceptual framework of organizing and staffing
CO4	Summarize leadership theories, styles & Identify the relevance of motivation & directing
CO5	Enumerate control, co-ordination and change management process

Reference Books:

#	Title	Author/s	Publisher
1	Principles of Management	Koontz & O' Donnell	McGraw Hill Education
2	Procurement and Principles Management	Peter Baily, Barry Crocker	Pearson Education
3	Principles of Management	Ramesh B Rudani	McGraw Hill India
4	Principles & Practice of Management	Prasad L.M.	Sultan Chand & Sons
5	Management for Beginners	A. Vennila, & A. Mekala	Notion Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			
4				H	M	
5	H		M			H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO MANAGEMENT**	**10 Hours**
Management – Meaning, Nature , significance -Evolution of Management Thought:Classical School (Taylor, Fayol), Neo-classical School, Human Relations Approach (Hawthorne Experiments), Behavioural Science Approach Modern Management:Quantitative Approach, Systems Approach, Contingency Approach, (overview only ,)Functional Areas of Management ,Principles of Management Types of business – Sole Proprietorship, Partnership Firm, Hindu Undivided Family (HUF), Co-operative Society, Joint stock company, One Person Company (OPC), Limited Liability Partnership (LLP). (Meaning only) Manager , Managerial Roles – Mintzberg ,Managerial Skill Sets-Katz's Managerial Skills Model .		
Unit 2	**PLANNING, FORECASTING AND DECISION MAKING**	**08 Hours**
Planning: Meaning ,Nature, Process, Objectives, benefits, and limitations of planning Types of Plans: based on time, managerial level, functional aspect, frequency of usage Forecasting: Concept, Importance, Techniques (Qualitative & Quantitative), Decision Making: meaning, Process,, Decision Making Using AI and Business Analytics (meaning only) MBO & MBE, Corporate Planning,Strategy Formulation.		
Unit 3	**ORGANIZING AND STAFFING**	**10 Hours**
Organizing: meaning, Nature, Purpose,Types of Organizational Structure – Line, Line and Staff, Functional, Divisional, Project-Based, Matrix, Team-Based, Network, Virtual, Holacracy, Decentralization- meaning , types -Functional, Geographical, Product-Based, Process-Based, Customer-Based (overview only)Span of Control: Meaning, Factors Influencing span of control ,Staffing: Meaning, Nature, Process		
Unit 4	**LEADERSHIP, MOTIVATION AND DIRECTING**	**12 Hours**
Directing: Meaning , objectives ,Leadership: meaning- Styles – Autocratic Leadership, Democratic (Participative) Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership ,Theories of Leadership: Trait Theory, Behavioral Theories (Ohio & Michigan) Situational Leadership Theory (Hersey-Blanchard Model), Servant Leadership Theory,Motivation: meaning , Need of Motivation, financial and nonfinancial motives, Theories of motivation – Maslow, Herzberg, McGregor (Theory X & Y), Ouchi's Theory Z, Vroom's Expectancy Theory		
Unit 5	**MANAGERIAL CONTROL, CO-ORDINATION AND CHANGE MANAGEMENT**	**12 Hours**
Managerial control: concept and process: Effective control system: Techniques of control- traditional and modern. Co-ordination: Meaning – methods of co-ordination,Change Management – Meaning, need for change in organizations, process of change (Lewin's Three-Step Model), resistance to change, reasons for resistance to change, Role of managers in change management		

Second Semester

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2124	**QUANTITATIVE METHODS AND TECHNIQUES FOR BUSINESS DECISIONS**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize students with basic arithmetic calculations and its application in accounting & finance. 2. To enable students to apply statistical methods in the business context and interpret results.
Course Outcomes	
CO1	Apply basic concepts such as ratios and proportions, equations and profit and loss to the business decision making process.
CO2	Compute simple interest and compound interest for a single and uneven cash flows.
CO3	Explain the relevance and role of statistics in business research.
CO4	Identify the appropriate measure of central tendency and dispersion to be used in accordance with the case.
CO5	Compute of correlation and regression coefficients and the interpretation of the same.

Reference Books:

#	Title	Author/s	Publisher
1	Mathematics for Management	M Raghava Chari	McGraw Hill Education
2	Business Mathematics	M Wilson	Himalaya Publishing House
3	Business Mathematics and Statistics	G.R. Veena &Seema	I.K. International
4	Statistical Methods	Gupta S P	Sultan Chand & Sons
5	Quantitative Methods in Management	R. Selvaraj	Excel Books

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M		L	H	
2	M	H		M	M	
3				M		
4		M		H		
5	M	H		H	M	

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	**BASIC MATHEMATICAL CONCEPTS**	**12 HOURS**
Theory of equations (Linear, Quadratic and Simultaneous), Application of equations to business and commerce- Ratio and Proportion – Basic Laws of Ratios, proportions –direct, inverse, compound. Mixed proportions (time and work only) – Percentage – Application in business and commerce – Profit and loss, simple discount, Matrices.		
UNIT 2	**INTEREST**	**08 HOURS**
Simple interest-meaning-basic calculations-Compound interest -Effective and nominal rate of interest.		
UNIT 3	**INTRODUCTION TO STATISTICS**	**08 HOURS**
Importance of Statistics, scope, limitations. Classification of data, Tabulation – diagrammatic representation of data -Relevance in Business research.		
UNIT 4	**MEASURES OF CENTRAL TENDENCY AND DISPERSION**	**12 HOURS**
Mean, Median, Mode, Quartiles, Standard Deviation and Coefficient of variation. Skewness and Kurtosis (only theory).		
UNIT 5	**CORRELATION AND REGRESSION**	**12 HOURS**
Scatter diagram, Karl Pearson’s and Spearman’s correlation of coefficient. Regression, properties of regression coefficient.		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2224	**HUMAN RESOURCE MANAGEMENT**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To enable the students to understand the HR Management and system at various levels in organizations. 2. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.
Course Outcomes	
CO1	To develop the understanding of the concept of human resource management and define current ethical and moral issues confronting HR managers.
CO2	Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
CO3	Define HRD concept and identify the various training methods and design a training program.
CO4	Understand the concept of performance appraisal process in an organization & its application
CO5	Explain understanding of key concepts and practices within the field of IHRM

Reference Books:

#	Title	Author/s	Publisher
1	Human Resource Management	Stephen P. Robbins	Pearson Education
2	Business Mathematics	Gilmore and Williams	Oxford University Press
3	Human Resource and Personal Management	K Aswathappa	McGraw Hill
4	Human Resource Management	IIBF	Macmillan India
5	Human Resource Management	Raju T.	Dream tech Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M	M			
3	M		M	L		
4	H	H				
5					H	H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**	**08 Hours**
Meaning and Definition of HRM, Nature, Scope, Objectives and Importance of HRM, Evolution of HRM, Functions of HRM – Managerial and operative, Process of Human Resource Management, Limitations and Challenges in HRM		
Unit 2	**HUMAN RESOURCE PLANNING**	**12 Hours**
Human Resource Planning (HRP): Meaning, Importance, and Process Job Analysis - Process Job Description, Specification, Enrichment, and Design (meaning and features)Recruitment -Factors Affecting Recruitment, Process of Recruitment, Traditional & Modern Sources of Recruitment Selection -Process of Selection, types of tests, types of interviews, Placement, onboarding process, Outsourcing and Remote Hiring, Gig Workforce and Flexible Staffing, Talent Analytics for Workforce Planning		
Unit 3	**TRAINING & DEVELOPMENT**	**10 Hours**
Training: Meaning, Objectives, Importance, Difference between Training and Development Methods of Training: On-the-job and Off-the-job, Virtual & Hybrid Training Executive Development Programs, Meaning and Role of Human Resource Development (HRD)		
Unit 4	**PERFORMANCE APPRAISAL AND COMPENSATION**	**12 Hours**
Performance Appraisal: Meaning, Objectives, Methods, Errors in Performance Appraisal Planning for Performance Improvement Compensation Management: Meaning, Objectives, and Components, Promotion: Purpose, Criteria, and Types, Transfer: Meaning, Reasons, and Types, Grievance Handling: Meaning and Mechanisms, Employee Retention Strategies: Factors and Methods, Employee Engagement and Wellbeing		
Unit 5	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**	**10 Hours**
Global HRM –International Staffing – Ethnocentric, Polycentric, Geocentric, Regiocentric approaches (meaning) , Importance, Expatriate Management – Training and Repatriation, Cross-cultural Training meaning and importance, Succession planning, Competency Mapping , Talent Alignment, HR Business Partner (HRBP) – Servant Leadership HR Analytics,HRIS – Human Resource Information System and Integration, Diversity, Equity and Inclusion (DEI) ,Sustainability and ESG-linked HR Practices		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2324	**CORPORATE ACCOUNTING**	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students to prepare financial statements in accordance to IndAS. 2. To enable the students, learn accounting aspects of corporate restructuring.

Course Outcomes	
CO1	Prepare company financial statements.
CO2	Calculate the value of Goodwill and shares in a company.
CO3	Explain legal provisions and accounting procedure with reference to internal reconstruction.
CO4	Explain legal provisions and accounting procedure with reference to M&As.
CO5	Summarize recent development in accounting & accounting standards

Reference Books:

#	Title	Author/s	Publisher
1	Corporate Accounting	S. P. Jain and K. L. Narang	Kalyani Publishers
2	Advanced Accountancy	R L Gupta	Sultan Chand and Sons
3	Corporate Accounting	Shukla & K.L. Gupta	Sahitya Bhawan Publications
4	Corporate Accounting	Maheshwari	S Chand
5	Fundamentals of Corporate Accounting	M Hanif, A Mukherjee	McGraw Hill India

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	L			
2		H				L
3	H					
4	H	M		M		
5	M	H		H		

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**COMPANY FINAL ACCOUNTS**	**14 Hours**
Meaning — Preparation of Financial Statements of Companies as per Schedule III of the Companies Act, 2013 (excluding Cash Flow Statement and Consolidated Financial Statement) - Treatment of special items: Depreciation and Amortization, Interest on Debentures, Provision for Tax, Dividends: Interim and Proposed, Corporate Dividend Tax, Unclaimed dividend, Commission payable before charging such Commission and after charging such commission.		
Unit 2	**VALUATION OF SHARES**	**10 Hours**
Definition, Meaning, need for valuation, factors affecting valuation, Earning per share (Ind AS 33), methods of valuation, asset backing or intrinsic value method, yield valuation method, fair value method. Fair Value method (IFRS 13) - Basic Problems.		
Unit 3	**INTERNAL RECONSTRUCTION**	**10 Hours**
Meaning, objective - Legal provision relating to Capital Reduction- steps - Accounting entries on Internal Reconstruction- Consolidation and Sub- division of shares- Preparation of reconstructed Balance sheet		
Unit 4	**MERGERS AND ACQUISITIONS**	**12 Hours**
Introduction-definitions- amalgamation in the nature of purchase - accounting treatments (Ind as14) - purchase consideration – calculation of goodwill or capital reserve – net payment and net asset method – treatment of dissolution expenses met by purchasing company – accounting for assets and liabilities not Taken over. Liquidation concept.		
Unit 5	**RECENT DEVELOPMENT IN ACCOUNTING AND ACCOUNTING STANDARDS**	**06 Hours**
Human resources Accounting-Environmental accounting- Social Responsibility accounting- Valuation of Brand. Indian accounting standards: Meaning- Need for Accounting Standards in India-Accounting Standards Board (ASB)- Process of setting Accounting Standards in India- A brief theoretical study of Indian Accounting Standards. Integrated Reporting		

Third Semester

Department of Management						
III Semester	**Code**	**Course Title**	**Course Duration**	**Course Type**	**Session**	**Credits**
	BA3125	**MARKETING IN THE DIGITAL ERA**	**60 Hours**	**DSC**	**4 Hours a Week**	**4**

Course Objective/s:	To provide students with an understanding of marketing concepts, consumer behavior, branding strategies, digital marketing, and analytics to make informed marketing decisions.
Course Outcomes:	
CO 1	Understand fundamental marketing concepts, principles, and strategies.
CO 2	Analyze consumer behavior and market segmentation for effective targeting.
CO 3	Apply branding strategies and positioning techniques in a competitive market.
CO 4	Explore digital marketing tools, social media marketing, and e-commerce strategies.
CO 5	Introduce marketing analytics for data-driven decision-making.

Reference Books:

	Title	Author/s	Publisher
1	Marketing Management	Philip Kotler & Kevin Keller	Pearson Education
2	Consumer Behavior	Leon G. Schiffman & Leslie Lazar Kanuk	Pearson Education
3	Digital Marketing	Seema Gupta	McGraw Hill
4	Marketing Analytics	Rajkumar Venkatesan	Wiley
5	Branding and Positioning Strategies	Kevin Lane Keller	Prentice Hall

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	M	H	L	
2	H	H	H	M	L	
3	H	H	L	H		
4	H	H	L	H		
5	H	H	M	H		

H=High | L= Low | M=Moderate

Unit 1	INTRODUCTION TO MARKETING	08 Hours
Definition, Nature and Scope of Marketing, Functions of Marketing: Marketing Approaches, Core Marketing Concepts: Needs, Wants, And Demands, Marketing v/s Selling, Marketing Environment.		
Unit 2	**STP & CONSUMER BEHAVIOR**	**10 Hours**
Market Segmentation, Targeting and Positioning (STP) and Bases for Segmentation. Understanding Consumer Behavior and Decision-Making Process, Consumer Perception and Attitudes, Role of Emotions and Motivation in Consumer Behavior.		
Unit 3	**MARKETING MIX**	**14 Hours**
Introduction to Marketing Mix, Marketing Mix (4Ps And Extended 7Ps), **Product**: Product Mix, Product Life Cycle (PLC), New product development stages and Branding. **Price**: Price Objectives, Pricing Methods/Strategies. **Place**: Types of Intermediaries. **Promotion**: Promotion Mix Strategies, Integrated Marketing Communication (IMC), Extended P's - People, Process and Physical Evidence.		
Unit 4	**INTRODUCTION TO DIGITAL MARKETING**	**12 Hours**
Evolution to Digital Marketing, Search Engine Optimization (SEO): Types of SEO, Trends in SEO, Different kinds of traffic on and off Page Optimization (OPO) , Search Engine Marketing (SEM): Paid versus natural Search, SEM landscape , Social Media Marketing , Content Marketing , Email Marketing , Analytics and Data-Driven Marketing , Online Reputation Management (ORM) Affiliate Marketing , E-commerce Marketing and Digital Marketing Ethics.		
Unit 5	**MARTECH (MARKETING TECHNOLOGY)**	**8 Hours**
Artificial Intelligence (AI) in Marketing, Voice Search and Conversational Marketing Influencer and Creator Economy, Video and Interactive Content Marketing, Metaverse and Virtual Marketing, Block chain and Web3 in Marketing, Marketing analytics, Data marketing.		

DEPARTMENT OF MANAGEMENT						
III Semester	CODE	Course Title	Duration	Course Type	Session	Credits
	BA3225	**Cost Accounting**	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To facilitate students to ascertain the cost of various products and services and prepare quotations.
Course Outcomes:	
CO1	Understand the fundamental aspects of Cost Accounting and Preparation of Cost sheet
CO2	Comprehend the various methods and techniques of material costing
CO3	Analyse and ascertain the cost of labour through different methods
CO4	Apply the various costing concepts in the ascertainment of overhead cost of various products and services
CO5	Demonstrate skilled expertise in reconciling financial and cost data

Reference Books:

#	Title	Author/s	Publisher
1	Methods and techniques of Cost Accounting	Arora M N	Himalaya
2	Cost Accounting Theory and Practices	Banerjee B	PHI Learning Pvt Ltd
3	Cost Accounting	Jain & Narang	Kalyani Publishers
4	Advanced Cost Accounting	Madegowda J	Himalaya
5	Advanced Cost Accounting	S.N.Maheshwari	Sultan Chand

Learning by Doing Activities- 8 Hours

COs	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
1	H			H	
2	H			H	L
3	H		H		
4	H		H		
5	H				L

3=High | 1= Low | 2=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO COST ACCOUNTING**	**10 Hours**
Meaning & Definition of Cost, Costing and Cost Accounting – Objectives of Costing - Comparison between Financial Accounting and Cost Accounting –Designing and Installing a Cost Accounting System – Cost Concepts - Classification of Costs– Elements of Cost – Preparation of Cost Sheet – Tenders and Quotations.		
Unit 2	**MATERIAL COST AND CONTROL**	**12 Hours**
Meaning – Concepts and Objectives: Direct Material, Indirect Material. Material Control – Purchasing Procedure – Store Keeping – Techniques of Inventory Control –Stock Levels– EOQ – ABC Analysis –VED Analysis- Perpetual Inventory System – Documents used in Material Accounting - Methods of Pricing Material Issues: FIFO, Simple and Weighted Average Price Method - Problems.		
Unit 3	**LABOUR COST AND CONTROL**	**10 Hours**
Introduction – direct and indirect labour - Meaning – Types: Direct Labour, Indirect Labour – labour control – job evaluation and merit rating - Idle Time – Overtime – Labour Turn Over - Time Rate System, PieceRate System, Incentive Systems - Halsey plan, Rowan premium plan & Taylor’s and Merrick’s differential Piece Rate System.		
Unit 4	**OVERHEAD DISTRIBUTION**	**12 Hours**
Meaning and Definition – Classification of Overheads – Procedure for Accounting and Control of Overheads – Allocation and Apportionment of factory Overheads – Primary and Secondary Overhead Distribution Summary – Repeated and Simultaneous Equations Method – Absorption of Factory Overheads – Machine, Labour and Direct labour methods.		
Unit 5	**RECONCILIATION OF COST AND FINANCIAL ACCOUNTS**	**08 Hours**
Need for Reconciliation – Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Lossshown by Financial Accounts – Preparation of Reconciliation Statement and Memorandum Reconciliation Account.		

