

**ASSAM DON BOSCO UNIVERSITY
PROGRAMME PROJECT REPORT
ON
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

Submitted to

UNIVERSITY GRANTS COMMISSION

Bahadur Shah Zafar Marg
New Delhi – 110 002

Submitted by

ASSAM DON BOSCO UNIVERSITY

Tapesia Gardens, Kamarkuchi, Sonapur, Tepesia,
Assam 782402




Registrar
Assam Don Bosco University
Tapesia Gardens, Sonapur
Assam-782402, INDIA

Contents

1. Mission and Objectives of the Programme
 2. Programme Outcomes
 3. Relevance of the Programme with the Mission & Goals of Assam Don Bosco University
 - 3.1 Vision
 - 3.2 Mission
 - 3.3 Goals
 4. Nature of Prospective Target Group of Learners
 5. Appropriateness of Programme to be conducted in Online Learning mode to acquire specific skills and competence:
 6. Instructional Design
 7. Duration of the programme
 8. Credit Distribution
 9. Faculty and Support Staff requirement:
 10. Specialization:
 11. Fieldwork/Internship/Project Study:
 12. Procedure for Admissions, Curriculum Transaction and Evaluation for BBA Programme:
 - 12.1 Admission Procedure
 - 12.2 Continuous Admission
 - 12.3 Fee Structure
 - 12.4 Curriculum Transaction and Activity Planner
 - 12.5 The evaluation system of the Programme
 13. Cost Estimate of the Programme and the Provisions
 - 13.1 Programme Development Cost
 - 13.2 Quality Assurance Measure and Expected Outcome
 - 14. REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES**
- Annexure I: Detailed Syllabus of the Programme

1. Mission and Objectives of the Programme

The online Bachelor of Business Administration (BBA) programme at Assam Don Bosco University is designed to build a strong foundation in business principles, management practices, and entrepreneurial thinking. The programme aims to nurture competent, confident, and ethically responsible professionals who can contribute effectively to organisational success and societal development in today's competitive global economy.

Assam Don Bosco University seeks to create learning opportunities for young aspirants, working individuals, entrepreneurs, and self-employed learners who wish to gain a comprehensive understanding of business and management fundamentals. The curriculum of the BBA programme integrates key functional domains such as Marketing, Finance, Human Resource Management, and Operations, ensuring a balanced blend of theoretical knowledge and practical exposure. It also focuses on developing critical thinking, communication, and problem-solving skills essential for professional excellence.

The BBA curriculum is designed in alignment with the UGC Regulations on Open and Distance Learning and Online Programmes (2020) and the National Education Policy (NEP) 2020, promoting flexibility, employability, and lifelong learning. It incorporates project-based learning, case studies, and industry-relevant assignments, ensuring learners gain real-world insights and practical competencies.

The mission of the ADBU BBA programme is to provide accessible, affordable, and quality education through an innovative Online Learning (OL) platform, enabling learners to pursue higher education without geographical or temporal constraints. It upholds the university's commitment to "education beyond barriers", empowering students to become responsible business professionals, entrepreneurs, and leaders capable of driving sustainable economic and social transformation.

1.1 Objectives of the Programme

- ❖ **Foundational Business Knowledge:** Build a strong understanding of fundamental concepts in management, accounting, marketing, finance, human resources, and entrepreneurship.
- ❖ **Leadership Development:** Develop essential leadership qualities to inspire, guide, and manage teams effectively in diverse organizational settings.
- ❖ **Analytical and Strategic Thinking:** Strengthen the ability to analyze business problems, interpret data, and make sound strategic decisions in dynamic environments.
- ❖ **Entrepreneurial Orientation:** Encourage innovation and entrepreneurial thinking to help learners identify opportunities and create sustainable business ventures.
- ❖ **Critical and Creative Thinking:** Cultivate problem-solving and decision-making skills to address real-world business challenges with creativity and confidence.
- ❖ **Professional Communication:** Enhance written, verbal, and interpersonal communication skills for effective business interactions, presentations, and negotiations.
- ❖ **Global and Societal Awareness:** Develop an understanding of global business environments, cultural diversity, and the importance of social responsibility in business practices.
- ❖ **Ethical and Value-Based Approach:** Instill professional ethics, integrity, and social responsibility to promote responsible and sustainable management practices.

2. Programme Outcomes

- ❖ **Leadership and Managerial Competence:** Graduates will exhibit foundational leadership and management skills, enabling them to coordinate teams, manage operations, and contribute to organizational effectiveness.

❖ **Comprehensive Business Understanding:** Learners will gain an integrated knowledge of core business areas such as marketing, finance, human resource management, and operations, facilitating informed and practical decision-making.

❖ **Analytical and Problem-Solving Ability:** Students will develop the capacity to analyze business situations, identify challenges, and propose creative and effective solutions.

❖ **Effective Communication and Teamwork:** Graduates will demonstrate proficiency in professional communication, presentation, and collaboration, essential for working productively in diverse business environments.

❖ **Entrepreneurial and Innovative Mindset:** Learners will cultivate entrepreneurial thinking, innovation, and adaptability to identify and pursue business opportunities in a competitive landscape.

❖ **Global and Societal Perspective:** Exposure to global business practices will prepare students to operate responsibly in multicultural and international contexts while understanding the socio-economic dimensions of business.

❖ **Ethical and Responsible Conduct:** Graduates will uphold integrity, accountability, and ethical values in their professional actions, contributing to sustainable and responsible business practices.

The **BBA programme** aims to prepare learners with the knowledge, skills, and professional attitude necessary to succeed in a rapidly changing business environment, empowering them to become capable managers, entrepreneurs, and socially responsible citizens.

3. Relevance of the Programme with the Mission and Goals of Assam Don Bosco University

The online Bachelor of Business Administration (BBA) programme is closely aligned with the vision, mission, and goals of Assam Don Bosco University (ADBU). It reflects the University's commitment to delivering holistic, value-based, and career-oriented education that empowers learners to become competent, ethical, and socially responsible professionals.