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA3325	**BANKING OPERATIONS**	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To familiarise students with structure of banking laws and its operations
Course Outcomes:	
CO1	Define banking structure and role in economic development.
CO2	Annotate the regulatory and operational framework of banks.
CO3	Elucidate the banker and customer relationship.
CO4	Categorise and compare negotiable instruments.
CO5	Summarise the functions of collecting and paying banker.

Reference Books:

#	Title	Author/s	Publisher
1	Banking Theory Law and Practice	Gordan.E. and Natrajan.K	Himalaya
2	Banking Theory Law and Practice	Sundharam and Varshney	Sultan Chand and Sons
3	Banking law & Operation	M. Prakhas, Bhargabhi R	Vision Book House
4	Banking Law and Practice in India	Tannan M.L	Indian Law House
5	Banking Theory & Practice	S. P Srivastava	Anmol Publications

Learning by doing activities 8 hours

CO-PO MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	M					
2	M					
3		L				
4	M					
5	L					M

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	**BANKING SYSTEM**	**10 HOURS**
Introduction to Banking: Evolution of Banking in India, Role of Commercial Banks in economy, Structure and Types of Banks: Scheduled Banks, Regional Rural Banks (RRBs), Investment Banks, Development Banks, Small Finance Banks and Payment Banks, Informal Banking,Functions of Scheduled Banks: Primary and Secondary Functions, Investment Policy of Commercial Banks. Distinction between NBFCs and Commercial Banks. RBI, Organisation & Functions, Mechanism of supervision and regulation; monetary policy, credit control measures by RBI		
UNIT 2	**BANKER AND CUSTOMER RELATIONSHIP**	**8 Hours**
Banker and Customer: General and Special Relationships. Account Opening Procedure KYC Guidelines Types of Customers and Account Holders: Minors, Partnerships, Joint Stock Companies, HUF, Trusts, Societies, Joint Accounts, and NRI Accounts. Types of Deposits: Features and Meaning of Demand Deposits, Term Deposits, Recurring Deposits, and Fixed Deposits.		
UNIT 3	**NEGOTIABLE INSTRUMENTS**	**10 Hours**
Negotiable Instruments: Meaning, Definition, and Features, Types of Negotiable Instruments: Promissory Notes, Bills of Exchange, and Cheques. Cheques: Types of cheques, Crossing, Endorsements (Meaning, Essentials, and Kinds). Paying Banker: Meaning, Precautions, and Statutory Protection. Collecting Banker: Duties and Statutory Protection Dishonor of Cheques and Consequences of Wrongful Dishonor.		
UNIT 4	**LENDING OPERATIONS**	**12 Hours**
Lending Operations: Principles of Bank Lending, Types of Lending (Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit). CIBIL scores, Modes of Creating Charge: Hypothecation, Mortgage, Pledge, and Lien. NPAs (Non-Performing Assets): Meaning and Classification (Substandard, Doubtful, and Loss Assets). Causes of NPA: Internal and External Factors, Identification and Recognition of NPAs (IRAC Norms, Early Warning Signals, SMA Categories). (Meaning only)		
UNIT 5	**TECHNOLOGICAL INNOVATIONS AND REFORMS IN BANKING**	**12 Hours**
Bank Ombudsman Scheme: Meaning, Features, and Procedures. Highlights of Narasimhan Committee Report on Banking Sector Reforms, Nachiket Mor Committee (2013) Basel Norms (Basel I, II, III) Insolvency and Bankruptcy Code, 2016 overview only. E-Banking, Benefits and challenges E-Services: Debit and Credit Cards, Internet Banking, Mobile Banking, Digital Wallets, UPI, NEFT, RTGS, IMPS, ECS. FINTECH, Neo banking		

ELECTIVES-I

Department of Management						
III Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAMDE3125	**Quick Commerce**	30 Hours	MDE	2 Hours a Week	2

Course Objective:	To provide students with a comprehensive understanding of the business models, supply chain dynamics, technological innovations, and consumer behavior driving the rapid growth of quick commerce.
Course Outcomes	
CO1	Students will gain a foundational understanding of quick commerce, its market structure, and the major players operating in the space.
CO2	Students will understand how quick commerce operates from a supply chain perspective and how technology enables fast and efficient deliveries.
CO3	Students will explore consumer behavior, branding, and the future outlook of quick commerce, preparing them for real-world applications.

Reference Books:

#	Title	Author/s	Publisher
1	Supply Chain Management: Strategy, Planning, and Operation	Sunil Chopra & Peter Meindl	Pearson India
2	E-Commerce Logistics in India: The Emerging Landscape	Kunal Sharma	Sage Publications India
3	Delivering the Future: The Story of Indian E-commerce	Meena Ganesh	HarperCollins India
4	The Future of Warehouse Management: AI, Automation, and Micro-Fulfillment	James A. Cooke	Wiley
5	India E-commerce Logistics Market Report	RedSeer Consulting	RedSeer Research

Learning by Doing activities [4 hours]

COs	Program Outcome				
	PO1	PO2	PO3	PO4	PO5
1		1			
2					2
3	1	2	1		
4			2	3	
5		1			1

3=High|1=Low|2=Moderate

COURSE CONTENTS		
Unit 1	**Introduction to Quick Commerce**	**10 Hours**
Key characteristics of Quick Commerce (Q-Commerce), Difference between traditional e-commerce and quick commerce, Evolution of instant delivery models in India and globally, Business Models - Hyperlocal delivery model, Inventory-based vs. marketplace model, Quick commerce vs. dark stores vs. instant grocery delivery, Market size and growth trends in India, Competitive differentiation strategies in quick commerce.		
Unit 2	**Operations & Supply Chain in Quick Commerce**	**7 Hours**
Logistics & Inventory Management - Dark stores and micro-fulfillment centers, SKU optimization for high-speed delivery, Last-mile logistics and rider efficiency; Technology & AI in Quick Commerce - AI-driven demand forecasting and route optimization, Real-time tracking and delivery slot management, Automation in warehouse operations; Challenges & Risk Management in Q – Commerce.		
Unit 3	**Consumer Behavior & Future of Quick Commerce**	**9 Hours**
Consumer Behavior - Instant gratification and impulse buying, Hyper-personalization and targeted advertising, Customer retention strategies in quick commerce; Marketing & Branding Strategies - Digital marketing tactics for quick commerce platforms, Loyalty programs and gamification strategies, Influencer collaborations and social media engagement; Future Trends - Sustainability and eco-friendly last-mile delivery solutions, Emerging business models and integration with other industries.		

Department of Management						
III Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAMDE3225	**DESIGN THINKING FOR MANAGEMENT**	30 Hours	MDE	2 Hours a Week	2

Course Objective/s:	1. Explain the principles of design thinking, identify when to use it, and generate innovative ideas to address workplace challenges. 2. Demonstrate an understanding of individual behavior concepts and utilize structured approaches to generate and assess ideas that lead to desired organizational outcomes.

Course Outcomes

CO1	Explain design thinking is and when to use it.
CO2	To help students generate innovative ideas and build prototypes for testing.
CO3	To apply design thinking concepts in real-world business scenarios

Reference Books:

#	Title	Author/s	Publisher
1	Solving Problems with Design Thinking: Ten Stories of What Works	Liedtka, J., King, A., & Bennett, K.	Columbia Business School Publishing
2	Design Thinking	Clarke, R. I.	ALA Neal-Schuman
3	Thinking Design	S Balaram	Sage Publications Pvt. Ltd.

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO DESIGN THINKING**	**7 Hours**
Understanding Design Thinking: Definition, principles, and evolution Importance of design thinking in management Human-centered approach to problem-solving. The Design Thinking Process: Empathize, Define, Ideate, Prototype, Test Role of creativity and innovation in decision-making Case studies of successful businesses using design thinking Empathy & User-Centric Approach: Understanding customer pain points Observation techniques & user interviews creating empathy maps.		
Unit 2	**IDEATION & PROTOTYPING**	**9 Hours**
Problem Definition & Framing: Converting insights into problem statements. How to define 'How Might We' (HMW) questions Ideation Techniques: Brainstorming, Mind Mapping, SCAMPER. Role of collaboration in ideation. Prototyping & Testing: Types of prototypes (low-fidelity vs high-fidelity) Rapid prototyping methods. Gathering user feedback & refining solutions.		
Unit 3	**EXPERIMENTATION**	**9 Hours**
Design Thinking in Business Strategy: Integrating design thinking into business models. Case studies on corporate innovation (Apple, Google, Airbnb). Design Thinking for Process & Service Innovation: Improving customer experience. Implementing design thinking in HR, Marketing, and Operations. Scaling & Sustaining Design Thinking Culture: Overcoming resistance to change. Building a culture of experimentation and learning		

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BAMDE3325	**Business and Corporate Etiquettes**	30 Hours	MDE	2 Hours a Week	2

Course Objective/s:	1. To develop communication and presentation skills required to demostrate corporate etiquettes 2. To equip students with essentials of social skills and professionalism

Course Outcomes

CO1	Demonstrating the various types of essential etiquettes in a corporate environment.
CO2	Evaluate the prevailing corporate culture, ethical issues; and manage conflict effectively.
CO3	Construct effective presentations, group discussions and other professional pre requisites.

Reference Books:

#	Title	Author/s	Publisher
1	The Essential Guide to Business Etiquette	Lillian H. Chaney & Jeanette S. Martin	Prager Publishers
2	Indian Business Etiquette	Raghu Palat	Jaico Publishing House.
3	Corporate Grooming and Etiquette	Sarvesh Gulati	Rupa Publications India Pvt. Ltd

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Introduction to Business and Corporate Etiquette**	**7 Hours**
Business Etiquette – Meaning & characteristics - Essentials of Business Etiquette – Generally accepted Etiquette practice – Dimensions of Business Etiquettes: Telephone, Meeting, Interview (Before, After and During Interview), Workplace, Business party, letter, e-mail. Social Media Etiquettes.		
Unit 2	**Corporate Culture and Expectations**	**9 Hours**
Corporate Culture & its components – values – Addressing Ethical issues – Cross cultural values and expectation – Etiquette techniques and styles under various corporate cultures. Business Communication – SMS Language, Corporate Expectations - Professionalism – Importance of Professional behavior – Dress Code. Meeting: Protocol – Agenda – Chairing. General Disability Etiquette - Attitude and Conflict Management, Indian Business Etiquette. Introduction to Corporate Politics- Case lets. Etiquette		
Unit 3	**Presentation Etiquette**	**9 Hours**
Presentation Etiquette: Importance, Basic Courtesies – Small talk, Greetings, Handshakes. PPT presentation – Essentials of good presentation – Spokesperson – Group Discussion: Introduction, Types, Do’s and Don’ts, Elevator pitch, Body Language, Verbal communication, Resume preparation and Grooming		

Fourth Semester

DEPARTMENT OF MANAGEMENT							
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4125	**Financial Management**	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To enable students to understand the concepts of financial management. To imbibe basic concepts which enable the financial decision making

Course Outcomes:

CO1	Understand the concept of financial management and the dynamic role played by the financial manger
CO2	Analyse the optimum capital structure for financial decisions
CO3	Assess the investment decisions using various techniques
CO4	Compare and contrast various activities to determine adequate working capital
CO5	Familiarize and educate the students about the dividend policy and types of dividend

Reference Books:

#	Title	Author/s	Publisher
1	Financial Management	Chandra, Prasanna	Tata McGraw Hill
2	Financial Management	Gupta & Sashi	Kalyani Publisher
3	Financial Management	Khan and Jain	Tata McGraw Hill
4	Financial Management	Maheshwari, S.N	S.Chand
5	Financial Management	Mohammed Umair	Skyward Publisher

Learning by doing activities 8 hours

CO-PO MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO 5
1	H				H	
2		M	H			
3				L		
4						
5		H				

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	**INTRODUCTION**	**8 HOURS**
Meaning of Finance –Finance Function – Aims of Finance Function – Organization structure of Finance Department - Financial Management – Goals of Financial Management – wealth and profit maximization – Financial Decisions – Financial Planning – Steps in Financial Planning – Principles of Sound Financial Planning. Changing role of finance managers - Organization of finance function.		
UNIT 2	**TIME VALUE OF MONEY AND INVESTMENT DECISIONS**	**16 Hours**
Time Value of Money – Future Value (Single Flow – Uneven Flow & Annuity) – Present Value (Single Flow – Uneven Flow & Annuity) – Doubling Period. Investment Decision: Introduction –Process – Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and profitability index Problems, Capital rationing (Meaning only).		
UNIT 3	**FINANCING DECISIONS BASED ON CAPITAL STRUCTURE**	**12 Hours**
Capital structure decisions – Meaning, Overview of financing choices –The financing process; internal and external financing –Optimal capital structure. Cost of capital – individual sources and weighted average cost of capital. (Problems) Operational and financial leverage - Business risk and its effect on the use of financial leverage, Computation & Analysis of EBIT, EBT, EPS – Leverages. (Problems)		
UNIT 4	**DIVIDEND DECISIONS**	**6 Hours**
Dividend Decision: Introduction – Meaning and Definition – Determinants of Dividend Policy – Types of Dividends – Bonus share (Theory only)		
UNIT 5	**WORKING CAPITAL MANAGEMENT**	**10 Hours**
Meaning and Concept of Working Capital – Significance of Adequate Working Capital –Problems arising from excess or inadequate Working Capital – Determinants of Working Capital (simple problems) – Sources of Working Capital. Cash management- motives of holding cash, inventory management, receivables management (concept only).		

DEPARTMENT OF MANAGEMENT							
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4225	**BUSINESS RESEARCH METHODS**	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To familiarize students with the concepts and techniques of business research. To enable students to take up practical research projects.
Course Outcomes:	
CO1	Understand the basic concepts of business research and its types
CO2	Learn the appropriate method of sampling for selected research area
CO3	Construct tool for data collection and analysis
CO4	Learn to formulate hypothesis.
CO5	Prepare the business research report in standardized format.

Reference Books:

#	Title	Author/s	Publisher
1	Statistical Methods	S.P Gupta	Sultan Chand
2	Marketing Research: A South Asian Perspective	Gilbert A. Churchill, Dawn Iacobucci and D. Israel	Cengage Learning.
3	Research Methodology	Kothari	New Age
4	Research Methodology	WilPriti R Majhi & Prafull K Khatua	HPH
5	Research Methodology	O.R.Krishnaswamy	HPH

Learning by doing activities 8 hours

CO-PO MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1		H		L		
2		M	H			
3			M	M		
4		M				
5	H		M		M	H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO BUSINESS RESEARCH**	**12 Hours**
Business Research; Meaning – Objectives – Scope and Purpose of research – Qualities of good researcher – Types of Research – Research Process – Identification, Selection and Formulation of research problem – Research questions – Review of Literature; Need – Sources of Review of literature – Writing review of literature.		
Unit 2	**RESEARCH DESIGN AND SAMPLING TECHNIQUES**	**10 Hours**
Research Design; Meaning – Purpose – Principles and developing a research plan - Types of research design – Sampling; Meaning - Steps in sampling - Criteria for Selecting Sampling Techniques - Sampling frame - Sampling methods - probability and non-probability – Sample size - Sampling errors.		
Unit 3	**TOOLS FOR DATA COLLECTION**	**10 Hours**
Data; Meaning - Types of Data - Difference between Primary and Secondary Data - Collection of Primary data – Tools for data collection - Questionnaire – Schedules – Interview – Survey - Observation; Secondary data: Meaning - Sources of Secondary Data – Problems in data collection - Pilot study.		
Unit 4	**DATA PROCESSING AND HYPOTHESIS TESTING**	**12 Hours**
Processing of data; Questionnaire checking - Editing – Coding - Classification of data -Tabulation of data - Hypothesis testing; Concept - Need - Characteristics of hypothesis -Types of hypothesis - Procedure for hypothesis – Parametric Test; One sample T test – ANOVA – Non Parametric Test; Chi-Square – Mann-Whitney U test.		
Unit 5	**REPORT WRITING**	**08 Hours**
Introduction; Types of research report – Format - principles of writing report – precautions while writing research reports- Footnotes and Endnotes - Bibliography – Citation Model; APA Model - Guidelines for writing references.		