3.1 Vision

The vision of Don Bosco University is to mould young persons into intellectually competent, morally upright, socially committed, and spiritually inspired citizens, serving India and the world through holistic and personalized education.

The BBA programme embodies this vision by:

❖ Providing accessible and flexible higher education opportunities to learners from diverse social and economic backgrounds, especially those from the North-Eastern region.

❖ Integrating technical, managerial, and ethical dimensions of education, ensuring that academic learning is complemented with values and professional conduct.

❖ Offering an employment-oriented curriculum that builds competence in business management and entrepreneurship aligned with current industry requirements.

❖ Encouraging research-based and project-driven learning to enhance analytical and decision-making abilities among students.

❖ Promoting socially responsible education, equipping learners to contribute meaningfully to the economic and social development of their communities.

❖ Fostering international outlook and collaborations through exposure to global business trends and intercultural understanding.

The programme also resonates with the spirit of the University emblem:

- The Cross reflects ethical grounding and spiritual inspiration;
- The Profile of St. John Bosco represents the University's unique educational philosophy;
- The Book stands for commitment to academic and professional excellence;
- The Rays of the Rising Sun symbolise progress, innovation, and social contribution;
- The motto 'Carpe Diem' (Seize the Day) inspires every learner to make the best use of learning opportunities and pursue excellence in life and career.

3.2 Mission

ADBU's mission is to create an environment of stimulating intellectual dialogue across disciplines and to harvest knowledge through high-quality teaching, research, and extension activities, thereby developing leaders who can guide society with vision and integrity.

The BBA programme contributes directly to this mission by:

- ❖ Encouraging interdisciplinary learning that combines business management, communication, economics, and technology.
- ❖ Offering quality instruction and experiential learning through projects, case studies, and digital learning tools.
- ❖ Developing future-ready professionals who can assume leadership roles in diverse business and social sectors.
- ❖ Promoting research orientation and innovation at the undergraduate level to build analytical and creative capacities.

3.3 Goals

ADBU's goal is to achieve its vision by developing innovative, updated, and contextually relevant programmes, fostering interactive and experiential learning environments that prepare students for the challenges of globalization.

In alignment with these goals, the BBA programme aims to:

- ❖ Continuously update its curriculum to reflect emerging business trends, technological advancements, and market needs.
- ❖ Engage students and faculty in interactive, collaborative, and experiential learning through online platforms, case studies, simulations, and real-world projects.
- ❖ Build a community of lifelong learners capable of contributing to a global network of knowledge-sharing and entrepreneurship.
- ❖ Equip learners with a competitive edge in both domestic and international job markets through practical skills and value-based education.

In essence, the Online BBA Programme of Assam Don Bosco University is a reflection of the University's broader commitment to "education beyond barriers", aimed at creating leaders who combine competence with compassion, professionalism with ethics, and ambition with social consciousness.

4. Nature of Prospective Target Group of Learners

Assam Don Bosco University (ADBU) is dedicated to providing accessible, flexible, and quality business education to learners from diverse social, economic, and geographical backgrounds. Guided by its philosophy of “Education Beyond Barriers,” the online Bachelor of Business Administration (BBA) programme is designed to build strong foundational knowledge and managerial capabilities among learners aspiring to pursue a successful career in business, management, or entrepreneurship.

The programme integrates essential areas of management such as marketing, finance, human resources, operations, business communication, and entrepreneurship, ensuring that learners develop both academic and practical competence required in today’s fast-evolving business world.

The ADBU BBA Programme is ideally suited for the following categories of learners:

- ❖ School Graduates and Young Aspirants who wish to build a strong foundation in business and management studies as a pathway to professional careers or higher education such as an MBA.
- ❖ Working Individuals and Early-Career Professionals who seek to enhance their managerial, administrative, or entrepreneurial skills while balancing professional and personal commitments.
- ❖ Entrepreneurial Learners and Family Business Successors who aim to acquire systematic knowledge of business operations, finance, and marketing to effectively manage and expand their ventures.
- ❖ Learners from Rural and Remote Areas who have limited access to conventional higher education institutions but aspire to pursue a degree in management through an online mode.
- ❖ Women Learners who wish to strengthen their career prospects, gain confidence, and acquire business and leadership skills to become self-reliant and professionally empowered.
- ❖ Learners with Career Transition Goals who intend to shift from technical or non-business fields into managerial or business-oriented roles through structured and applied business education.

The Online BBA programme at ADBU is crafted to meet the diverse educational and professional needs of these groups. It offers a learner-centric, industry-aligned, and flexible learning environment that nurtures employability, innovation, and entrepreneurship—empowering students to grow as responsible and capable business professionals in both national and global contexts.

5. Appropriateness of the Programme to be Conducted in Online Learning Mode to Acquire Specific Skills and Competence

The Bachelor of Business Administration (BBA) programme of Assam Don Bosco University (ADBU) has been carefully designed to develop learners’ conceptual understanding, analytical thinking, and practical business skills through the Online Learning (OL) mode. The instructional design of the programme ensures that learners are actively engaged in the learning process, promoting independent, flexible, and application-oriented study.

The Online Learning system at ADBU is learner-centric, focusing on active participation, flexibility, and self-paced progress rather than passive classroom instruction. All teaching-learning activities adhere to the UGC Online Learning Regulations, 2020, ensuring high academic standards, technological integration, and learner support throughout the programme.

ADBU adopts a multimedia-based instructional approach, incorporating a combination of text, audio, video, and interactive content to enrich the learning experience.

Instructional Design and Content Development

The digital Self-Learning Materials (SLMs) for the BBA programme are developed following the principles of self-directed and experiential learning. The curriculum is designed in line with the recommendations of the Madhava Menon Committee Report (2011), ensuring academic rigor and industry relevance. Each course is periodically reviewed and updated to reflect evolving business trends and technological advancements.