DEPARTMENT OF MANAGEMENT							
IV Semester	#	**Course Title**	**Duration**	**Course Type**	**Session**	**Credits**
	BA4325	**PRODUCTION AND OPERATIONS MANAGEMENT**	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To enable the students to understand the various process of production. To facilitate the students to be aware of techniques of Operations Management.
Course Outcomes:	
CO1	Understand the techniques of production and enable in being a responsible production manager.
CO2	Analyze in taking decision with regards to buying and selling.
CO3	Equip with proper planning process of plant and site location.
CO4	Understand the techniques of quality control measures and being effective quality managers.
CO5	Choose appropriate technique in material and waste management.

Reference Books:

#	Title	Author/s	Publisher
1	Production and Operations Management	K. Aswathappa G. Sudarsana Reddy	Himalayan publications.
2	Modern Production & Operations Management	Buffa	Wiley Eastern Ltd.
3	Operation Management	Joseph R. Monks	Tata McGraw-hill publishing Co. Ltd
4	Materials Management	K.Datta	Prentice-Hall of India (P) Ltd

Learning by doing activities 8 hours

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	H					
2	M					
3		L				
4	M					
5	L					M

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**FOUNDATION TO PRODUCTION AND OPERATIONS MANAGEMENT**	**10 Hours**
Introduction - Meaning & Definition – Classification - Objectives and Scope of Production and operation Management - Automation: Introduction – Meaning and Definition – Need – Types - Advantages and Disadvantages.		
Unit 2	**PLANT LOCATION AND LAYOUT**	**12 Hours**
Introduction – Meaning & Definition - Factors affecting location, theory and practices, cost factor in location -Plant layout principles -space requirement- Different types of facilities, Organization of physical facilities – building, sanitation, lighting, air conditioning and safety.		
Unit 3	**MATERIALS MANAGEMENT**	**10 Hours**
Introduction – Meaning & Definition - Purchasing, Selection of Suppliers, Inventory Management, MaterialHandling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control.		
Unit 4	**PRODUCTION PLANNING AND QUALITY CONTROL**	**10 Hours**
Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing Quality Control - Statistical Quality Control, Quality Management, Control charts and operating characteristic curves, acceptance sampling procedures, Quality Circle, Meaning of ISO and TQM. Six-Sigma Productivity factors influencing productivity - Concept of Standard Time, Method study, Time and Motion Study, Charts and Diagrams, Work Measurements. Best Practices and emerging trends in production and operations. (Concepts only)		
Unit 5	**MAINTENANCE AND WASTE MANAGEMENT**	**10 Hours**
Introduction – Meaning – Objectives - Types of maintenance, Break- down, spares planning and control,preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods - Waste Management - Scrap and surplus disposal, salvage and recovery, E waste management, solid water waste management.		

ELECTIVES-II

Department of Management						
IV Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAMDE4125	**EVENT MANAGEMENT**	30 Hours	MDE	2 Hours a Week	2

Course Objective:	To familiarize students with a conceptual framework of Event Management, Event Services, ConductingEvent and Managing Public Relations.

Course Outcomes:	
CO1	Understand the policies & procedures involved in Event Management
CO2	Understand event management procedure
CO3	Comprehend the importance of public relations for an event.

Reference Books:

#	Title	Author/s	Publisher
1	Event Entertainment and Production	Mark Sonderm	Wiley & Sons
2	Event Management	Anne Stephen	Himalaya Publishing House
3	Event Management	K. Venkataramana	SHBP
4	Event Management & Public Relations	Savita Mohan	Enkay Publishing House
5	Event Management & Public Relations	Swarup K. Goyal	Adhyayan Publisher

COURSE CONTENTS		
Unit 1	**INTRODUCTION TO EVENT MANAGEMENT**	**7 Hours**
Meaning, Need, Scope of Event; Analysis of Event; Decision Makers: Event Manager, Technical Staff; Establishing of Policies & Procedure, Event Team, Why Event Management, Requirement of Event Management, Decision makers, career in event management. Principles for Holding an Event; emergency procedures, Health and safety issues, insurance, licenses and permission; Locating People, Clarifying Roles, developing content Guidelines, Participant Tips, Fees & Honorariums, Travel Arrangements, Worksheets Preparing a planning schedule, Organizing Tasks, Assigning Responsibility, Overall Planning Tips, Protocols, Dress Codes, Staging, staffing		
Unit 2	**PUBLIC RELATIONS FOR EVENTS**	**9 Hours**
Concept, Nature, Importance & Limitations of PR; Media, Types of Media; Media Management; Public Relation Strategy & Planning; Image branding, Advertising and PR, Meetings and Group Development; Tools of Promotion, Tips on writing a New Release, Direct Marketing, Word of Mouth; Planning a Promotion Campaign for an Event.		
Unit 3	**PRIVATE AND CORPORATE EVENTS**	**9 Hours**
Planning for a private event; Special Events - Types, wedding, meetings, sports, rallies, Event Sponsorship; Event Organizer, Event Partners, Event Associates; Planning of Corporate Events; Types of Corporate Events; Job Responsibility of Corporate Events: Organizer, Budgeting, Safety of Guests and Participants, Creating Blue Print; Need for Entertainment in Corporate Events.		

DEPARTMENT OF MANAGEMENT						
IV Semester	BAMDE4225	Course Title	Duration	Course Type	Session	Credits
		Family Business Management	30 Hours	MDE	2 Hours a Week	2

Course Objectives:	1. To familiarise students with approaches to sustainable business 2. To familiarise students with sustainable finance practices and products.
Course Outcomes:	
CO1	Describe common characteristics and structure of family businesses
CO2	Evaluate common strategies and models used in family businesses
CO3	Examine source of conflicts in family business and ways of solving it

Reference Books:

#	Title	Author/s	Publisher
1	Managing the Family Business	Thomas Zellweger	Edward Elgar Publishing
2	Family Business	Howorth, Robinson	Taylor & Francis
3	Family Business	Keeling Douglas J	iUniverse
4	Understanding the Family Business	Alderson Keanon J	Business Expert Press
5	Family Business	Bianchi Carmen	Montezuma Publishing

COURSE CONTENTS		
Unit 1	**Essence of Family Business**	**7 Hours**
Family Business – Meaning and Features, Distinction between family and non-family business, Types of family involvement in business, Circle model of family influence, Strengths and weaknesses of family firms, need of governance in family business, Specific governance problems in family business, Components of family charter.		
Unit 2	**Strategic Management in Family Business**	**9 Hours**
Strategic decision making in family firms, Socio emotional wealth, Family as a resource provider – Financial, Human, Social, Physical capital and Reputation, conceptualizing competitive advantage for family firms, Linking family firm identity to corporate reputation, Strategic conformity of family firms.		
Unit 3	**Conflicts in Family Business**	**9 Hours**
Tension and paradoxes in family firms, Management approaches to dealing with tensions, Misaligned interests of family owners and managers, ways in which family members can help or hinder innovation, Sibling rivalry, Resistance to Change. Succession options and road map, Opportunities and Challenges of succession options, Declining relevance of intra-family succession, Sources of complexity in family business succession, Structuring succession process, Successor willingness and abilities, Grooming the successor.		

DEPARTMENT OF MANAGEMENT						
IV Semester	BAMDE4325	Course Title	Duration	Course Type	Session	Credits
		Sustainable Business and Finance	30 Hours	MDE	2 Hours a Week	2

Course Objectives:	1. To familiarise students with approaches to sustainable business 2. To familiarise students with sustainable finance practices and products.

Course Outcomes:	
CO1	Comprehend the importance of sustainability for business
CO2	Describe sustainability of business from a marketing perspective
CO3	Acquaint with basic concepts and tools for applying the sustainable finance mechanisms

Reference Books:

#	Title	Author/s	Publisher
1	Sustainable Business Development	Rainey David L	Cambridge University Press
2	Business Environment and Sustainable Development	Cherunilam Francis	Himalaya Publishing House
3	Sustainable Business	Landrum Nancy E	Business Expert Press
4	Sustainable Business	Sally & Jean	John Wiley & Sons Inc
5	Sustainable Business - Key Issues	J Blewitt H Kopnina	T&F India

COURSE CONTENTS		
Unit 1	**Foundation to Sustainable Business**	**7 Hours**
Sustainable Company – Meaning and Features, Measures of sustainability - Life-Cycle-Analysis, GHG inventories, Measuring social impacts and benefits, Market opportunities for sustainability, Opportunities for Entrepreneurship, integrating sustainability issues within the core Business Strategy, how environmental sustainability is relevant to business..		
Unit 2	**Sustainable Marketing**	**9 Hours**
Sustainable Product Design, Ways to develop sustainable products, Motivations for sustainable consumer behavior, Building a Sustainability Brand, Sustainability as a Competitive Differentiator, Marketing Challenges: Pricing, Greenwashing, PR Challenges, Sustainable marketing communications strategies.		
Unit 3	**Sustainable Finance**	**9 Hours**
Sustainable Finance – Meaning and features, Ways of incorporating Sustainability into Organizations and the Financial System, Sustainable investment - meaning and approaches, Key Challenges for Sustainable Finance, The five pillars of sustainable finance concept. Introduction to Environmental, Social and Governance (ESG) Risk Management, elements of a sound impact report and it is importance for the integrity of the market, Sustainable Finance Products.		

Fifth Semester

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA5126	**MANAGEMENT ACCOUNTING**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. The objective of this subject is to enable the students to understand the analysis of financial statements 2. To interpret financial statements with a view to prepare management reports for decision-making.
Course Outcomes	
CO1	Understanding the basis of decision making accounting
CO2	Analysis of financial statements
CO3	Calculation and interpretation of ratios
CO4	Preparation of Cash Flow and Fund Flow Statement
CO5	Preparation of Budgets

Reference Books:

#	Title	Author/s	Publisher
1	Cost and Management Accounting	M. N Arora	Himalaya publication
2	Advanced Cost Accounting	S.N Maheshwari	Sultan Chand Publication
3	Management Accounting	Khan and Jain	Tata Mcgraw Hill

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M				
2	H	M				
3	H	M	L			
4	H	M	L			
5	H	M	L			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Introduction to Management Accounting and Reporting**	**6 Hours**
Meaning - Definition - Objectives -Features- Role of Management Accountant- Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting. Meaning of Management Reporting - Requisites of a Good Reporting System - Principles of Good Reporting System - Kinds of Reports		
Unit 2	**Financial Statement Analysis**	**8 Hours**
Analysis of Financial Statements: Types of Analysis - Methods of Financial Analysis - Problems on Comparative Statement analysis - Common Size Statement analysis- Trend Analysis.		
Unit 3	**Ratio Analysis**	**14 Hours**
Ratio-Meaning-Classification-Liquidity Ratios-Turnover Ratios-Solvency Ratios-Profitability Ratios-Interpreting the Financial Ratios of a Limited Co and Preparation of Balance sheet from Ratios.		
Unit 4	**Cash Flow Statement**	**12 Hours**
Cash Flow Statement-Meaning and Definition of Cash Flow Statement - Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement - Limitations of Cash Flow Statement - Provisions of Ind AS-7 (old AS 3) - Procedure for preparation of Cash Flow Statement - Cash Flow from Operating Activities - Cash Flow from Investing Activities and Cash Flow from Financing Activities - Preparation of Cash Flow Statement according to Ind AS-7 (old AS 3) (Indirect Method Only).		
Unit 5	**Budgeting and Budgeting Control**	**12 Hours**
Budgeting; Nature, Scope, Principles of Budgeting. Classification of Budget; Sales Budget; Production Budget, Cash Budget Budgetary Control Capital Budgeting; nature scope and criteria. Zero Based Budgeting Performance Budgeting		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA5226	**INCOME TAX**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To justify the concept of tax, its use, types and purpose. 2. To expose the students to the various provision of Income Tax Act relating to computation of Income of individual assessee only.

Course Outcomes

CO1	Understand the basis of charge of Income tax in India.
CO2	Comprehend the concept of residential status and its importance in tax incidence.
CO3	Remember the provisions of salary income and apply them to calculate taxable salary.
CO4	Identify income under various heads of income for the purpose of income tax.
CO5	Solve taxable income and calculate tax liability of individual assessee.

Reference Books:

#	Title	Author/s	Publisher
1	Direct taxes-law and practices,	Dr. Vinod k. Singhania	Taxmann publication
2	Direct taxes-law and practices,	Dr. Mehrotra and Dr. Goyal Shitya	Bhavan publication
3	Income tax Law and Practice	Gaur, Narang, Gaur and Puri	Kalyani publishers.

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	L					L
2			M			M
3				M	H	
4	H	L	L			
5		H			L	L

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	**INTRODUCTION TO INCOME TAX**	**08 HOURS**
Meaning and Classification of taxes, Brief history of Income Tax, legal frame work, cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income, gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee).		
UNIT 2	**RESIDENTIAL STATUS AND TAX INCIDENCE**	**10 HOURS**
Concept of Residential status, residential status of individual assessee - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt.		
UNIT 3	**INCOME FROM SALARY**	**14 HOURS**
Meaning & Definition – Basis of Charge – Allowances – Fully Taxable Allowances, Partly Taxable Allowances, Fully Exempted Allowances; Perquisites – Tax Free Perquisites, Perquisites Taxable in all Cases: Rent free accommodation - Concessional accommodation, Personal obligations of the employee met by the employer – Perquisites Taxable in Specified Cases; Provident Funds – types and tax treatment, Deductions from Salary U/S 16 – Problems on Income from Salary.		
UNIT 4	**INCOME FROM OTHER HEADS**	**10 HOURS**
Income from house property, Profits and gains from business and profession, Capital gains, Income from other sources – Meaning and basis of charge for all heads, Deductions from Annual value disallowed in computing income from sole proprietorship business, Concept of indexation of house property, Expenses and losses expressly allowed and expressly in capital gains, various income from other sources and their taxability. (Theory only)		
UNIT 5	**COMPUTATION OF TOTAL INCOME AND ASSESSMENT OF INDIVIDUALS**	**10 HOURS**
Computation of Gross Total Income, deductions from GTI (Section 80 C, D and CCD) computation of total income and tax liability of Individual assessee, problems - In case of Income from other heads except salary (Computed income shall be given), Distinguish old regime and new regime (theory only)		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA5326	**ENTREPRENEURSHIP DEVELOPMENT**	60 Hours	DSE	4 Hours a Week	4

Course Objective/s:	1.To acquaint students with concepts of entrepreneurship, creativity and innovation. 2. To enable students to apply entrepreneurship concepts on business plan.

Course Outcomes

CO1	Develop an understanding of entrepreneurship concepts.
CO2	Synthesize knowledge on entrepreneurship process
CO3	Execute creativity, innovation and understanding on intellectual property rights
CO4	Understand sources of capital to fund the business
CO5	Execute a business plan with the entrepreneurial concepts.

Reference Books:

#	Title	Author/s	Publisher
1	Entrepreneurship	Robert Hisrich, Michael Peters and Dean Shepeherd	Mc Graw Hill
2	Entrepreneurship: The art, science and process for success	Charles Bamford and Garry Bruton	Mc Graw Hill
3	Entrepreneurship and Creativity	Michael J Quinn	Pearson
4	New Enterprises	William Aulet, Howard Anderson and Matt Marx	Open Learning
5	When to trust your gut	Hayashi	Harvard Business Review

Learning by Doing activities [8hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H		H		M	
2	H	L	H	M	M	
3	H		H		M	H
4	H	H	H	H		
5	H	H	H		M	M

H=High|L=Low|M=Moderate

UNIT 1	INTRODUCTION TO ENTREPRENEURSHIP	10 HOURS
Evolution, Characteristics, Nature, Types, Functions of Entrepreneur – Distinction between an entrepreneur and a manager, entrepreneur vs intrapreneur, role of entrepreneurship in economic development, emerging trends in contemporary entrepreneurship.		
UNIT 2	**THE ENTREPRENEURSHIP PROCESS**	**10 HOURS**
Steps in entrepreneurial process: generating ideas, opportunity identification, business concepts, Resources (Financial, Physical and Human), Implementing and managing the venture, Design thinking, system thinking, agile thinking, and Lean thinking. Blue Ocean Strategy vs Red Ocean Strategy, role and relevance of mentors, incubation cell,		
UNIT 3	**CREATIVITY AND INNOVATION**	**12 HOURS**
Creativity, Principles of creativity, source of new idea, ideas into opportunities, creative problem solving: Heuristics, Brainstorming, Synectic. Principles of Innovation- Disruptive, Incremental and open innovation. Methods of protecting innovation and creativity. Significance of intellectual property rights, Patents and Copy Right.		
UNIT 4	**SOURCES OF RAISING CAPITAL**	**6 HOURS**
Different sources of financing for start-ups, stages of financing involve in start-ups. Advantages and disadvantages of the different sources of financing. Specific financial assistance from government and financial institutions to promote entrepreneurship.		
UNIT 5	**THE BUSINESS PLAN**	**14 HOURS**
Nature and scope of business plan, Steps in business plan, writing business plan, evaluating business plan, using and implementing business plans. Marketing plan, financial plan and the organisational plan, launching formalities, Tools for Business plan, Blue print of business plan.		

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA5426	**FUNDAMENTALS OF BUSINESS ANALYTICS**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. The objective of this subject is to enable the students to understand the basics of Business Analytics
Course Outcomes	
CO1	Understand the Fundamentals of Business Analytics
CO2	Apply Analytics in Marketing Functions
CO3	Utilize HR Analytics for Workforce Management
CO4	Implement Financial Analytics for Strategic Decision-Making
CO5	Optimize Logistics and Operations through Analytics

Reference Books:

#	Title	Author/s	Publisher
1	Business Analytics: Data Analysis & Decision Making	Christian Albright, Wayne L. Winston	Cengage Learning
2	Competing on Analytics: The New Science of Winning	Thomas H. Davenport, Jeanne G. Harris	Harvard Business Review Press
3	Data Science for Business	Foster Provost, Tom Fawcett	O'Reilly Media

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M				
2	H	M				
3	H	M	L			
4	H	M	L			
5	H	M	L			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Introduction to Business Analytics**	**6 Hours**
Overview of business analytics, Types of business problems and analytics applications, Data-driven decision making, Role of analytics in organizations, Key performance indicators (KPIs), Introduction to predictive vs descriptive analytics, Ethical considerations in business analytics, Various software tools for Business Analytics. Web Scraping (Concept)		
Unit 2	**Marketing Analytics**	**8 Hours**
Overview of marketing analytics, Customer segmentation and targeting, Marketing mix modeling, Campaign effectiveness and ROI, Sales forecasting, Social media analytics, Techniques for marketing optimization, Predictive modeling in marketing, Applications of marketing analytics tools.		
Unit 3	**HR Analytics**	**14 Hours**
Overview of HR analytics, Employee performance analysis, Recruitment analytics, Employee retention and engagement, Workforce planning and optimization, Diversity and inclusion analytics, Predictive analytics for HR, Applications of HR analytics tools.		
Unit 4	**Financial Analytics**	**12 Hours**
Overview of financial analytics, financial statement analysis, Budgeting and forecasting, Risk analysis and management, Investment and portfolio analytics, Fraud detection, Applications of financial analytics tools.		
Unit 5	**Logistics and Operations Analytics**	**12 Hours**
Overview of logistics and operations analytics, Supply chain management and optimization, Inventory management techniques, Quality control and process improvement, Route optimization, Production scheduling and workforce optimization, Applications of logistics and operations analytics tools.		

Department of Management						
V Semester	Code	Course Title	Course Duration	Type	Session	Credits
	BA5726	INTERNSHIP AND REPORT WRITING	30 Hours	SEC-1	2 Hours a Week	2

Course Objective:	• To help the students gain practical insights into the corporate world. • Gain hands-on experience in specific functional areas like marketing, finance, HR, logistics, or analytics. • Prepare professional documentation and reflect on experiential learning.
Course Outcomes:	
CO1	Comprehend various aspects of report writing
CO2	Preparing a project report
CO3	Analyse the company information

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					H
2						H

COURSE CONTENTS		
UNIT 1	**Introduction to Organisational Study**	**10 HOURS**
Orientation and briefing by faculty guide, Selection and approval of host organization, Company profile: Vision, mission, structure, and operations, Functional departments overview, Sectoral analysis (industry trends, competitors, regulations), Field learning: Observations and daily logs.		
UNIT 2	**Basic Elements of Project Report**	**10 HOURS**
Background of business, Customer's profile, long and short term corporate objectives, SWOT analysis. Writing process – Information search – plain language – general report writing – APA referencing - Indexing a report – formatting a report.		
UNIT 3	**Core Elements of Project Report**	**10 Hours**
Internship Report Preparation - Marketing Analysis, Financial Analysis, Technical Analysis, business structure, management structure. Cover Page – Index - Executive summary – Organisation History – Department profile – Internship summary – Learning outcomes – SWOC Analysis of the organisation – Porters Five Force Model-Findings and Suggestions – Conclusion – References. , Viva-Voce Presentation.		

Student Internship Report Evaluation

PARAMETERS	Compliance of guidelines	Content of the project report	Analysis and interpretation	Presentation ofthe report	Total
Marks	10	20	20	10	60
Viva Voce					40
Total Marks					100

Grade- Outstanding: 75% (A); Good: 60% (B); Satisfactory: 50%(C); Unsatisfactory: Below 50% (D)

Sixth Semester

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA6126	**BUSINESS LAW**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To provide an insight into the Indian legal system. 2. Comprehend the impact of law in the functioning of business and commercial transactions..
Course Outcomes	
CO1	Understand the different legislations pertaining to businesses and individuals
CO2	Interpret the Contract Laws to analyse case facts
CO3	Analyse the implications Competition and Consumer laws on business decisions
CO4	Examine the provisions pertaining to IPR protection in India.
CO5	Understand the legal and ethical implications of the Environment Protection on business processes

Reference Books:

#	Title	Author/s	Publisher
1	Business Law	Aswathappa. K & Ramachandra	Himalaya Publication
2	Business Law	Garg, Sareen	Sharma and Chawala
3	Business Law	Kapoor N.D	Sultan Chand

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High | L= Low | M=Moderate

<table>
<tr><th colspan="3">COURSE CONTENTS</th></tr>
<tr><td>Unit 1</td><td>INTRODUCTION TO BUSINESS LAWS</td><td>5 Hours</td></tr>
<tr><td colspan="3">Jurisprudence: Introduction to law – Classification of law – Hierarchy of Courts – Meaning and Scope of Business law – Sources of Indian Business Law.</td></tr>
<tr><td>Unit 2</td><td>CONTRACT LAWS</td><td>20 Hours</td></tr>
<tr><td colspan="3">Indian Contract Act, 1872: Definition of Contract - Essentials of a valid contract –Discharge of Contract – Remedies for breach of contract.

Indian Sale of Goods Act, 1930: Definition of contract of sale, essentials of contract of sale, conditions and warrantees, Rights and duties of buyer, rights of an unpaid seller.</td></tr>
<tr><td>Unit 3</td><td>COMPETITION AND CONSUMER LAWS</td><td>12 Hours</td></tr>
<tr><td colspan="3">The Competition Act, 2002: Objectives-Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India.

Consumer Protection Act, 2019: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Rights of the consumer under the Act, Consumer Redressal forums – District Forum, State Commission, National Commission.</td></tr>
<tr><td>Unit 4</td><td>INTELLECTUAL PROPERTY RIGHTS</td><td>10 Hours</td></tr>
<tr><td colspan="3">Meaning of IPR, Types of IPR – Copyright, Related Rights, Trademarks, Patents, Geographical Indicators, Industrial Designs, New Plant Variety Protection (meaning only) – Public Domain – Compulsory licensing.

Patent Act 1970 - invention and non-invention, procedure to get a patent, restoration and surrender of lapsed patent, infringement of patent. Cybercrimes and Security</td></tr>
<tr><td>Unit 5</td><td>ENVIRONMENTAL LAW</td><td>5 Hours</td></tr>
<tr><td colspan="3">Environment Protection Act, 1986: Objects of the Act, definitions of important terms: environment, environment pollutant, environment pollution, hazardous substance and occupier, types of pollution.</td></tr>
</table>

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA6226	**BUSINESS TAXATION**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To justify the concept of tax, its use, types and purpose. 2. To provide a conceptual framework of international taxation and GST.
Course Outcomes	
CO1	Obtain knowledge and understanding of the corporate tax laws rules in India.
CO2	Develop proficiency in applicability of provisions of income tax.
CO3	Apply income tax laws to carry out assessment of a corporate assessee.
CO4	Describe the structure of GST, important definitions and its applicability.
CO5	Comprehend the registration process under GST.

Reference Books:

#	Title	Author/s	Publisher
1	Corporate Tax Planning & Business Tax Procedures with Case Studies	Singhania, Vinod K. and Monica Singhania	Taxmann Publications Pvt. Ltd., New Delhi.
2	Corporate Tax Planning & Management	Dr. H.C. Mehrotra and Dr. S.P. Goyal	Sahitya Bhawan Publication
3	Goods and Services Tax GST,	H.C. Mehrotra, V.P. Agarwal	Sahitya Bhawan Publications

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	**COMPUTATION OF BUSINESS INCOME OF COMPANIES**	**12 HOURS**
Income from business – meaning and basis of charge, provisions related to admissible & inadmissible incomes & expenses, problems on computation of income from business of companies.		
UNIT 2	**DEDUCTIONS OUT OF GROSS TOTAL INCOME**	**10 HOURS**
Set - off and carry forward of losses (theory and problems including section 79), Deductions out of Gross Total Income (Theory only) –Applicable deductions to corporate assessee.		
UNIT 3	**MINIMUM ALTERNATIVE TAX**	**10 HOURS**
Procedure and problems on computation of total income of companies as per IT provisions, MAT – features and applicability of MAT, procedure and problems on computing MAT, MAT credit – theory and problems.		
UNIT 4	**INTRODUCTION TO GOODS & SERVICES (GST) ACT**	**12 HOURS**
Objectives and basic scheme of GST, meaning – Salient features of GST – Subsuming of taxes – benefits of implementing GST – Constitutional amendments - Structure of GST (Dual Model) – Central GST – State / Union Territory GST – Integrated GST - GST Council: Structure, Powers and Functions, Provisions for amendments. Salient features of CGST Act, SGST Act (Karnataka State), IGST Act, Important definitions in GST- Aggregate turnover, Adjudicating authority, Agent, Business, Capital goods, Casual taxable, person, Composite supply, Mixed supply, Exempt supply, Outward supply, Principal supply, Place of supply, Supplier, Goods, Input service distributor, Job work, Manufacture, Input tax, Input tax credit, Person, Place of business, Reverse charge, Works contract, Casual taxable person, Non-resident person. Export of goods / services, Import of goods / services, Intermediary, Location of supplier of service, Location of recipient of service.		
UNIT 5	**GST REGISTRATION & INPUT TAX CREDIT**	**08 HOURS**
Registration under GST, Procedure relating to Levy of CGST, IGST & SGST (Theory only), Computation of Input tax credit (ITC) (simple problems).Procedure to file GST.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA6326	**Business Ethics and Corporate Governance**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	• To make the students aware about the importance of ethics in the business. • To give an insight on corporate governance practices.
Course Outcomes	
CO1	Understand the importance of Business ethics.
CO2	It helps students to inculcate work values in their professional life.
CO3	Students will understand the importance of corporate governance to various stakeholders in an organization.
CO4	Analyse the corporate Social responsibilities and its practices .
CO5	Understand the corporate governance and various committees.

Reference Books:

#	Title	Author/s	Publisher
1	Business Ethics and Corporate Governance	K Viyyanna Rao & G Naga Raju	IK Publisher
2	Business Ethics	K Aswathappa, J Usha Rani, Sunanda Gunda Vajhala	Himalayala Publishing house
3	Business Ethics and Corporate Governance:	Dr. S S Khanka	S Chand and Company Pvt Ltd

Learning by Doing activities [8hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2			M			
3		L				
4				L		H
5	M					H

H=High|L=Low|M=Moderate

COURSE CONTENTS		
Unit 1	**Ethics in Business and Ethical Theories:**	**10 Hours**
Nature, Sources of Ethics: Religion, Philosophical System. Types and codes of ethics, importance of ethics in business. Managerial values and attitudes. Kantianism v/s Utiliarianism, Individualism v/s Collectivism. Cognitivism and non- cognitivism; consequentialism versus non-consequentialism- Ethical Decision Making Model.		
Unit 2	**Ethics in Marketing and HRM**	**14 Hours**
Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Product Safety - Due Care theory -Contractual theory – Strict Liability Theory. Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications: Ethical hiring, equality of opportunity, Ethics and Remuneration; Ethics in Retrenchment. Individualism versus collectivism in human resource management practices		
Unit 3	**Ethics in Finance and Accounting**	**10 Hours**
Unethical financial practices creative accounting- hostile takeovers- tax evasion- corporate crimes. Ethical issues in Mergers and Acquisition, Insider trading, Money Laundering. Banking Ombudsman Scheme		
Unit 4	**Corporate Social Responsibility**	**10 Hours**
Definition – importance – Scope – Advantages – Steps- Theoretical Justification for CSR- CSR as a Business strategy for sustainable Development- External Standards on CSR- Indian perspective- Ethics and CSR of business. Companies Act (Amendment) 2013 on CSR- CSR Audit		
Unit 5	**Corporate Governance**	**8 Hours**
Concept of corporate governance importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India. Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA6426	**RETAIL MANAGEMENT**	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	1. To familiarize students with aspects of Retailing process and innovative marketing strategies. 2. To familiarize the students with the recent developments of retailing in India.

Course Outcomes

CO1	Comprehend the functions of modern retail marketing
CO2	Understand Retail Environment
CO3	Understand the key drivers of retail supply chain and how to select a retail store location.
CO4	Understand the retail marketing mix
CO5	Analyse the influence of e-tailing

Reference Books:

#	Title	Author/s	Publisher
1	Retail Management	Suja Nair	Himalaya Publishing House
2	Retail Management	Swapnapradhan	McGraw Hill
3	Retail Management	David Gilbert	Pearsons

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M				
3			H	L	H	
4						
5						H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Introduction**	**8 Hours**
Retailing and economic significance – functions of a retailer – types of retailers– international retailing – retailing as a career – retail management decision process.		
Unit 2	**Retail Environment**	**10 Hours**
Theories of retail change: theory of natural selection in retailing, Theory of Wheel of retailing, General- Specific –General Cycle on Accordion Theory, Retail Life Cycle Theory – Multi Channel retailing – phase of growth of retail markets – Retail Mix – BCG Matrix-GE matrix. Legal aspects in retailing. Social and Ethical issues in retailing.		
Unit 3	**Retail Operations And Stores Layout**	**12 Hours**
Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – Space planning, Retail Operations - Inventory management – Merchandise Management – Category Management.		
Unit 4	**Retail Marketing Mix**	**12 Hours**
Retail marketing mix –Introduction. Product – Decisions related to selection of goods (Merchandise Management revisited) –Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion – Setting objectives – communication effects - promotional mix in retail.		
Unit 5	**Technology in retailing**	**10 Hours**
E-Commerce, E-tailing, Non store retailing (e-retailing) - M-tailing in India- The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system, Trends in retailing.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Type	Session	Credits
	BA6726	**Employability skills**	30 Hours	SEC-2	2 Hours a Week	2

Course Objective:	To equip students with essential employability skills such as professional communication, workplace readiness, strategic thinking, personal branding, and career development techniques that enable them to confidently transition from academics to industry and succeed in a dynamic professional environment.
Course Outcomes:	
Co1	Understand the concept and importance of employability skills
CO2	Apply Excel skills to practical business scenarios
CO3	Design and deliver effective academic and business presentations

Reference Books:

#	Title	Author/s	Publisher
1	Soft Skills: Enhancing Employability	M. S. Rao	I.K. International Publishing House Pvt. Ltd.
2	The 7 Habits of Highly Effective People	Stephen R. Covey	Simon & Schuster
3	Business Communication	Meenakshi Raman & Prakash Singh	Oxford University Press
4	Emotional Intelligence	Daniel Goleman	Bantam Books
5	Designing Your Life: Build a Life That Works for You	Bill Burnett & Dave Evans	Knopf Doubleday Publishing Group

COURSE CONTENTS		
Unit 1	**Career Planning and Employability Pathways**	**6 Hours**
Employability Skills: concept and importance. Self-assessment of aptitude, interests, and competencies. Career pathways- private sector employment, entrepreneurship and startups, government services and public sector, higher education and professional courses. Career planning, goal setting, and lifelong learning.		
Unit 2	**Microsoft Excel – Spreadsheet & Data Skills**	**10 Hours**
Introduction to spreadsheets and worksheets. Data entry and cell formatting- Formulas and functions: SUM, AVERAGE, COUNT, MAX, MIN,IF, VLOOKUP (basic level). Sorting and filtering data- Charts and graphs- Basics of data analysis- Practical applications :Attendance sheets, Payroll basics, Sales and expense statements		
Unit 3	**Word Processing Skills and Presentation Skills**	**10 Hours**
Creating, editing, and formatting documents- Fonts, styles, paragraphs, alignment, spacing- Tables, images, headers, footers, page setup- Bullets, numbering, borders, and shading-- Mail Merge (letters, labels)- Creating **resumes, reports, notices, and letters--** Proofing tools: spell check, grammar, track changes Creating and managing slides- Slide layouts, themes, and templates- Adding text, images, charts, SmartArt- Animations and slide transitions- Presentation best practices-Creating **business and academic presentations**		

Department of Management							
VI Semester	Code	Course Title	Course Duration	Type	Session	Credits
	BA6826	**RESEARCH PROJECT REPORT**	30 Hours	RM	2 Hours a Week	2

Course Objective:	To provide an opportunity to demonstrate the industry knowledge, skills and competencies acquired during the research course
Course Outcomes:	
CO1	Understand and structure a research project report
CO2	Formulate clear research questions and justify the study
CO3	Communicate research findings effectively

Reference Books:

#	Title	Author/s	Publisher
1	Technical Communication: Process and Product	Gerson and Gerson	Prentice Hall
2	Guide to Project Reports, Project Appraisals and Project Finance	Virendra K. Pamecha	
3	Technical Report Writing Today	Daniel Riordan	

UNIT 1	STRUCTURE OF THE PROJECT REPORT-I	10 HOURS
Structure of the Project Report: Framing a Title -Problem statement– Content -Abstract – Introduction – Scope of the Study – Background - Writing the research question - Need of the Study/Project Significance, Relevance – Determining the feasibility – Theoretical Framework		
UNIT 2	**STRUCTURE OF THE PROJECT REPORT-II**	**8 HOURS**
Structure of the Project Report– Literature Review, Research Design, Methods of Data Collection - Tools and Procedures - Data Analysis - Interpretation.		
UNIT 3	**PRESENTATION OF REPORT**	**8 HOURS**
Findings Limitations - Recommendations – Conclusion – Bibliography-Proof reading a report – Avoiding Typographical Errors – Bibliography in required Format –Font –Spacing – Checking Tables and Illustrations – Presenting a Report Orally –Techniques. Viva-Voce Presentation.		