The SLMs of the BBA Programme possess the following distinctive features:

- ❖ **Self-Explanatory and Self-Contained:** The study materials are structured in a self-instructional format, enabling learners to understand business concepts and management principles without needing extensive external assistance.
- ❖ **Self-Directed:** The SLMs provide systematic guidance, examples, and learning cues that allow learners to plan and manage their study schedule independently. Each unit follows a logical progression with simplified explanations, visuals, and case-based illustrations to enhance comprehension.
- ❖ **Self-Motivating:** The materials are designed to sustain learner interest by linking theoretical content with real-life business applications. They encourage reflection, curiosity, and application-based thinking to make learning purposeful and engaging.
- ❖ **Interactive and Evaluative:** The SLMs include built-in elements such as “Let Us Know”, “Check Your Progress”, “Illustrations”, “Case Studies”, and “Model Questions” to promote active learning and self-assessment. These features help learners evaluate their understanding, reinforce key concepts, and maintain motivation throughout the course.

Online Learning Pedagogy and Skill Development

The Online BBA programme uses digital learning tools such as recorded video lectures, interactive assignments, discussion forums, and online assessments to simulate an engaging academic environment. Learners are guided by faculty and mentors through virtual sessions, feedback mechanisms, and continuous evaluation processes.

Through this comprehensive and interactive Online Learning model, the BBA programme enables learners to acquire and strengthen specific skills and competencies such as:

- Managerial and administrative abilities
- Analytical and decision-making skills
- Effective communication and teamwork
- Entrepreneurial thinking and innovation
- Ethical and socially responsible business practices

By combining pedagogical flexibility, technological innovation, and academic excellence, ADBU’s Online BBA Programme ensures that learners develop the professional competence, confidence, and adaptability needed to thrive in today’s dynamic and digitally driven business world.

6. Instructional Design

The curriculum of the Bachelor of Business Administration (BBA) programme at Assam Don Bosco University (ADBU) has been thoughtfully designed with expert inputs from academicians, industry professionals, and subject specialists from reputed institutions such as Gauhati University, Assam University, and other prominent universities. Their collective expertise has ensured that the BBA curriculum remains academically rigorous, industry-relevant, and pedagogically sound.

During the formulation of the curriculum, reference was made to the UGC Model Curriculum for BBA, syllabi from leading national universities, and the recommendations of the Madhava Menon Committee Report (2011) to ensure compliance with quality standards and the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020.

(The structure of the BBA Programme and the detail syllabus s placed in Annexure-I)

To facilitate effective learning in the Online Learning (OL) mode, the following instructional components and learner support mechanisms are incorporated:

❖ Self-Learning Materials (SLMs)

The BBA programme provides well-organized Self-Learning Materials developed by experts in management and business education. The SLMs are written in a self-instructional format, ensuring that learners can study independently and understand the subject matter without constant instructor assistance.

Learners can access e-SLMs, past examination papers, and reference materials through the university's Learning Management System (LMS) and the official university website. The content covers theoretical foundations as well as practical applications, supporting the development of essential business skills.

❖ Online Counselling and Mentorship

The School of Commerce and Management at ADBU conducts regular online counselling sessions throughout each semester. These live and recorded sessions provide learners the opportunity to:

- Interact directly with faculty members
- Clarify doubts and receive academic guidance
- Engage in discussions on key concepts and real-world applications

Faculty members also offer one-on-one support through scheduled mentorship sessions, ensuring a personalized and engaging learning experience.

❖ Multimedia Study Resources

In addition to digital study texts, the BBA programme includes audio-visual lectures, interactive presentations, and short explainer videos that simplify complex business concepts. These multimedia resources are developed through the Electronic Multimedia Production Centre of ADBU, ensuring high-quality production and academic accuracy.

All multimedia content is accessible through the university LMS, allowing learners to revisit lectures and reinforce understanding at their convenience.

❖ Learner Support Services

To ensure a smooth and enriching academic journey, ADBU offers comprehensive ICT-enabled learner support services, including:

- Access to the University's E-Library, providing a wide range of digital books, journals, and research databases.
- Dedicated feedback and query resolution system through the LMS, enabling prompt responses from faculty and administrative teams.
- Online Helpdesk and Grievance Redressal Cell to address technical or academic concerns efficiently.
- Periodic notifications and academic updates to keep learners informed about schedules, assignments, and assessments.

Through these integrated instructional and support mechanisms, ADBU's Online BBA Programme ensures that learners receive a flexible, engaging, and outcome-oriented education. The instructional design promotes independent learning, digital competence, and professional readiness, equipping students with the knowledge and confidence required to succeed in their academic and professional endeavours.

7. Duration of the programme

The BBA programme has Six semesters and is of minimum 3 years. The programme has 25 courses in each semester carrying 100 marks (70 marks for summative assessment and 30 marks for formative assessment).

8. Credit Distribution

As per the credit definition given in the UGC ODL/OL Regulations of 2020, the University follows the system of assigning 30 hours of study per credit of a course. Details Attached in Annexure-I of this Report)

9. Faculty and Support Staff requirement:

The University currently has 6 dedicated full-time Course Co-Ordinator and 3 Course mentors in the Discipline of Management. A list of faculty members and course co-ordinators against each course offered by the Management discipline is uploaded in the UGC DEB online application form.

10. Specialization:

All the courses of the BBA Programme are compulsory. The specialization courses are offered in specific BBA programmes of the University as Finance, Marketing and Human Resource.

11. Fieldwork/Internship/Project Study:

The objective of this component is to help the learners acquire the ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. In this way ADBU has incorporated one Minor Project and One Major Project in Semester III and Semester IV respectively. At the beginning the learners need to submit a Project Synopsis/Proposal of Topic/Option of their choice followed by a Progress Report. At the end of the term the learners need to submit the Final Report and

appear for a Viva. The BBA Programme has two components of this nature, the reports of which the learners will have to submit at the end of the Concerned semester respectively.

12. Procedure for Admissions, Curriculum Transaction and Evaluation for BBA Programme:

12.1 Admission Procedure:

For admission into the BBA programme for the 2025–26 session, candidates must have successfully completed their Higher Secondary (10+2) or equivalent examination in any discipline from a recognized board. There will be no entrance test. Admission announcements will be made through the University website, newspapers, social media, and all other communication channels. Applicants must submit their applications along with adequate supporting documents such as educational certificates, mark sheets, identity proof, and a recent photograph.

Upon enrollment, learners will receive self-learning materials, a registration number, programme guidelines, and identity cards to facilitate their academic journey.

12.2 Continuous Admission

❖ After completing a semester, learners must secure admission into the next semester within one month of the last examination of the previous semester. Admission is mandatory irrespective of whether the learner has appeared in the examination or received the results. Learners must maintain uninterrupted enrollment in the BBA programme. They will be permitted to appear in all examinations, including backlog papers, within the stipulated duration of the programme.

❖ Learners who fail to enroll within the initial one-month period may still gain admission within two months from the last examination date of the previous semester by paying a late fine as prescribed by the University.

❖ In exceptional cases, and under special consideration, learners may be granted admission beyond the two-month period, provided such admission occurs before the official notification for examination form submission of that semester. These cases must be supported by an individual written application citing valid reasons and will be subject to an additional fine.

By ensuring a structured yet flexible admission policy, Assam Don Bosco University aims to provide a seamless and accessible academic experience for learners of the BBA programme, allowing them to continue their studies without interruption while accommodating genuine circumstances.

12.3 Fee Structure:

The following is the fee structure of BBA Programme:

Semester	Fee
Semester 1	22000 (includes enrollment, course and examination fee)
Semester 2	22000 (includes enrollment, course and examination fee)
Semester 3	22000 (includes enrollment, course and examination fee)
Semester 4	22000 (includes enrollment, course and examination fee)
Semester 5	22000 (includes enrollment, course and examination fee)
Semester 6	22000 (includes enrollment, course and examination fee)

12.4 Curriculum Transaction and Activity Planner:

An Academic Calendar, that guides the overall academic activities in the BBA programme shall be made available prior to the admission schedule of the University. Centre for Internal Quality Assurance (CIQA) formed as per UGC guidelines and the office of the Academic Registrar would upload the Academic Plan and month wise Academic Calendar to enable the BBA learners to plan their studies and activities accordingly.

12.5 The Evaluation System of the Programme:

The evaluation system of the BBA programme at Assam Don Bosco University (ADBU) is designed to be comprehensive, ensuring that learners are assessed through a combination of continuous and summative evaluation methods. The system is structured as follows:

- ❖ **Continuous Evaluation:** ADBU follows a robust system of ongoing evaluation, which includes both internal and external assessments. Internal evaluation involves self-assessment exercises embedded within the course materials, allowing learners to track their own progress. External evaluation comprises tutor-marked assignments and project work.
- ❖ **Self-Assessment Tools:** Each study unit includes self-assessment exercises, enabling learners to gauge their understanding and reinforce key concepts independently.
- ❖ **Assignments:** Continuous assessment is primarily conducted through tutor-marked assignments, which carry a weightage of 30% and are designed to enhance conceptual clarity and application skills.
- ❖ **Assessment:** The overall course evaluation consists of two components:
 - **Formative Assessment (Assignments):** 30% weightage
 - **Summative Assessment (Semester-End Examinations):** 70% weightage
- ❖ Learners must submit assignments within the stipulated timeframe at designated submission portals. Faculty members evaluate assignments and provide constructive feedback for improvement.
- ❖ **Semester-End Examinations:** These examinations are conducted at designated centres in accordance with UGC-DEB regulations. Evaluations are carried out by Expert examiners at ADBU, followed by a meticulous process of scrutiny and moderation. Results are published as per the Academic and Examination Calendar.
- ❖ **Re-Evaluation:** Learners dissatisfied with their evaluation may request re-evaluation of their answer scripts within a specified timeframe.
- ❖ **Question Paper Standards:** The question papers for semester-end examinations are designed as per the blooms taxonomy and it will ensure comprehensive coverage of all course modules and align with the learning outcomes of the BBA programme.

- ❖ **Secure Certification:** ADBU employs high-security, eco-friendly synthetic paper for mark sheets and certificates, ensuring durability and authenticity.
- ❖ **Plagiarism Checks:** To maintain academic integrity, all assignments and project submissions undergo plagiarism checks to ensure compliance with institutional and ethical standards.

Through this structured and transparent evaluation system, ADBU ensures that learners receive a fair, credible, and rigorous assessment, equipping them with the necessary competencies for their professional careers.

13. Cost Estimate of the Programme and the Provisions:

The Office of the Finance Officer at Assam Don Bosco University (ADBU) maintains detailed financial records related to the development, delivery, and maintenance of the BBA programme. This includes expenses associated with the preparation and publishing of Self-Learning Materials (SLMs), honorariums for External subject matter experts, content writers, editors, and proofreaders, as well as costs incurred in organizing faculty development workshops and other related seminars

Additionally, the finance office keeps track of expenditures for infrastructure enhancements such as the procurement of computers, expansion of digital learning platforms, subscriptions to academic databases, and the purchase of books and journals. The financial accounts are maintained in compliance with established government guidelines and university policies.

To ensure financial sustainability and transparency, the Finance Office employs a historical costing method to estimate programme development, delivery, and maintenance costs. This approach enables ADBU to allocate resources efficiently while maintaining the quality and accessibility of the BBA programme in the online learning mode. The approximate findings are presented below in respect of the BBA programme.