Student Project Report Evaluation

PARAMETERS	Compliance of guidelines	Content of the project report	Analysis and interpretation	Presentation ofthe report	Total
Marks	10	20	20	10	60
Viva Voce					40
Total Marks					100

Grade- Outstanding: 75% (A); Good: 60% (B); Satisfactory: 50%(C); Unsatisfactory: Below 50% (D)

P

ELECTIVES

FINANCE ELECTIVE

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEF5526	**FINANCIAL MARKET AND SERVICES**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	To explain the structure of Indian Financial System.
Course Outcomes	
CO1	Describe the evolution, structure and components of Indian financial system.
CO2	Use leasing as a financing option of a given organization
CO3	Examine the pros and cons of discounting and factoring financial service.
CO4	Evaluate the role of mutual funds as financial institution and service
CO5	Examine the credit rating process and services offered by agencies at national and international level.

Reference Books:

#	Title	Author/s	Publisher
1	Financial Markets and Institutions	M.Y Khan	McGraw Hill
2	Financial Institutions and Markets	Meir Kohn	Oxford Press
3	Financial Markets & Services	Gordon and Natrajan	HPH

Learning by Doing activities [8 hours]

CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	M					
2		M	L			
3				H		
4					H	L
5						

H=High| L=Low| M=Moderate

COURSE CONTENTS		
Unit 1	**Indian Financial System**	**14 Hours**
Meaning and - Evolution of Indian Financial System– Sub-Systems of Financial System. Financial Markets – Primary and Secondary – Structure- Players in the Stock Market – Merits and Demerits of Stock Markets- Stock Exchanges (BSE, OTCEI, NSE, NYSE, TSE, ASX, NASDAQ) - Listing of Securities- Stock Price Indices (Nifty, Sensex, CNX 500, BSE 100). Financial Instruments, Depositories (NSDL, CDSL)-Role and Functions.		
Unit 2	**Financial Services**	**12 Hours**
Merchant Banking – Meaning, nature and functions; merchant banking in India, Categories of financial services - Fund based and Non-fund based activities. Lease Finance - Nature, Types and Advantages of lease finance. Distinction between Lease and Hire purchase; Financial, Legal and Tax aspects of Leasing. Lease evaluation (Lease vs Buy and Lease vs HP), Lease structuring and Funding of lease. Factoring - Meanings - Types of Factoring - Factoring v/s Discounting, Securitization of debt – Meaning, Features, Mechanism, Types, Role of Fintech companies.		
Unit 3	**Mutual Funds**	**10 Hours**
Concept of Mutual Funds - Growth of Mutual Funds in India - Mutual Fund Schemes – Money Market Mutual Funds – Private Sector Mutual Funds – Evaluation of the performance of Mutual Funds – Functioning of Mutual Funds in India. AMC role and functions, Exchange Traded Funds and Index Funds.		
Unit 4	**Credit Rating**	**08 Hours**
Meaning – Objectives of Credit Rating-Benefits - Agencies of Credit Rating: CRISIL, ICRA, CARE, S&P, Moody's - Types of Credit Rating - Steps in Credit Rating Process – Limitations, Process of Credit Rating for individuals- Morningstar and liquid rating.		
Unit 5	**International Financial Markets**	**08 Hours**
FII- Regulations governing FII in India – FDI: Meaning; Introduction to DR - GDR and ADR, Meaning and Evaluation – Issue structure of GDR/ADR, Crypto Currency-Merits and Demerits.		

V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BBADEF5626	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	1. To provide conceptual framework to evaluate the characteristics of various investment avenues 2. To familiarize students with investment decisions and portfolio management

Course Outcomes

CO1	Become familiar with investment process, planning and various types of securities.
CO2	Understand the concept of risk, difference between systematic and unsystematic risk and measurement of risk.
CO3	Identify the impact of economic factors on stock value and to evaluate particular industries
CO4	Experience the stock price movements in terms of Dow theory, support and resistance level
CO5	Measuring the portfolio performance

Reference Books:

#	Title	Author/s	Publisher
1	Security analysis & portfolio Management	Punithavathy Pandian	Vikas Publication
2	Investment and Portfolio Management	Kevin	McGraw Hill
3	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw-Hill

Learning by Doing activities [8hours]

CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H				
2	H	M				
3		H	H	M		
4		H		H		
5		H		L		

H=High| L=Low| M=Moderate

COURSE CONTENTS		
Unit1	**Introduction to Investment and Securities**	**10 Hours**
Investment- Meaning, Investment v/s Speculation, Hedging, Arbitrage and Gambling, Objectives, Process, Investment planning, Securities Market, Securities, Bond, Stock Derivatives, Investment Information, Financial Investment and Economic Investment, Investment Planning and Alternatives – Financial Planning and Investment Planning, Investment Avenues.		
Unit 2	**Risk Return Analysis**	**10 Hours**
Risk – Meaning, Types of Risk: Systematic & Unsystematic, Minimizing Risk Exposure, Risk measurement, Valuation of individual security based on risk and return using Mean, Standard Deviation, Coefficient of Variation and Beta -Factors influencing Valuation of Securities.		
Unit 3	**Fundamental and Technical Analysis**	**12 Hours**
Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis – Assumptions, Dow Theory, Support and Resistance levels, Charts – Types and pattern, Candlestick Chart, Elliott Wave Theory, Technical Vs Fundamental Analysis, Efficient Market Theory – The Random walk Theory – Weak form, Semi-strong Form, Strong Form.		
Unit 4	**Modern Portfolio Analysis**	**10 Hours**
Portfolio Construction – Approaches in Portfolio Construction, Determination of Objectives and Selection of Portfolio, Modern Approach, Portfolio –Markowitz Model (Mean-Variance Analysis), Simple diversification, The Markowitz Model, Markowitz Efficient Frontier, Capital Asset Pricing Theory – Capital Market Line - Security Market Line – Arbitrage Pricing Theory.		
Unit 5	**Portfolio Evaluation and Revision**	**10 Hours**
Meaning, need and process of Portfolio evaluation – Methods of Evaluation- Sharpe, Jensen and Treynor Model - problems. Portfolio revision- Meaning and strategies (Active and Passive management).		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEF6526	**FINANCIAL MODELLING**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	• To understand and apply the concept of finance to MS Excel. • To build key financial management techniques for financial planning, evaluating and controlling to achieve desired target.

Course Outcomes

CO1	Comprehend the various concepts of financial modeling.
CO2	Understand and evaluate the impact of business decisions on organization's performance and effectiveness.
CO3	Integrate strategic decision making to corporate finance.
CO4	Develop key analytical skills that are required to be a successful finance professional.
CO5	Use of conceptual knowledge to build up Financial Model.

Reference Books:

#	Title	Author/s	Publisher
1	Financial Modeling	Simon	Excel Publishers
2	International financial modeling in excel	Danielle stein Fairhurst	John Wiley India Ltd

Learning by Doing activities [8 hours]

CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1					H	
2	M	H	H		M	H
3		L			M	H
4			M	H		
5				H		

H=High| L=Low| M=Moderate

COURSE CONTENTS		
Unit1	**INTRODUCTION TO FINANCIAL MODELLING**	**12 Hours**
Basics of Financial Modelling, financial models, excel tools and techniques for financial modelling, referencing cells-relative and absolute referencing, naming ranges, linking in excel- external and internal.		
Unit2	**SPREADSHEET FUNCTIONS**	**8 Hours**
Important functions-sum, max, min, average, count and counta, round, roundup, round-down, if, and, or, countif, sumif, vlookup, hlookup, frequently used shortcuts in excel.		
Unit3	**FORECASTING AND DECISION MAKING**	**12 Hours**
Cost Volume Profit (CVP) analysis, Break even analysis, goal seek-(Number of units to sell to earn desired profit), scenario manager, Time value of money, Capital budgeting techniques- Practical application of NPV, IRR and payback period.		
Unit4	**BUILDING SCENARIOS AND PORTFOLIO ANALYSIS**	**12 Hours**
Building drop down scenario, applying sensitivity analysis with data tables-setting up the calculation-building a data table with one input and two input and applying weightage to data table. Calculation of individual risk and return, portfolio risk and returns. Constructing an optimum portfolio using market data. Calculation of beta. Portfolio evaluation using morkowitz model.		
Unit5	**CHARTING AND PRESENTING MODEL OUTPUT**	**8 Hours**
Data Visualization and Interpretation Deciding which data to display, charting scenarios, deciding which type of chart to use-line chart, bar chart, combo chart, pie charts, construction of histogram.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEF6626	**FINANCIAL AND COMMODITY MARKETS**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	1. To provide students with a conceptual framework of Derivative Market, functionaries in this market and its mode of trading. 2. To expose students to the financial instruments used in commodity markets.
Course Outcomes	
CO1	Describe the evolution and growth of Derivative market.
CO2	Understand derivative instrument to trade in stock and commodity market.
CO3	Examine the Contango and Backwardation market for investment decision.
CO4	Evaluate the role of futures and options contract for hedging.
CO5	Examine the Clearing and Settlement process offered by national and international commodity exchange.

Reference Books:

#	Title	Author/s	Publisher
1	Financial Institutions and Markets: Structure, Growth & Innovation	Bhole	McGraw Hill
2	Indian Financial Systems	M Y Khan	Tata McGraw Hill
3	Land, Work and Resource: An Introduction to Economic Geography	J.H. Paterson	Hoddder & Stoughton Ltd
4	Commodity Markets and Derivatives	Bharat Kulkarni	Kindle Edition

Learning by Doing activities [8hours]

CO-PO MAPPING

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	L		H			
2		M				
3			H	H		
		H		M		
5			L	M		

High| L=Low| M=Moderate

COURSE CONTENTS		
Unit 1	**Stock Market**	**10 Hours**
History, Membership, Organization, Governing body, Functions of stock Exchange, on line trading, role of SEBI, Recognized Stock Exchanges in India (brief discussion of NSE and BSE).		
Unit 2	**Commodities Market**	**10 Hours**
Evolution of global commodity derivative market, History of commodity trading in India, Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.		
Unit 3	**Risk Management**	**12 Hours**
Basis and Basis Risk- Strengthening of basis, Weakening of basis, Contango, Backwardation, Types of risk. Risk management -Price risk management in the commodity market, Exchange risk management tools and measures – Price limit circuit filter, Margin requirements, Mark to Market, Pay-in and pay-out and compulsory square off.		
Unit 4	**Derivatives**	**08 Hours**
Derivatives - Introduction, economic benefits of derivatives - Types of 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. Hedging: Meaning, tools of hedging – Forward, Futures, Options, Swaps. Importance and benefits of hedging.		
Unit 5	**Regulator, Quality Assurance, Warehousing Trading, Clearing and Settlement**	**12 Hours**
Risk mitigation by regulators – Product Analysis, Margin Calculation, VaR System (SPAN). Quality Assurance, Concepts of Quality in Commodities, Grading and Standardization, Role of clearing house, Clearing and settlement procedure.		

INTERNATIONAL BUSINESS ELECTIVE

Department of Management						
V SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEI5526	**INTERNATIONAL BUSINESS**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	
	• To understand the challenges and opportunities of conducting business in a globalized economy. • To develop the knowledge and skills required for successful international business operations.

CourseOutcomes	
CO1	Identify the different modes of entry into international markets and develop strategies to expand business globally.
CO2	To analyze the political, legal, economic, and cultural factors that impact international business
CO3	To understand the theories of international trade, analyze trade policies and regulations.
CO4	To analyze the different types of FDI, assess the advantages and disadvantages of FDI
CO5	To be able to identify emerging trends and issues in international business

Reference Books:

#	Title	Author/s	Publisher
1	International Business: Strategy, Management, and the New Realities	Tamer Cavusgil, Gary Knight, and John Riesenberger	(Pearson Education)
2	International Business: Competing in the Global Marketplace	Charles W. L. Hill and G. Tomas M. Hult	(McGraw-Hill Education)
3	International Business: The Challenges of Globalization	John J. Wild, Kenneth L. Wild, and Jerry C. Y. Han	(Pearson Education)
4	International Business: A Managerial Perspective	Ricky W. Griffin and Michael W. Pustay	(Pearson Education)

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	**INTRODUCTION TO INTERNATIONAL BUSINESS**	**10 Hours**
International Business: Meaning, Evolution, Importance, Advantages and Disadvantages-Stages of Internationalization, MNC, TNC- Theories of International Trade, Mercantilism, Absolute Advantage, Comparative Advantage and Heckher -Ohlin Theory. Product Life Cycle theory, Global Strategic Rivalry theory and Porters diamond model. -Challenges faced in International Business		
Unit 2	**INTERNATIONAL BUSINESS ENVIRONMENT**	**10 Hours**
International Business and Globalization, Globalization and its impact on business, society and the environment- International business environment factors, Micro and macro factors- Political Environment, Legal Environment, Economic Environment, Cultural Environment, Technological Environment, Natural Environment, Social Environment, Global Competitiveness Index		
Unit 3	**MODES OF ENTRY**	**12 Hours**
Overview of international trade: Definition, importance, factors affect international trade - Modes of entry into international business-: Exporting, Licencing, Franchising, Contract Manufacturing, Management Contract, Turn Key, Green Field Strategy, Merger, Acquisition, Joint Venture, Strategic Alliance- Balance of trade– Tariffs and Non-tariff Barriers of Trade		
Unit 4	**INTERNATIONAL ECONOMIC INTEGRATION AND TRADING BLOCS**	**10 Hours**
World Trade Organization (WTO): structure, role and functions - Regional Economic Integration purpose and limitations, Trading Blocs and their Significance, EU, SAFTA USMCA, ASEAN, OPEC, OECD, BRICS- International Financial Institutions: - IMF, functions, SDRs Allocation- World Bank structure and functions - Global value chains (GVCs)		
Unit 5	**EMERGING TRENDS AND ISSUES IN INTERNATIONAL BUSINESS**	**10 Hours**
Digital Transformation in International Business, Sustainability and ESG in Global Trade, Regionalization and Strategic Trade Alliances, Corporate Social Responsibility (CSR) and Ethical Business Practices, Intellectual Property Rights (IPR) and Cross-Border Challenges, Geopolitical and Economic Risks in International Markets, Cybersecurity, Data Privacy, and Digital Compliance, Global Workforce Trends and Talent Mobility, Evolving Global Consumer Preferences and Market Behaviors.		

Department of Management

SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
V	**BADEI5626**	**FOREX MANAGEMENT**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	• To develop an understanding of the foreign exchange market, its functions, and operations. • To provide students with the knowledge and skills required for managing foreign exchange risk and exposure in international business.

Course Outcomes

CO1	To understand the fundamentals of foreign exchange management and its importance in international business.
CO2	To identify and analyze the various foreign exchange instruments, markets, and trading strategies.
CO3	To apply their understanding of currency derivatives and hedging strategies to manage currency risks effectively.
CO4	To identify and evaluate the risks associated with foreign exchange transactions and develop effective risk management strategies.
CO5	To understand the role of treasury management in global business, including cash and liquidity management, working capital management, and risk management.

Reference Books:

#	Title	Author/s	Publisher
1	Foreign Exchange Operations	P.K. Gupta	Taxmann Publications
2	Global Financial Markets and Instruments	Ian H. Giddy	Addison Wesley
3	International Financial Management	Madura Jeff	Cengage Learning
	Foreign Exchange International Finance and Risk Management	V. Sharan	Excel Books

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	INTRODUCTION TO FOREX MANAGEMENT	10 Hours
Management, History and Evolution of Foreign Exchange Markets, Participants in the Foreign Exchange Markets, Exchange Rates and Quotations, Determination of Exchange Rates, Exchange Rate Risk and Exposure, The Role of Central Banks in Foreign Exchange Markets, The International Monetary System, Balance of Payments and International Trade, Foreign Exchange Market Regulations and Practices.		
Unit 2	**FOREIGN EXCHANGE MARKETS AND INSTRUMENTS**	**10 Hours**
Exchange Rates, Exchange Rate Systems, Types of Exchange Rates - Fixed, Floating and Managed, Exchange rate Theories, Forex Trading Platforms and Electronic Trading, Interbank Market and Retail Market, Cross Currency Trading and Arbitrage, Money Market Instruments and their Use in Forex, Capital Market Instruments and their Use in Forex, Derivatives Market Instruments and their Use in Forex, Exchange Control, Objectives and methods of Exchange Control.		
Unit 3	**CURRENCY DERIVATIVES AND HEDGING STRATEGIES**	**12 Hours**
Introduction to Currency Derivatives, Types of Currency Derivatives - Forwards, Futures, Options and Swaps, Currency Futures, Currency options (Trading and Hedging), Using Forward - Contracts for Hedging, Using Options- Contracts for Hedging, Using Swaps for Hedging- Pros and Cons, Comparing Hedging Strategies, Speculating with Currency Derivatives, Managing Risks Associated with Currency Derivatives.		
Unit 4	**FOREIGN EXCHANGE RISK MANAGEMENT**	**10 Hours**
Exchange Risk Management, Types of Foreign Exchange Risks - Transaction, Translation, and Economic Risks, Identification and Measurement of Foreign Exchange Risks, Risk Exposure and Risk Assessment (Netting, leading and lagging), Managing Foreign Exchange Risk using Internal Techniques, Managing Foreign Exchange Risk using External Techniques, Managing risk in international trade and investment.		
Unit 5	**GLOBAL TREASURY MANAGEMENT**	**10 Hours**
Introduction to Treasury Management, Functions and Objectives of the Treasury Department, Treasury Organizational Structure, Cash Management and Cash Forecasting, Short-Term Funding and Working Capital Management, Investment Management and Capital Preservation.		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEI6526	**CROSS CULTURAL MANAGEMENT**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	• Develop a deep understanding of cultural differences and their implications for international business. • Equip students with the skills and knowledge needed to effectively manage cross-cultural teams and relationships.

Course Outcomes	
CO1	Explain key concepts of culture, cross-cultural management, and cultural intelligence
CO2	Analyze cultural dimensions and apply them to cross-cultural teams and communication
CO3	Evaluate global HRM practices and leadership approaches in multicultural contexts
CO4	Apply culture-based frameworks to global market entry and strategy decisions
CO5	Assess cross-cultural negotiation practices, legal frameworks, and ethical challenges in global business

Reference Books:

#	Title	Author/s	Publisher
1	Cross-Cultural Business Behavior: Marketing, Negotiating and Managing Across Cultures"	Richard R. Gesteland	Wiley
2	Managing Cultural Diversity in Technical Professions	Lionel Laroche and Caroline Yang	Wiley

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	**FOUNDATION OF CROSS-CULTURAL MANAGEMENT**	**10 Hours**
Concept of culture -levels of culture, Cross-culture, cross-cultural management- meaning, scope, importance of cross-cultural management in global business, Challenges in cross-cultural management, Ethnocentrism, Stereotyping and Cultural bias, Cultural intelligence- meaning and role in global workplaces, types of cultural intelligence (cognitive, meta-cognitive, motivational, behavioral), corporate culture and its influence on organizations		
Unit 2	**CULTURAL DIMENSIONS AND CROSS-CULTURAL COLLABORATION**	**12 Hours**
Cultural dimensions , Hofstede's cultural dimensions theory, cross-cultural teams- meaning, importance and types, stages of team development, team conflict and conflict resolution methods, cultural synergy and its application in organizations, managing virtual and global teams, cross-cultural communication, barriers to effective cross-cultural communication		
Unit 3	**GLOBAL HRM AND CROSS-CULTURAL LEADERSHIP**	**12 Hours**
Global HRM Concept and scope -, expatriates and expatriate management, culture shock, stages of cultural adjustment, cross-cultural training and development- objectives and methods, Diversity, inclusion and ethics in global HR practices, cross-cultural leadership meaning and importance, leadership styles and approaches in global context, adaptive leadership in multicultural organizations, culturally endorsed implicit leadership theory , key competencies for global leaders, challenges in cross-cultural leadership, women in global leadership		
Unit 4	**CROSS-CULTURAL MARKETS AND GLOBAL STRATEGY**	**11 Hours**
Global markets, market classification (developed and emerging markets, Marketing in Cross-Cultural and Global Markets, cross-cultural market entry strategies, global value chains, cross-cultural consumer behavior, buying patterns across countries, cultural branding and symbolism, cross-border branding and pricing challenges, ethical marketing across cultures, digital culture and global consumers, localization, standardization, glocalization strategies		
Unit 5	**GLOBAL BUSINESS LEGAL FRAMEWORK AND CROSS-CULTURAL NEGOTIATION**	**11 Hours**
Nature and importance of international business law, international contracts and trade terms-Incoterms – *overview* ,Cross-cultural negotiation meaning and importance, factors influencing cross-cultural negotiations, negotiation styles across cultures, stages in the negotiation process, legal and institutional framework governing international business, cross-border contracts and dispute resolution mechanisms		

VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEI6626	**EXIM POLICIES AND PROCEDURES**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	• To enable students to understand the policies and procedures governing international trade and their impact on businesses operating in the global marketplace.
Course Outcomes	
CO1	To understand the fundamentals of Exim policy and its objectives.
CO2	To understand the various export promotion schemes and incentives provided by the government to promote exports and identify the most suitable scheme for a particular export venture.
CO3	To understand the fundamentals of import policy and its objectives.
CO4	To understand the various trade liberalization policies and their impacts.
CO5	To understand the current trends and issues in Exim policy and their implications.

Reference Books:

#	Title	Author/s	Publisher
1	Export-Import Management	Francis Cherunilam	University Press India
2	Export Import Procedures and Documentation	Donna Bade	Thomson Learning
3	The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments, and Currency Management	Anders Grath	Kogan Page

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit1	OVERVIEW OF EXIM POLICY	10Hours
Introduction to EXIM Policy and its objectives, Evolution of EXIM Policy in India, Exim Policy and Its influence upon Trends of Country’s Share in Global Trade. Export Inspection and Quality Control under EXIM Policy, Free Trade Agreements (FTAS) and Comprehensive Economic Partnership Agreements (CEPAs), Foreign Trade policy(FTP)anditsrelationtoEXIMPolicy,Recentupdates,andchangesinEXIMPolicy.		
Unit2	**EXPORT PROMOTION SCHEMES**	**10Hours**
Introduction to Export Promotion Schemes, Export Promotion Capital Goods (EPCG) Scheme, Duty-Free Import Authorization (DFIA) Scheme, RoDTEP (Remission of Duties and Taxes on Exported Products), RoSCTL Scheme for textile and apparel sector ,Service Exports from India Scheme (SEIS), Advance Authorization Scheme, Export Oriented Units (EOUS) and Electronic Hardware Technology Parks (EHTP), Special Economic Zones (SEZS) and their export promotion incentives, Market Access Initiative (MAI) Scheme,ExportCreditGuaranteeCorporation(ECGC)anditsroleinexportpromotion. Export promotion councils-Objectives and forms.		
Unit3	**IMPORT POLICY**	**12Hours**
Need for Imports. Definition and meaning of Imports. How to read Import, Export Policy, and Procedures, Procedures for Imports : Import finance .Opening of Import Letter of credit. External commercial Borrowings. Buyers Credit / Trade Credit. Direct Imports and digital documentation, Use of ICEGATE and e-Sanchit for import clearance, Retirement of Import documents under an LC or otherwise on collection.FEMAprovisionregardingImports.Customsduties.Customsclearanceofexportgoods.		
Unit4	**TRADE LIBERALIZATION POLICIES**	**10Hours**
Definition and benefits of trade liberalization,Historical context of trade liberalization. Types of trade liberalization policies-Tariff reductions and elimination, non-tariff barriers reduction and elimination, Subsidies elimination, Trade facilitation measures. Impacts of trade liberalization policies, Criticisms and challenges of trade liberalization, Emerging trends in sustainable trade: Carbon Border Adjustment Mechanism (CBAM), Green trade policies and ESG compliance Trade liberalization indifferent regions:-NAFTA,EU,APEC, AFCFTA		
Unit5	**RECENT TRENDS AND ISSUES IN EXIM POLICY**	**10Hours**
Digitalization of Exim procedures and documentation, Rationale for Export Import Documents; Kinds and Functions of Documents; a) Commercial Documents, Legal Regulatory Documents, Documents for Claiming Incentives: Duty Scripts, RoDTEP Certificate, Use of block chain and AI in EXIM operations.		

MARKETING ELECTIVES

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEM5 526	**CONSUMER BEHAVIOUR IN DIGITAL ERA**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	• To introduce students to the fundamentals of consumer behaviour and its shift from traditional to digital in an omnichannel economy. • To understand the psychological, personal, social, and cultural dimensions of consumer behavior. • To explore consumer decision-making processes and post-purchase behavior. • To analyze the impact of various internal and external factors influencing consumer behavior. • To evaluate current trends in consumer behavior, including digital and ethical dimensions.

Course Outcomes

CO1	Describe the core concepts and models in consumer behavior.
CO2	Analyze how internal and external factors affect consumer choices.
CO3	Apply consumer behavior theories to real-world marketing problems.
CO4	Evaluate the consumer decision-making process and post-purchase behavior.
CO5	Critically assess emerging trends in consumer behavior, including digital, ethical, and cross-cultural issues.

Reference Books:

#	Title	Author/s	Publisher
1	Consumer Behavior	Leon G. Schiffman, Joseph Wisenblit	Pearson Education
2	Consumer Behavior	Suja R. Nair	Himalaya Publishing House
3	Consumer Behaviour: Text and Cases	S. Ramesh Kumar	Pearson Education India

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M				
2	H	M				
3	H	M	L			
4	H	M	L			
5	H	M	L			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Introduction to Consumer Behaviour**	**12 Hours**
Definition, scope, and importance of consumer behavior- Interdisciplinary nature – psychology, sociology, economics, anthropology - Customer vs. Consumer vs. Buyer - Evolution and stages in the study of consumer behavior- The digital consumer vs. traditional consumer -Components and characteristics of digital behaviour - Digital buying behaviour-Impact of digital economy and omnichannel environment		
Unit 2	**Factors Influencing Consumer Behaviour**	**10 Hours**
Concept, Relevance and Types of Consumer Behaviour Factors - Internal Factors: Motivation, Perception, Learning, Attitudes, Personality, Self-concept -External Factors: Culture, Sub-culture, social class, Family, Reference groups, Opinion leaders, Influence of lifestyle and values on consumption		
Unit 3	**Consumer Decision-Making Process**	**12 Hours**
Concept, need, relevance and stages of consumer decision making process - Stages: Need recognition, Information search, Evaluation of alternatives, Purchase decision, post-purchase behaviour - Types of decision-making: Complex, Habitual, Variety-seeking, Dissonance-reducing - Consumer involvement and risk perception - The role of emotions in decision-making		
Unit 4	**Models of Consumer Behaviour**	**9 Hours**
Concept, need, relevance of consumer behaviour theories and models - **Traditional Models:** Economic Model, Psychoanalytic Model - **Psychological Models:** Pavlovian, Gestalt, Learning Models - **Sociological Models:** Nicosia, Howard-Sheth, Engel-Kollat-Blackwell (EKB) Model - **Contemporary Perspectives**: Theory of Planned Behavior, Online Consumer Behavior Models		
Unit 5	**Contemporary Issues in Consumer Behaviour**	**12 Hours**
Concept, dynamics of digital buying behaviour, digital buying behaviour of process, digital consumer behavior and e-commerce - Ethical consumerism and green buying -Cross-cultural consumer behavior - Role of Artificial Intelligence and data analytics in understanding consumers - Consumer behavior in post-COVID and experience economy contexts		

DEPARTMENT OF MANAGEMENT						
VI Semester	#	**Course Title**	**Duration**	**Course Type**	**Session**	**Credits**
	BADEM 5626	**Product and Brand Management**	60 Hours	DEC	4 Hours a Week	4

Course Objective:	Understand the basics of product management and learn how to plan, develop, position, and manage products in a competitive market. Learn key brand management practices to create, maintain, and grow a brand's presence in the market.
Course Outcomes:	
CO1	Students will understand product concepts, classifications, and strategies to analyze and develop effective market offering.
CO2	Evaluate new product success factors, positioning, packaging, and labeling innovations.
CO3	To understand brand management, and branding strategies.
CO4	To Understand brand loyalty concepts, influencing factors, classification, and measurement techniques.
CO5	To understand virtual organizations and analyze digital branding strategies.

Reference Books:

#	Title	Author/s	Publisher
1	Product and Brand Management	Tapan K Panda	Oxford University Press
2	Product and Brand Management	Venugopal Rao	Himalaya Publishing House
3	Brand Management	David Aaker	Tata McGraw-hill publishing Co. Ltd
4	Brand Management-Indian Perspective	YLR Murthy	Vikas Publishing

Learning by doing activities 8 hours

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	H					
2	M					
3		L				
4	M					
5	L					M
H=High | L= Low | M=Moderate						

COURSE CONTENTS		
Unit 1	**Introduction to Product Management**	**10 Hours**
Introduction – Meaning & Definition – Basic concept of product levels- Importance of good product – Classification of consumer goods- Convenience goods, shopping goods, Specialty goods, Industrial goods classification Types of product strategies, Product Life Cycle		
Unit 2	**New Product & Packaging**	**12 Hours**
New Product Development: Meaning and Importance of new product – Types of new product – Stages of new product development – Factors affecting the success and failure of new product development– Product Positioning strategies- Packaging, Significance, Functions, Kinds of Packaging, Recent trends in packaging innovation & Design, Labeling of packaging, Types of Labels		
Unit 3	**Introduction to Branding**	**10 Hours**
Introduction to Brand and Brand Management:–Evolution, functions and significance – concept of branding – types of brands –– The Product and the Brand – Strategic Brand Management Process – Brand Identity & Positioning – Branding strategies – Concept and types of branding strategies – Steps in brand development strategies – Brand switching.		
Unit 4	**Brand Loyalty & Brand Equity**	**10 Hours**
Brand Loyalty: Factors influencing brand loyalty- Classification of Brand loyalty-Customer Brad loyalty measures Building loyalty- Brand equity-Meaning and Sources- Advantages of brand equity - Building brand equity, Measuring brand equity- Managing Brand equity		
Unit 5	**Digital Branding**	**10 Hours**
Digital Branding Introduction, Emergence of virtual organization Internet, E-Commerce, and Mobile Commerce. Building online brands, Building digital Brand experiences, Challenges of digital branding, Web Branding-Naming online brands, online brand Management, Brand positioning in Digital world, critical success factors for digital branding. Challenges for managing digital brands, digital branding strategies, and value promises for digital brands		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEM6526	**ADVERSITEMENT AND MEDIA MANAGEMENT**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	To help the students to develop an understanding and experience on the production, marketing, finance, and operations in the field of media.

Course Outcomes	
CO1	Students should be able to understand the basic nature and purpose of Advertising and its advantages and disadvantages to business.
CO2	To be able to understand the purpose of Advertising for a product /service of organization and evolve advertising campaign plan.
CO3	To be able to work out Advertising Budget.
CO4	To be able to understand different Adverting Media Strategy.
CO5	To be able to understand the role functions of Advertising Agencies.

Reference Books:

#	Title	Author/s	Publisher
1	Foundations of Advertising	S.A. Chunawalla, KC Sethia	Himalayan Publishing House
2	Advertising: An Introduction Text	S. A. Chunawalla	Himalayan Publishing House
3	Advertising Management	Dr. Varma & Aggarwal	King Books

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			

H=High | L= Low | M=Moderate

Unit 1	**INTRODUCTION TO ADVERTISING**	10 Hours
History of advertising, advertising purpose and functions; Economic, Social and ethical aspects of advertising. Advertising as a marketing tool. Types of advertising reasons (pros) for advertising, Criticism of advertising, Advertising as a communication process.		
Unit 2	**ADVERTISING AND CAMPAIGN PLANNING**	10 Hours
Marketing strategy and situation analysis; advertising plan; Advertising objectives; DAGMAR approach; Advertising campaign planning process. IMessage development – different types of advertisements – layout – design appeal –copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements. Testing for advertising effectiveness;		
Unit 3	**CREATIVE STRATEGY & ADVERTISING BUDGET**	10 Hours
Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development. The art of copywriting; Advertising copy testing; Creativity in communication; motivational approaches; types of appeals used in advertising; Advertising budget process.		
Unit 4	**ADVERTISING MEDIA STRATEGY**	12 Hours
Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling. Role of Media; types of media, their advantages; and disadvantages; media planning, selection & scheduling strategies.		
Unit 5	**CHOOSING THE RIGHT AGENCY**	10 Hours
Role of agencies- Types and functions of ad agencies, client agency relationship; selection and coordination of advertising agency.		