13.1 Programme Development Cost:

Programme Development Cost	Cost
SLM Development Cost for Master Degree Programme	
a) E- Text Preparation	INR 4,00,000/-
b) Content Editing	INR 1,00,000/-
c) Language Editing	INR 1,00,000/-
d) Studio Setup	INR 45,00,000/-
e) Video recording and editing	INR 2,00,000/-
Infrastructure development cost	INR 28,00,000/-

13.2 Quality Assurance Mechanism and Expected Programme Outcomes:

To ensure that the quality of Online Learning (OL) programs matches conventional programs, ADBU institutions must adhere to regulatory guidelines set by UGC, AICTE, and NAAC. The curriculum maintained parity with conventional programs, ensuring equivalent syllabi, learning outcomes, and assessment methods. Faculty for online courses is equally qualified, and a robust Learning Management System (LMS) should facilitate interactive learning. Continuous assessment through formative and summative evaluations, including AI-enabled proctored exams, where Credit transfer is planned to be to align with the Academic Bank of Credits

(ABC) system, ensuring academic integrity. Comprehensive learner support services, including academic counselling and discussion forums, enhance engagement. Regular quality audits, student feedback, and third-party reviews help maintain high standards, ensuring that online education remains on par with conventional learning. Faculties are carefully selected by a dedicated committee after a thorough evaluation of their subject-matter expertise, pedagogical skills, and effective communication abilities. This meticulous selection process ensures that the teachers possess the requisite knowledge and skills to guide learners effectively in achieving academic excellence.

The Centre for Distance and Online Learning, ADBU has undertaken a proactive approach to enhance the quality of its programs by identifying and adopting best practices from leading Higher Education Institutions (HEIs) that excel in online Learning (OL). These practices include the integration of advanced digital tools, learner-centric methodologies, and robust support systems to ensure a seamless learning experience. By aligning with global standards and innovative strategies, CDOE continues to strengthen its academic framework, fostering an environment that nurtures holistic development and lifelong learning.

At Assam Don Bosco University (ADBU), the quality of Online Learning (OL) programmes is meticulously aligned with that of conventional programmes through a robust mechanism:

Curriculum Development and Approval: The syllabus for OL programmes is designed by a dedicated syllabus sub-committee, which ensures that the content aligns with the academic rigor and objectives of the corresponding conventional programmes. The curriculum is then reviewed and approved by the Board of Studies (BoS) of the respective faculty. This ensures parity in learning outcomes, scope, and depth between the two modes of delivery.

Examination and Evaluation: The Controller of Examinations (CoE) at ADBU administers the examinations for ODL/OL programmes, maintaining the same standards as the conventional mode. Question paper setting, examination conduct, and evaluation processes are carried out following identical guidelines, ensuring uniformity in assessment and academic integrity.

Attendance and Engagement: To enhance learning and accountability, students are required to maintain a minimum of 75% attendance both in online or offline sessions to be eligible for examinations. This attendance requirement ensures consistent engagement with the programme content.

Technology-Enhanced Learning: Personal contact programmes (PCPs) and interactive sessions are designed to be engaging and effective by integrating technology-oriented tools such as Learning Management Systems (LMS), multimedia resources, and virtual simulations. This enhances the overall learning experience, making it comparable to face-to-face classroom interactions.

Through these measures, ADBU ensures that the quality of its ODL/OL programmes is on par with its conventional programmes, fostering academic excellence and equitable learning outcomes across both modes of delivery.

The CIQA of ADBU takes care of the following to enhance the quality of the various facets of the University:

- ❖ SLM quality workshops/FDPs
- ❖ Stakeholders' meetings
- ❖ Feedback Responses from the BBA learners
- ❖ SLM Audit
- ❖ Overall functioning of ADBU-CDOE

In order to keep the programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above.

13.3 Expected Programme Outcomes:

The Bachelor of Business Administration (BBA) programme at Assam Don Bosco University (ADBU) is designed to build a strong foundation in business principles, management practices, and entrepreneurial skills, preparing learners to succeed in dynamic professional environments. The key expected outcomes of the programme include:

- ❖ **Developing Foundational Business Competence:** Learners will acquire a sound understanding of fundamental business and management concepts, enabling them to function effectively in diverse organizational settings.
- ❖ **Enhancing Employability and Career Readiness:** The programme will enhance learners' career prospects across corporate, non-corporate, and service sectors, equipping them with professional skills suited to industry demands.
- ❖ **Fostering Entrepreneurial Skills:** Learners will develop an entrepreneurial mindset and the ability to conceptualize, launch, and manage small or medium enterprises with confidence and innovation.
- ❖ **Building Managerial and Leadership Abilities:** The programme will nurture leadership qualities and team management skills necessary for effective decision-making and organizational growth.
- ❖ **Encouraging Higher Education and Research Orientation:** Graduates will be motivated to pursue postgraduate studies such as MBA and other specialized programmes, promoting continuous academic and professional advancement.
- ❖ **Developing Analytical and Problem-Solving Skills:** Learners will gain the ability to critically evaluate business situations, interpret data, and design effective solutions to real-world challenges.
- ❖ **Preparing for Competitive Examinations and Professional Certifications:** The programme will prepare learners for a wide range of management-related competitive examinations and professional certifications.
- ❖ **Promoting Ethical and Social Responsibility:** Graduates will uphold integrity, social awareness, and ethical practices in all professional and entrepreneurial activities, contributing to sustainable development.
- ❖ **Encouraging Lifelong Learning and Adaptability:** Learners will be inspired to continuously update their knowledge, adapt to technological and economic changes, and remain competitive in the evolving global business environment.

Through these structured outcomes, ADBU's BBA programme aims to produce competent, responsible, and future-ready business professionals who can contribute effectively to organizations, communities, and the broader economy.

14.REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES

Practical Subjects in this subject can be covered with access to a computer and internet. Students may be asked to make arrangements for the same at their own cost. As per the syllabus/curriculum, there is no need for special equipment/laboratory access (other than the above-mentioned regular computer lab or internet connectivity), the same shall be arranged by students on their own which shall be notified by prior intimation. Provisions also shall be made for access to virtual labs and simulators via the student's online study portal.

Through these comprehensive instructional tools and learner support services, ADBU aims to provide a holistic and enriching academic experience for BBA students, ensuring they are well-equipped for their professional journeys.

Assam Don Bosco University
DETAIL SYLLABUS OF
Bachelor of Business Administration

1. Programme Outcomes (PO)

On successfully completing the program the student will be able to:

PO 1. Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

PO 2. Effective Communication: Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.

PO 3. Social Interaction: Elicit views of others, mediate disagreements and help reach conclusions in group settings.