Department of Management						
VI Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEM6 626	**Digital Marketing Strategy**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	• To provide students with a comprehensive understanding of digital marketing concepts, channels, and tools. • To develop the ability to create, manage, and measure integrated digital marketing campaigns

Course Outcomes

CO1	Define and explain digital marketing concepts, platforms, and tools.
CO2	Compare and contrast traditional and digital marketing approaches.
CO3	Develop effective content strategies tailored to diverse audiences.
CO4	Execute SEO, SEM, and social media campaigns to achieve marketing objectives.
CO5	Use analytics tools to evaluate website and campaign performance.

Reference Books:

#	Title	Author/s	Publisher
1	Digital Marketing	Chaffey, D., & Ellis-Chadwick	Pearson Education
2	Marketing 5.0: Technology for Humanity	Kotler, P., Kartajaya, H., & Setiawan	Wiley
3	Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity	Kaushik, A	Wiley

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M				
2	H	M				
3	H	M	L			
4	H	M	L			
5	H	M	L			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	**Digital Marketing**	**10 Hours**
Evolution, fundamentals, and scope of digital marketing- Digital Marketing vs. Traditional Marketing - Components of the digital marketing ecosystem - Benefits, challenges, and ethical considerations - Overview of digital channels: search, display, email, social, mobile -Digital consumer behavior and online buying process - Introduction to AI and automation in digital marketing		
Unit 2	**Content Marketing & Social Media Strategy**	**10 Hours**
Principles of content marketing and storytelling -Content planning, calendars, and repurposing strategies - Visual content tools (Canva, Adobe Express) - Social Media Marketing (SMM) platforms: Facebook, Instagram, LinkedIn, X (Twitter), YouTube, Pinterest - Influencer marketing and collaborations - Blog posting, commenting, and social bookmarking - Email marketing automation tools and segmentation strategies		
Unit 3	**Search Engine Optimization (SEO) & Search Engine Marketing (SEM)**	**12 Hours**
SEO fundamentals: On-page, Off-page, and Technical SEO - Keyword research tools (Google Keyword Planner, Ubersuggest) - Link building and backlink quality analysis - Sitemap creation and website crawling - Voice search and mobile SEO strategies - SEM campaigns using Google Ads - Pay-Per-Click (PPC) bidding strategies and ad targeting - Competitor keyword and ad performance analysis		
Unit 4	**Analytics, E-commerce & Conversion Optimization**	**10 Hours**
Google Analytics and Google Search Console fundamentals - Website traffic, bounce rate, and engagement analysis - Conversion rate optimization (CRO) strategies - E-commerce marketing funnels - Retargeting and remarketing strategies - Goal setting for digital campaigns		
Unit 5	**Digital Marketing Integration, Trends and Project Management**	**10 Hours**
Planning and executing integrated digital marketing campaigns -Budget allocation, timeline management, and resource optimization -Coordinating multi-channel strategies (SEO, SEM, SMM, Email, Content) -Reporting, ROI measurement, and KPI tracking -Emerging trends: AI in marketing, chatbots, AR/VR marketing, voice search - Capstone Project: Creating a comprehensive digital marketing campaign plan		

HUMAN RESOURCE ELECTIVE

Department of Management						
V Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEH5526	**Human Resource Development**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	1. 1. To understand the concept of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies. 2. 2. To have an in-depth knowledge about HRD processes, application and competitive advantage
Course Outcomes	
CO1	Understanding the functioning of HRD.
CO2	Identify the types of training methods and the impact of HRD programs.
CO3	Understand the need for socialization, counselling and coaching.
CO4	Evaluate the strategies of HRD for competitive advantage
CO5	Comprehend the Global effect on HRD practices

Reference Books:

#	Title	Author/s	Publisher
1	Strategic Human Resource Management- .	Randall S. Schuler, Susan E. Jackson,	Blackwell Publishing
2	Human Resource Development	- Jon M. Werner & Randy L. DeSimone ,	4th edition, Thomson South Western
3	Human Resource Management-	Robert L. Mathis & John H. Jackson	10th edition, Thomson South Western.
4	The learning enterprise	, Alexandria, V.A: Carnevale, A.P., & Gainer, L.J..	The American Society for Training and Development, Washington, D.C: Government printing office
5	Human Resources Management and Human Relations -Dr. Archana Srivatsava, V.P. Michael, Himalaya Publishing House	Kauffman BE	ILR Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1			M			
2	H				M	
3						M
4		M				
5	H		M		M	H

H=High | L= Low | M=Moderate

UNIT 1	INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT	8 HOURS
HRD -Meaning, Definition - Evolution of HRD -Relationship with HRM- HRD functions - Roles and competencies of HRD professionals -Challenges to organization and HRD professionals.-Ethical Issues in HRD.		
UNIT 2	**FRAME WORK OF HUMAN RESOURCE DEVELOPMENT**	**12 HOURS**
HRD processes, Assessing HRD needs, designing effective HRD program, Creating HRD programs, Implementing HRD programs- Training design Training methods and techniques, training delivery, Training Evaluation (Kirk Patrick Model).-Evaluating HRD programs, frame work of evaluation, assessing the impact of HRD programs- HR Auditing.		
UNIT 3	**HUMAN RESOURCE DEVELOPMENT APPLICATIONS**	**12 HOURS**
Career Planning, management, and development:, role of individual and organization and challenges - Coaching- need, benefits – Mentoring , Role of mentoring in development benefits – Employee counselling , employee assistance programme, stress management, employee wellness and health promotion ,Issues in employee counselling -Socialization, models of socialization.		
UNIT 4	**PERFORMANCE MANAGEMENT**	**10 HOURS**
Performance Management - Work force management, Employee reduction ,Employee realignment, employee retention -downsizing and outplacement services, - Employee Engagement, Nature and Benefits of Employee Engagement. -Talent management and succession planning		
UNIT 5	**RECENT TRENDS IN HRD**	**10 HOURS**
Globalization of Workforce, Diversity and inclusion, Cross-cultural communication and training, International HRD challenges- Global assignment management- Expatriate & Repatriate support and development-Remote Workforce, HRD programs for remote employees- Virtual And digital learning – Upskilling Reskilling. Lifelong Learning.		

V semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	Department of Management					
	BADEH 5626	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**	60 Hours	DEC	4 Hours a Week	4

Course Objective/s:	1. To provide an overview of concepts, nature and manpower related aspects of International Human Resource Management 2. To highlight on the role of IHRM in devising successful business strategies of multinational corporations

Course Outcomes

CO1	Gain an overview of the nature, scope and importance of International Human Resource Management
CO2	Understand and appreciate the role of International Human Resource Management in development and execution of strategies for success of multinational corporations
CO3	Learn the role of International Human Resource Management in long-term planning and staffing of manpower globally
CO4	Gain insights of the strategic role of Training and Development of Expatriates in Management of international assignments.
CO5	Acquaint themselves with the process of global performance management and understand the complexities of global compensation

Reference Books:

#	Title	Author/s	Publisher
1	International Human Resource Management	Srinivas R Kandula	Sage
2	International Human Resource Management	Anne-Wil Harzing and Ashly H. Pinnington	Sage
3	International Human Resource Management	S G Gupta	McMilan

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1			M			
2	H			L	M	
3					H	M
4		M				M
5	H		M		M	H

H=High | L= Low | M=Moderate

UNIT 1	INTRODUCTION AND OVERVIEW	10 HOURS
Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.		
UNIT 2	**THE KEY ROLE OF INTERNATIONAL HRM IN SUCCESSFUL MNC STRATEGY**	**10 HOURS**
Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.		
UNIT 3	**GLOBAL HUMAN RESOURCE PLANNING**	**12 HOURS**
From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.		
UNIT 4	**GLOBAL WORKFORCE TRAINING AND DEVELOPMENT**	**12 HOURS**
Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.		
UNIT 5	**GLOBAL WORKFORCE PERFORMANCE MANAGEMENT**	**10 HOURS**
Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.		

Department of Management						
VI SEMESTER	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEH6526	**EMPLOYEE RELATION AND LABOUR WELFARE**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

Course Objective/s:	1. To acquaint students with concepts on employee relation and labour welfare 2. To enable students to analyse the impact of labour laws on employee-employer relationships and workplace policies and effectiveness of employee welfare programs and conflict resolution strategies.

Course Outcomes

CO1	Understand the importance of employee relations and labour welfare in the workplace.
CO2	Analyze the impact of labour laws
CO3	Evaluate the various Social and Wage Legislation
CO4	Analyse the employer-employee relationship and various welfare programs
CO5	Develop strategies to resolve workplace conflicts and disputes

Reference Books:

#	Title	Author/s	Publisher
1	Labour Relations: Striking a balance.	Budd	McGraw Hill
2	Employee Relations and Labour Laws	P.Subba Rao	Himalaya Publishing House
3	Industrial Relations and Labour Welfare	H.L Kumar	Himalaya Publishing House
4	Industrial Relations, Trade Unions and Labour Legislation	T.N Chhabra	Dhanpat Rai Publications
5	Theoretical Perspective on Work and the Employment Relations	Kauffman BE	ILR Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			H	H	H
2	M		M	H	H	M
3	M		M	M	M	M
4	H		M	H	H	H
5	H		H	H	H	H

H=High | L= Low | M=Moderate

UNIT 1	INTRODUCTION TO EMPLOYEE RELATION AND LABOUR WELFARE	10 HOURS
Definition of employee relation and labour welfare; importance; evolution of employee relation and labour welfare, changing nature of work and impact on employee relation; key stakeholders in employee relations and labour welfare-employers, employee, unions, government and society.		
UNIT 2	**LABOUR LAWS**	**10 HOURS**
Labour laws and regulations; Fair Labour Standards act, National Labour Relations Act and Occupational Safety and Health Act, Role of unions in the development and enforcement of labour laws; challenges and criticisms of labour laws. POSH Law.		
UNIT 3	**Social Security Legislation and Wage Legislation**	**15 HOURS**
Employee State Insurance Act 1948, Maternity Benefit Act 1961, Payment of gratuity act 1972.Workmen Compensation Act 1923, Employee Provident Fund and Miscellaneous Provision Act 1952, The Payment of Wage Act 1936, The Minimum Wage Act 1948, The Payment of Bonus Act 1965.		
UNIT 4	**EMPLOYEE WELFARE PROGRAMS**	**10 HOURS**
Overview of employee welfare programs, including those related to health and safety, retirement, leave and other benefits; effectiveness of employee welfare programs in improving employee morale, job satisfaction and productivity; Legal requirements and guidelines for implementing employee welfare programs; role of employee participation and communication in the success of employee welfare programs.		
UNIT 5	**CONFLICT RESOLUTION AND DISPUTE HANDLING**	**7 HOURS**
The Industrial Disputes Act 1947, Trade Unions, Common sources of workplace conflict and disputes including those related to performance, interpersonal relationships, and organisational change; techniques and strategies for resolving conflicts and disputes, including mediation, negotiation, and arbitration; role of employee relation in promoting effective conflict resolution and dispute handling.		

						Department of Management
VI semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BADEH 6626	**Organizational Leadership and Change Management**	**60 Hours**	**DEC**	**4 Hours a Week**	**4**

UNIT 1	**INTRODUCTION TO ORGANIZATIONAL LEADERSHIP**	**10 HOURS**
Organisational Leadership: Introduction, role and elements of organizational Leadership. Leadership Traits - management versus leadership -Theories in leadership , Great Man" Theories trait theory, Transactional leadership theory Transformational theory of leadership Contingency theory of leadership- Servant Leadership Theory - Visionary Leadership, Qualities for visionary leader- Leadership Framework, McKinsey's 7 S framework.		
UNIT 2	**LEADERSHIP STRATEGIES AND TOOLS**	**10 HOURS**
Strategic leadership, Role of strategic Leader, Approaches to Managing People-Leadership and motivation- transactional analysis, TA Applications in Motivation-techniques of organizational leadership- Kaizen model , Lean Six Sigma, Total Quality Management, participative management- business networking, Networking as a Strategic Tool- Positive Psychology & self-leadership. .- Ethics in Leadership, Leadership and corporate social responsibility		
UNIT 3	**TEAM LEADERSHIP**	**12 HOURS**
Team Leadership, meaning ,features - Leader / Follower Relations, Self-Managed Teams-Team building: Stages of team development, team building exercises, managing team conflicts. Group Dynamics- stewardship leadership -Power and Politics -Power, Types of power- Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics- Inclusive Leadership		
UNIT 4	**CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE**	**12 HOURS**
Understanding organizational culture-Managing organizational change- Levels of Change Management, group, team, individual level change – Need for change , factors influence change in organization Change management principles- Kotter's 8 Steps to Change Management – resistance to change ,Overcoming resistance to change-Change Agent, Roles of a Change Agent Types of Change Agent, Challenges in change management.		
UNIT 5	**CONTEMPORARY LEADERSHIP PRACTICES AND TRENDS**	**10 HOURS**
Corporate Leadership ,Emerging Trends in Corporate Leadership, Collaborative Leadership, Agile Leadership, Design Thinking - Global and Resilient, Leadership in Remote working-Woman Leadership, Importance, challenges ,Glass Ceiling- Succession Planning		

ST. JOSEPH'S UNIVERSITY
P.B. 27094, 36, Lalbagh Road, Bengaluru-560 027 INDIA
Ph.: 22211429, 22274079. Fax: 080-22245831

INTERNSHIP RESEARCH PROJECT

Structure and submission guidelines

An internship research project report is a documentation of a student's work—a record of the original work done by the student in the internship of 6-week duration. The objective of this document is to provide a set of guidelines that help a student to prepare the report to satisfy the requirements of completion of BBA degree at St. Joseph's University.

1.0 ABOUT INTERNSHIP RESEARCH PROJECT

Internship research project offers opportunity to students to work closely with professionals in their field, and to develop knowledge, competencies and experience related directly to their career. As a part of course completion requirement, it is mandatory for students of BBA to complete 6 weeks of internship after the completion of their III or IV semester examination. Students are required to complete their internship and submit the research report before the last working day of V semester.

1.1 SCOPE OF INTERNSHIP RESEARCH PROJECT

The project study is to be based on the functional area that the student opted as an elective in fifth and sixth semester. It is important to identify a problem area for the purpose of research. Before commencement of internship research project study each student is to develop a synopsis in consultation with his/her guide in the chosen area covering the broad aspects on which the data is proposed to be collected and analysis is to be conducted. It may be noted that the chosen functional area is not restrictive. If the student finds any other area interesting or otherwise, they must explore it and comment on it in his/her report. Each student is required to carry out the work and submit the report individually.

1.2 OBJECTIVES OF INTERNSHIP RESEARCH PROJECT

From the student perspective, an internship assists with career development by providing real work experiences that provide students with opportunities to explore their interests and develop professional skills and competencies. The following are specific objectives of internship research project.

1. Work & gain knowledge of real time business environment.
2. Explore the various functional areas and analyse how theoretical concepts taught are applied in real life situations.
3. Analyse best practices, system, processes, procedures and policies of a company/industry in different functional areas and bring forward the deviations.
4. Develop skills in report writing through data collection, data analysis, data extraction, and presentation and draw lessons vis-à-vis firm or company.

1.3 PROCEDURE & INSTRUCTIONS TO STUDENTS

I. Confirm topic and organization

- Students should make sure that they have contacted the guide before joining the company. Further student need to be in regular touch with the guide right through the project.
- Read & understood the project guidelines as suggested by the department.
- Prepare at least three or four probable topics and discuss it with your internal guide.
- Devote time to review past projects, get tips from the faculty members and seniors and refer necessary books.

II. Adhere to company norms

- Students should respect privacy policy of the company and obtain all necessary permissions to acquire / project or publish data. During the Project work students must follow rules and regulations of that organization. Care must be taken and approval must be obtained from the concerned authority for using conveyance, canteen, photocopying and software/hardware facilities, etc.
- Understand that the company bosses will have their own way of getting things done. Always be

cooperative, getting good experience, is your requirement. Adaptive, cooperative, positive, polite and enthusiastic approach will improve your chances of getting good project, satisfaction in internship.