PO 4. Ethical and responsible citizen: Recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them. : Demonstrate empathetic social concern and equity centred national development, and the ability to act with an informed awareness of issues and participate in civic life through volunteering.

PO 5. Environment and Sustainability: Understand the issues of environmental contexts and sustainable development.

PO 6. Leadership, Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes

2. Program Specific Outcomes (PSO)

On the successful completion of B.B.A., the students will be able to:

PSO 1: Knowledge of Marketing, HR and Financial management: Comprehend the various concepts, processes and significance; to develop an insight and analytical abilities and also to develop the ability to provide solutions for effective decision making in practical business problems

PSO 2: Development of managerial skills: To provide an opportunity for gaining practical understanding of the workplace and develop various leadership and interpersonal skills through internship training and also to make the students industry ready and to enhance critical thinking skills in understanding business challenges related to global business.

PSO 3: Entrepreneurship development skills: To promote entrepreneurial skills by understanding the fundamentals of new business ventures.

Mapping of Courses with POs/PSOs

Course Codes	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3
1.1	H	M	M	M	L	M	M	H	M
1.2	M	L	L	L	L	L	M	M	M
1.3	M	L	L	L		L	L	L	M
1.4	L	H	M	L		L		L	
1.5	L	L		L	L	L	L	L	H
1.6	L		L	H	H				
1.7	L		L	H		L			

2.1	L	L		L		L	H	M	
2.2	L	L		L		L	M	H	
2.3	L			L	H	L		L	L
2.4	L	H	L			L	M		
2.5	L	L	L	M		L		H	
2.6	L	M	L	L		M		H	
2.7			H	M	L	M			
3.1	L	L		L		M	H	H	
3.2	L	L		L		M	H	H	
3.3	M			L		M	H	H	
3.4	M	M	M	M		L		M	
3.5		H	M			L			
3.6	L	L	M			M	M	M	
4.1	H			L		L	M	M	L
4.2	H				H	L		M	M
4.3	H			L		L	M	M	L
4.4	L	L	L	H	H	L		L	
4.5	M	L		L		M	H	H	L
5.1	M			L	M	L		M	
5.2	M	M	L	L		L	H	M	
5.3		L		H		M		L	
5.4	L	L	L	H	H	L		L	
5.5	M	L		L		M	H	H	L
6.1	M			L	M	L		M	
6.2	H			L		L	M	M	L
6.3			L	H		L			
6.4	L	L	L	M		L	M	L	
6.5	M	L		L		M	H	H	L

4. Structure of BBA Syllabus

Course Code	Credit	Name of the course
Semester 1		
1.1	4	Management Concepts and Practices
1.2	4	Fundamentals of Financial Accounting
1.3	4	Business Economics
1.4	2	Communicative English
1.5	4	Entrepreneurship Principles and Practices
1.6	1	Understanding India
1.7	1	Environmental Studies
TOTAL	20	
Semester 2		
2.1	3	Ethics, Values and Corporate Social Responsibility

2.2	4	Marketing Research
2.3	3	Indian Economy
2.4	4	Basics of Quantitative Techniques
2.5	3	Organizational Behaviour
2.6	1	Computer Fundamentals
2.7	2	Service-learning Project
TOTAL	20	
Semester 3		
3.1	4	Principles of Marketing
3.2	4	Fundamentals of Human Resource Management
3.3	4	Introduction to Financial Management
3.4	3	Emotional Intelligence
3.5	2	Managerial Communication
3.6	3	Minor Internship
TOTAL	20	
Semester 4		
4.1	5	Personal Financial Planning
4.2	5	Consumer Behaviour
4.3	4	Business Mathematics and Statistics for Decision Making
4.4	4	Investment and Financial Planning/ Managerial Foundations of Human Resource Management and Organisational Behaviour/ Digital Marketing
4.5	2	English 2
TOTAL	20	
Semester 5		
5.1	5	Business Decision Analysis
5.2	5	Corporate Governance and Professional Ethics
5.3	4	Production and Operations Management
5.4	4	Strategic HRM/Supply Chain Management/ Personal Financial Planning
5.5	2	Internship
TOTAL	20	
Semester 6		
6.1	4	Business Policy and Strategic Management
6.2	4	Financial Markets and Institutions
6.3	4	Corporate and Business Law
6.4	4	Minor Project - 1
6.5	4	Management of Industrial Relations/ Services Marketing/ Investment Analysis and Portfolio Management
TOTAL	20	
Total Credit		120

SEMESTER 1

Major I: Management Concepts and Practices

Objective: The objective of Management Concepts and Practices course is to teach students about management functions and organizational dynamics. It also focuses on the skills and competencies required for effective managerial roles.

Module I: Introduction to Management and Organization

Definition of Management; Nature of Management, Types of Managerial skills, Management Roles; Importance of Management, Functions of Management: Levels of Management, Functions of Management, Recent Development in Management, Management Challenges.

Module II: Foundations of Planning & Organizing

Nature and Purpose of Planning; Hierarchy of Plans, Process of Planning, Management by Objectives (MBO); Environment Analysis; SWOT Analysis; Organizing: Organization Theory; Design of Organizational Structure; Formal and Informal Organizations; Span of Management; Centralization and Decentralization; Organization Structures: Types of Organization Structures; Line and Staff Relationships; Authority & Power; Delegation of Power.

Module III: Staffing and Direction

Fundamentals of Staffing; Human Resource Planning; Job Analysis; Recruitment and Selection Process; Performance Appraisal – Need & Methods; Training and Development – Need & Methods; Direction- Meaning & Definition, Importance of Direction, Principles of Direction; Hierarchy of Needs; Motivation & Leadership: Motivation Theories; Leadership Theories.

Module IV: Controlling & Communication

Coordination and Controlling - Meaning, Features, Importance, Control Process, Characteristics of an Effective Control System; Types of Control; Co-ordination – Characteristics, Essentials, Types, Communication: Process of Communication; Barriers of Communication; Organizational Communication.