- Work on getting as much information as you can. Have non-intrusive approach with the colleagues and superiors. Always respect juniors. Whenever required do not hesitate to ask questions, clarify your doubts. Your inquisitiveness will be appreciated.
- You can prepare the basic frame work of the project starting from objectives and inform progress to the guide from time to time. If necessary, guide will give directions and will approve the proceedings.
- Produce your work and submit it to the company as per the format required / prescribed by them. Later you can reshape the information/look as per the university Project Guidelines.

III. Title of Internship Research Project

- Select a title which clearly describes the project you will be doing. Use simple words like, A Study of…, an analytical study of…., Comparative study of…….Etc. Do not write titles like 'Performance Management', 'Branding', be very specific and clear. Remember title generates the interest of the reader, as such meaningful and apt title is of prime importance. Select a project where you have some interest and understanding of the topic and there is a possibility to get sufficient data.

D. Preparing project report

PREFACETORY ITEMS

1. Title Page: Name of the College, Organization Name, Student's Name & Reg. #, Date of submission
2. Copy of Internship Certificate
3. Acknowledgement: of those who helped you during internship and in compilation of internship report
4. Table of Contents: List of all headings, subheadings, and annexure with page numbers.
5. List of Tables/Figures: List of tables, figures, graphs, charts (if used in report).
6. Plagiarism Report

BODY OF THE PROJECT REPORT

1. Executive Summary: Includes major points/micro image of the report
2. Overview of the Organization: Brief History, Nature of Organization, Business Volume, Main Offices,Total staff strength, Products, Competitors
3. Organizational Structure: Organizational Chart (hierarchy wise), Departments Name
4. Structure of the various Dept: Dept. Hierarchy, No. of employees in the Dept.
5. Functions of the Dept worked in: Eg: Accounting System of the Company, Finance System of the Co., Use of E-data, Sources and Allocation of Funds.
6. Your Internship Program:
7. Introduction of the Branch where you worked
8. Departments in which you worked during your internship, Supervisor's name & job title
9. Description of the tasks/projects which were assigned to you during your internship
10. Critical Analysis: Associate theoretical concepts with your internship experience on following:
11. Current & Future Prospects of the Organization
12. Write up of learning outcome at the organization
13. SWOC Analysis (strengths, Weaknesses, Opportunities, Challenges to the Organization)
14. Conclusion: Illustrate the Company as per your judgment/assessment with reference to SWOC Analysis
15. Recommendations: Recommend solutions for all the problematic areas mentioned in SWOC analysis

<u>TERMINAL ITEMS</u>

1. References & Sources Used for Data Collection
2. Annexes/Appendices
3. Weekly reporting & task log sheet, signed by supervisor of the company.

E. Facing Viva

- Remember you know your project best. Examiner will take your project in hand for only ten to fifteen minutes; examiner will rely on you to get more information on the project.
- Your preparation and attitude will decide how they will understand and appreciate your project.
- All the students are required to give presentation to the concerned guide along with the committeeof experts which will be held as per schedule notified.

1.4 TIMELINE & GUIDELINES

1. All the students are required to give their organization name, address, name of the concern person with designation & contact number to the guide.

2. The students shall choose a Company from Organized Sector - Private / Public Limited company, Corporation or a Government Department etc.

3. No two students are advised to work in same company during their internship. Even if the students are assigned the same company it is expected that they work on different aspects or demographic area of the project and present accordingly.

4. TheFacultyguidehasthelibertytovisittheOrganizationwherethestudentisundergoingtraining to assess and evaluate fruitfulness of the internship.

5. The internship is to be completed before 31st October. Students should submit the research report to the college on or before 30th of October. Remaining absent in the name of internship research project will not be permitted and disciplinary action may be initiated for those who fail to report to the college on the scheduled date.

6. First draft copy (hard copy) of the project report should be submitted to the respective project guide before 5th October. Every student will have to make a presentation of his/her project report as per a schedule that will be notified in due course. The final project report with corrections, modification and alteration suggested by project guide should be submitted on or before 20th October. The project report should not be finalized without approval by the guide.

7. Students are advised to be in touch with their guides at least once a week and submit a progress report, every month during the project duration.

8. The project report should be printed strictly to guidelines that are being circulated herewith.
   - Report Length: 20 to 30 pages (spiral binding only)
   - Page Size: A4
   - Font: Times NewRoman
   - Font size-12
   - Alignment: Justified
   - Margin: 2”
   - Spacing: 1.5
   - Page Numbering: Pages should be numbered
   - Headings/Subheadings: Use headings/subheading where necessary
   - Spelling/Grammar Check: Use this feature on whole report.

9. The internship research report prepared after the completion of internship shall be assessed at the end of V semester as a compulsory paper of 100 marks (Report 60: Viva voce 40).

10. It is advised that: You take the internship research project very seriously & understand the internship research project in its entirety – its objectives, methodology future scope & the time frame in which it has to be complete. Meet the guide and present Weekly Progress Report on every Monday of the week positively.

1.5 SPECIMENS

The format of the cover page

INTERNSHIP RESEARCH PROJECT ON

TITLE OF PROJECT REPORT

Undertaken at

"NAME OF THE ORGANIZATION"

Submitted in partial fulfilment of the requirements for the award of the degree of Bachelor of

Commerce/ Bachelors of Business Administration

To

St. Joseph's University, Bangalore

Under the Guidance of
Name of Faculty Guide
Designation

Submitted by
Name of Student
V Semester BBA
Roll No.

University and Guide certificate

ST. JOSEPH'S UNIVERSITY
36 Lalbagh Road
Bangalore - 560 027

To whom it may concern

Certified that this report entitled " " submitted in partial fulfilment for the award of BBA Degree at St. Joseph's University, was carried out by __ under the guidance of ________________________________. This has not been submitted to any other University or Institution for the award of any degree/diploma/certificate.

Guide **Head of the Department**

Company certificate

COMPANY'S LETTER HEAD

CERTIFICATE

This is to certify that______________(Full Name of the Student), a student of Bachelors of Business Administration of Batch 2022 - 2025, St. Joseph's University, Bangalore bearing Roll No. _____________________________________, has undertaken the Internship Project at _______________(Name of the Company) during___________________to _ _______________under my supervision & guidance. He / She has conducted a study & completed the Project on ____

Seal of Organization

Signature of the Guide

Date:

Internship Research Project Weekly Progress Report (WPR)

Batch: 2024-2027 | V Semester BBA | Student's Name__________________________|Roll No: _____________

WPR STATUS REPORT		
#	Particular	
1	Functional Area	
2	Title of Project Report	
3	Company Name	
4	Address	
5	Phone No	
6	Company Guide's Name	
7	Contact No	
8	Faculty Guide's Name	

WPR No______________ Date From:__________________Date To: ________________

Day	Time	Details
Monday	Monday	
Tuesday	09:30 to 18:00	
Wednesday	09:30 to 18:00	
Thursday	09:30 to 18:00	
Friday	09:30 to 18:00	
Saturday	09:30 to 18:00	

Remark of Industry Guide:

Seal of Organization

Signature of the Company Guide

Date:

Note: WPR to be sent to respective Faculty Guides on every Monday of the week as per schedule

Student Internship Research Project Evaluation

PARAMETE RS	Compliance of guidelines	Contentofthe projectreport	Analysis and interpretation	Presentation of the report	Total
Marks	10	20	20	10	60
				Viva Voce	40
				Total Marks	100

Grade- Outstanding: 75% (A); Good: 60% (B); Satisfactory: 50%(C); Unsatisfactory: Below 50% (D)

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RESEARCH PROJECT REPORT

Structure and submission guidelines

A research project report documents a student's original work over a 12-week research period. It captures the efforts, processes, and outcomes achieved during this time. This guide aims to provide clear instructions, helping students craft a report that fully meets St. Joseph's University's requirements for BBA degree completion. Essential components include an introduction to objectives, detailed methodology, data analysis, key findings, and actionable recommendations. By adhering to these guidelines, students ensure their report reflects academic excellence, professional standards, and practical insights gained, paving the way for successful graduation.

1.0 ABOUT RESEARCH PROJECT

The Research Project report is a cornerstone requirement for graduating from St. Joseph's University's Department of Management. This rigorous, off-classroom, field-based study demands students synthesize three years of advanced learning into original, high-caliber research on a business administration topic approved by the University's Research Committee. Students must produce a meticulously crafted report in the prescribed format, submitting it through supervisors to the Committee. We urge selecting projects that align seamlessly with academic passions, coursework mastery, and career ambitions, fostering unparalleled research depth and scholarly excellence. Students are required to complete their research and submit the research report before the last working day of VI semester.

1.1 SCOPE OF RESEARCH PROJECT

The research project must center on identifying a specific problem area worthy of scholarly investigation. Prior to commencing, each student develops a detailed synopsis in consultation with their guide, outlining the chosen topic, proposed data collection methods, and analytical approaches. Note that the selected functional area is not restrictive—students may explore emerging or alternative topics of interest, providing justified commentary in their report. All work must be conducted and reported individually, ensuring original contributions to business administration knowledge

1.2 OBJECTIVES OF RESEARCH PROJECT

The Research Project aims to cultivate essential research competencies, including data collection, processing, analysis, report writing, critical thinking, and presentation skills. This assignment equips students with the knowledge, attitudes, and academic prowess needed for a strong entry into the management profession. Work & gain knowledge of real time business environment.

The Research Project involves an investigation in the form of a research project. As such, it provides an excellent opportunity for students to

- Pursue a research problem or question aligned with personal interests.
- Integrate classroom theory with real-world practice.
- Cultivate critical thinking through in-depth topic investigation.
- Hone skills in critically evaluating professional literature, reports, and studies—assessing design, data treatment, and conclusions.
- Master clear, concise, and logical presentation of research findings for effective communication and practical application.

1.3 PROCEDURE & INSTRUCTIONS TO STUDENTS

ACTIVITIES INVOLVED IN WRITING A RESEARCH REPORT

The following activities will be involved in the Research report writing:

- Selecting a relevant topic or issue for the study;
- Getting approval of the Research Committee / Research Guide to pursue the proposed study;
- Locating the relevant literature;
- Locating the sources of information;
- Extracting the relevant information from different sources;
- Organizing and analyzing the data;
- Drawing conclusions; and Writing a Research report.

GUIDESHIP/ MENTORSHIP

Students will be guided by a faculty Guide. The faculty guide will be allotted to you by the Head of the Department before the commencement of project work. However, it is the responsibility of the student after consulting with the faculty to identify the topic and proceed with the research work.

Approval and Supervision of the Research Project

The Research Project report must adhere to these requirements:

- The proposed field of study or research topic must be approved by the assigned Research Guide and the Head of the Department.
- All Research Project work must follow the guidelines provided by the Research Guide.
- The final work must demonstrate satisfactory standards in expression, analysis, and presentation.
- Students must maintain regular contact with their Research Guide.

Research Reporting Requirements

Students must prepare a comprehensive research report detailing the investigation's results. The submitted report shall:

- Provide an accurate depiction of the business reality under study.
- Exclude any work previously submitted for another academic award.
- Be written entirely in English.
- Meet satisfactory standards for expression, analysis, and presentation.
- Acknowledge any substantial assistance received during the research and report writing.

Conform to the Department of Management rules and format for Research Project

CRITERIA TO SELECT THE COMPANY FOR RESEARCH PROJECT:

- The organization must employ at least 100+ people.
- The company must have been operational for a minimum of 3 years since inception.
- The company must be formally registered, with an official website and company seal
- The student also can select any startup company or any other relevant field.

LENGTH OF THE RESEARCH REPORT

The length for the report shall be around 12,000- 15,000 words (approximately 50 - 80 pages). This length is exclusive of the materials included in appendices.

ETHICS IN RESEARCH

Design for Integrity: Research must be designed, reviewed, and conducted to ensure high quality and ethical standards.

Informed Voluntary Participation: Fully inform participants about purposes, methods, uses, risks, and requirements; ensure voluntary involvement without coercion, while protecting confidentiality and anonymity.

Avoid Harm and Ensure Independence: Prevent any harm to participants; maintain clear research independence, disclosing all conflicts of interest.

PLAGIARISM

The project report must undergo plagiarism testing and achieve a similarity score below 20% to approve. It must also fully satisfy the academic standards and requirements for undergraduate project work as prescribed for students pursuing their degree at St. Joseph's University, ensuring originality, rigor, and scholarly integrity throughout.

Preparing project report

Preliminary Materials

1. Title Page: Name of the University, Organization Name, Student's Name & Reg. No, Date of submission
2. Copy of Project Certificate
3. Certificate from the Guide
4. Certificate from the University
5. Acknowledgement: of those who helped you during internship and in compilation of research project report
6. Table of Contents: List of all headings, subheadings, and annexure with page numbers.
7. List of Tables/Figures: List of tables, figures, graphs, charts (if used in report).
8. Plagiarism Report

BODY OF THE PROJECT REPORT

Chapter Scheme for Research Project Report

Chapter 1: Introduction (8-10 pages)

Establishes the study's foundation.

1.1 Introduction and theoretical background.

Chapter 2: Industry and Company Profile (If any) (10-15 pages)

Industry overview: History, growth, prospects.

2.1 Inception, history, type, nature, Board of Directors, organization chart, operations.

2.2 Products/services, market share, competitors, functional chart.

2.5 Corporate Social Responsibility (CSR).

2.6 SWOT analysis, company/industry future prospects/growth.

Chapter 3: Research Methodology (10-15 pages)

3.1 Literature Review: Concise synthesis of recent sources (journals, articles).

3.2 Statement of the problem.

3.3 Study title / Topic.

3.4 Objectives.(Min 3)

3.5 Hypothesis (if applicable).

3.6 Research design and sampling.

3.7 Research instruments (e.g., questionnaire).

3.8 Scope and limitations.

3.9 Scope for further research.

3.10 Chapter scheme.

Chapter 4: Data Analysis and Interpretation (20-35 pages)

Present primary/secondary data in tables, graphs, diagrams. Include hypothesis testing with tools like Excel, SPSS (If applicable), . For each table:

Title.

Data (tabular/visual).

Analysis.

Inference.

Source.

Provide calculations and rational linkages to theory.

Chapter 5: Summary of Findings, Recommendations, and Conclusion (5-8 pages)

Numbered findings in Bullet points.

Conclusions justifying objectives.

Specific recommendations.

Appendices and Annexures

Questionnaires and organizational materials.

Finance topics: Attested statements (3-5 years).

Bibliography
Cite all sources (books, articles, journals, websites) in APA 7th edition. Example:
Pant, P. R. (2015). Business Research Methods. Kathmandu: Buddha Publications.

E. Facing Viva-Voce

- Remember you know your research project best. External Examiner will take your project in hand for only ten to fifteen minutes; examiner will rely on you to get more information on the research work.
- Your preparation and attitude will decide how they will understand and appreciate your project.
- All the students are required to give presentation to the concerned guide along with the committeeof External member which will be held as per schedule notified.
- Student will have a Mock viva before final viva with the Research guide.

1.4 TIMELINE & GUIDELINES

1. All the students are required to give their organization name, address, name of the concern person with designation & contact number to the guide.
2. The students shall choose a Company from Organized Sector - Private / Public Limited company, Corporation or a Government Department etc.
3. No two students are advised to work in same company or same topic during their Research Project. Even if the students are assigned the same company it is expected that they work on different topics or area of the project and present accordingly.
4. TheFacultyguidehasthelibertytovisittheOrganizationwherethestudentisundergoingtraining to assess and evaluate fruitfulness of the internship.
5. The Project is to be completed before December. Students should submit the research report to the college on or before 15th of March.
6. Students are advised to be in touch with their guides at least once a week and submit a progress report, every month during the project duration.
7. The project report should be printed strictly to guidelines that are being circulated herewith.
   - Report Length: 50 to 80 pages
   - Page Size: A4
   - Font: Times New Roman
   - Font size-12
   - Alignment: Justified
   - Margin: 2”
   - Spacing: 1.5
   - Page Numbering: Pages should be numbered
   - Headings/Subheadings: Use headings/subheading where necessary
   - Spelling/Grammar Check: Use this feature on whole report.
8. The research report prepared after the completion of Research shall be assessed at the end of VI semester as a compulsory paper of 100 marks (Report 60: Viva voce 40).

Students are strongly advised to approach the Research Project with utmost seriousness, fully understanding its objectives, methodology, future scope, and timeline for completion. Schedule regular meetings with your assigned guide and submit a Weekly Progress Report every Monday to ensure consistent advancement and academic excellence

1.5 SPECIMENS

The format of the cover page

RESEARCH PROJECT ON

TITLE OF PROJECT REPORT

Undertaken at

Submitted in partial fulfilment of the requirements for the award of the degree of Bachelors of

Business Administration

To

St. Joseph's University, Bangalore

Under the Guidance
of Name of Faculty
Guide Designation

Submitted by
Name of Student
VI Semester BBA
Roll No.

ST. JOSEPH'S UNIVERSITY
36 Lalbagh Road
Bangalore - 560 027