Module V: E-Governance and Digital Management

Introduction to E-Governance: Definition, objectives, and scope of e-governance in modern management. E-Governance Models: Government to Citizen (G2C), Government to Business (G2B), Government to Government (G2G), and Government to Employee (G2E). Digital Transformation in Organizations: Role of technology in enhancing efficiency and transparency. E-Governance Tools and Techniques: Challenges in E-Governance: Issues related to cybersecurity, data privacy, and digital divide

Course/Learning Outcomes

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

CO1: Define Management and scope of management. Recall the evolution of management concepts and contributions by management thinkers. (Remembering)

CO2: Define the management functions, skills and roles of managers. (Remembering)

CO3: Explain the steps and various aspects of planning, organizing, staffing, and controlling process. (Applying)

CO4: Experiment with different types of plans. Identify and make use of critical aspects of organizing, staffing, and controlling and utilize it for different situations. Make use of Control tools and techniques to suggest suitable control system. (Analysing)

CO5: Compare the different forms of business. (Analysing)

CO6: Interpret the market and determine its specific characteristics that will impact business. (Evaluating)

CO7: Formulate a plan for achieving specific business objective (Creating)

CO8: Create a business plan (Creating)

Suggested Readings

1. Principles of Management, 2e, Koontz and O'Donnel, 2015, McGraw Hill.
2. Principles and Practice of Management, 3e, L. M. Prasad, 2013, Sultan Chand & Sons.
3. Principles of Management, 2e, Tripathi, 2012, McGraw Hill.

4. Essentials of Management, 3e, Massie, Joseph L., 2010, Prentice Hall
5. Cases in Management: Indian and International Perspectives, 1e, Jham, 2012, Wiley
6. Practice of Management, 2e, Peter Drucker, 1999, Allied Publisher

Mapping of COs with Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H		L	L	L
CO 2	H				L
CO 3		H	H	H	H
CO 4		M	H	H	H
CO 5			M		H
CO 6	L		L	L	H
CO 7	H	L	M	M	H
CO 8	M	H	M	M	H

Ability Enhancement 1: FUNDAMENTALS FINANCIAL ACCOUNTING

Objective: To understand fundamental accounting concepts, standards, and principles, and to become acquainted with essential accounting terms and terminology.

Module I: Introduction to Financial Accounting:

Meaning of Accounting, Objectives/ Functions of Accounting, Users of Accounting Information, Accounting principles, Double Entry System of Book Keeping, Meaning of Generally Accepted Accounting Principles (GAAP); Basic Assumptions Indian Accounting Standards meaning, Objectives & Significance and IFRS.

Module II: Journalizing, Posting, Balancing and Preparation of Trial Balance

Traditional & Modern Approach, Rules for Debit and Credit, Journalizing Simple and compound, posting of journal into the ledgers, The Trial Balance- Meaning of Trial Balance, Objectives in drawing up a trial balance, Preparation of Trial balance, Errors in trial balance, Rectification of trial balance.

Module III: Cash Book and Depreciation

Meaning of Cash Book, Types of Cash Book, Cash Book as Journal as well as ledger, Preparation of Cash Book with Cash, Bank and Discount Column, Depreciation: Meaning of Depreciation, Causes of Depreciation, Need for Charging Depreciation, Factors Affecting the Amount of Depreciation, Methods of Recording Depreciation.

Module IV: Company Final Accounts

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Company Final Accounts- Books of Accounts to be maintained, Preparation of Final Accounts Statement of Profit & Loss account, Preparation of Balance sheet, Concept of gross profit, Net Profit, Trading and manufacturing account.

Course/ Learning Outcomes

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

CO1. Define meaning, objectives and principles of financial accounting and cost accounting along with various terms associated with them. (Remembering)

CO2. Identify, classify and interpret financial transactions under different accounting heads and summarize balances from ledger to trial balance. Classify the direct cost and overheads and show the same in a cost sheet. Explain cash flow from operating, investing and financing activities. (Understanding)

CO3. Solve accounting equations. Identify the various approaches for estimating depreciation. Apply the concepts of accounting to determine revenue, expenses, assets and liabilities of a business concern. Prepare profit and loss account and balance sheet for business enterprises. (Applying)

CO4. Compare and contrast capital receipts/ expenditure with revenue receipts/ expenditure. Dissect the financial performance of a business enterprise over a time period. (Analysing)

CO5. Evaluate final statements and judge the financial performance with related enterprises for decision making. (Evaluating).

Suggested Readings

1. Accounting – Text and Cases, 13e, Anthony, Hawkins and Merchant, 2017, Tata McGraw Hill
2. Introduction to Financial Accounting, 11e, Horngren, 2017, Pearson
3. Advanced Accounting Volume II, 2010, Chandra Bose, PHI
4. Advanced Accounting, Volume II, 2014, R.L. Gupta & M.Radhaswamy, S Chand & Sons
5. Accounting Standards (India), ICAI
6. Introduction to Accountancy, 2014, T.S. Grewal & S.C. Gupta, S Chand & Sons
7. Financial Accounting, 7e, 2014, Ashok Banerjee, Excel Books
8. Modern Cost and Management Accounting, 1e, 2013 M Hanif, Tata McGraw Hill

Mapping of COs with Syllabus

	Module 1	Module 2	Module 3	Module 4
CO1	H	L	L	
CO2	M	L	H	
CO3	L	M	H	
CO4		M	M	L
CO5		M	L	L

Multi-disciplinary 1: BUSINESS ECONOMICS

Objective: To support decision-making by applying economic principles to analyze business challenges, optimize resource allocation, and develop pricing strategies that enhance efficiency and maximize profitability.

Module 1: Fundamentals of Business Economics and Consumer Behaviour

Meaning and definition of Economics, types, nature, and scope of Economics; meaning and definition of Business Economics; its significance, advantages, and practical applications in business decision-making; and the importance of Managerial Economics in applying economic theories and tools to solve managerial and organizational problems.

Meaning and Definition of Consumer, Role of Consumer Behavior, Meaning and Types of Consumption, Consumption Function, Cardinal and Ordinal Approaches to Consumer Behaviour, Meaning and Types of Utility, Total Utility Vs Marginal Utility, Law of Diminishing Marginal Utility.

Module-2: Demand, Production, and Cost Analysis in Managerial Economics

Meaning of Demand, Determinants of Demand, Law of Demand, Assumption of law of demand, Demand Function, Indifference Curve Analysis of Demand, Elasticity of Demand, Significance and uses of the elasticity, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making, Price Elasticity of Demand, Factors Affecting price elasticity of demand

Production Function, Significance and Classification of production function, Cost-Output Relationship, Short run and Long run production function, Law of Variable Proportions, Production with two variable inputs, Production Possibility Curve, Isoquant, Returns to scale: Law of Increasing Returns, Law of Diminishing Returns, Meaning of Cost, Production Cost, Opportunity Cost, Fixed and Variable Costs, Average and Marginal Costs, Average and Marginal Revenues, Short run and Long run Cost, Cost-Output Relationship.

Module-3: Market Structures and Pricing Strategies

Meaning and Nature of market, Characteristics of Market, Market Structure and Determinants, Forms of Market Structure, Concept of Factor pricing, product pricing, Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

Module-4: Macroeconomic Foundations and Global Trade Mechanisms

National Income and Income Determination, Real and Nominal GDP, Circular Flow of Income, Concept of GNP, GNP as a measure of Economic Welfare and Quality of Life

Meaning of Money, Characteristics of money, Types of Money, Functions of Money, Supply of Money and Measurement, Types of Banks, Function of Bank, Function of Central Bank, Function of Commercial Bank, Terms of Trade, Factors Influencing ToT, Meaning of Exchange rate, Types of exchange rate, Fixed versus flexible exchange rates, Types of Tariff, Trade Agreement, International monetary system, IMF, World Bank, ADB.

Course/Learning Outcomes

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

- CO1. Enhance managerial decision-making skills
- CO2. Understand the basic necessity of economics in Global Business
- CO3. Develop knowledge on utilizing the scarce time and resources for better production.
- CO4. Improve the applied economic principles based on managerial economics theories.

Suggested Readings

1. William J. Baumol, Alan S. Blinder, Microeconomics: Principles and Policy, 12e, 2011, Cengage Learning publication
2. Damodaran Suma, Managerial Economics, 2e, 2010, Oxford
3. Browning Edgar K., and Zupan A. Mark, Microeconomic Theory and Applications, 13e, 2020, Wiley
4. Dwivedi D.N., Managerial Economics, 8e, 2015, Vikas Publication
5. Gould, John P., and Edward P. Lazear, Microeconomic Theory, 6e, 1996, All India Traveller Bookseller, New Delhi
6. Mote V, Paul S and Gupta G, 3e, Managerial Economics, 2004, Tata McGraw Hill

7. Ahuja.H. L, Principles of Microeconomics, 22e, , 2019, S. Chand Publishing
8. Sarma, G., Debnath, A., Engineering Economics, Kalyani Publishers
9. Jhingan, M.L., Microeconomics 8th Edition, Vrinda Publications (P) Ltd.

Mapping of COs with Syllabus

	Module-1	Module-2	Module-3	Module-4
CO1	M	L	M	M
CO2		M	H	H
CO3	M	L	M	M
CO4	M	L	M	M

Ability Enhancement Course: Communicative English

Skill Enhancement 1: Entrepreneurship Principles and Practices

Course Objective:

To equip students with a comprehensive understanding of entrepreneurship by exploring fundamental concepts and theories related to creativity, innovation, and business development. It empowers learners to apply essential tools and strategies to address entrepreneurial challenges in dynamic and competitive environments. Ultimately, students will foster creative thinking and innovation, culminating in the development of impactful and viable business plans.

Module I: Entrepreneur and Entrepreneurship

Meaning of Entrepreneur; Evolution of the concept; Functions of an Entrepreneur; Types of Entrepreneurs; Intrapreneur – an emerging class;

Module II: Concept of Entrepreneurship – Evolution of Entrepreneurship; Development of Entrepreneurship; The Entrepreneurship Culture; Stages in Entrepreneurial process; Creativity, Invention and Innovation.

Module III: Business Planning Process

Meaning of Business Plan; Business plan process; Advantages of Business Planning; Marketing plan; Production/ operations plan; Organizational Plan; Financial plan; Final project report with feasibility study; evaluating a business plan, Use of external parties to help grow a business.

Module IV: International Entrepreneurship Opportunities

The nature of International Entrepreneurship; Importance of International business to the firm; International versus Domestic entrepreneurship; Stages of economic development; Entry strategies into international business; Exporting; Direct Foreign Investment; Barriers to International Trade; World Bank objectives and services

Course Outcomes

At the end of this course students will be able to:

CO1. Define Entrepreneurship, related terms, and core concepts. (Remembering)

CO2. Understand and explain the fundamental entrepreneurship concepts, theories, and principles in the area of creativity, innovation, and business development (Understanding)

CO3. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of entrepreneurship in a competitive and dynamic space. (Applying)

CO4. Analyze the business and general environment – identification of opportunities and threats and strategies of organizations utilizing different entrepreneurship development concepts and tools under different environmental conditions. (Analyzing)

CO5. Evaluate strategies of new organizations (entrepreneurial organizations) and tools used by them for evaluating market conditions. (Evaluating)

CO6. Create new, creative and innovative business plan. (Creating)

Suggested Readings

1. Entrepreneurship Development, 8th Ed., S.S. Khanka, S.Chand and Co. Ltd.
2. Entrepreneurial Development, 1st Ed., Vasant Desai, Himalaya Pub. House.
3. Dynamics of Entrepreneurial Development and Management, 1st Ed., Vasant Desai, Himalaya Pub. House
4. Entrepreneurship, 1st Ed., Robert D. Hisrich & Michael P. Peters, McGraw Hill Education
5. Entrepreneurship Development and Small Business Enterprises, 1st Ed., Poornima M. Charantimath, Pearson Education India
6. Entrepreneurship, 8th Ed., Robert D. Hisrich, M. J. Manimala, Michael P. Peters, D.A. Shepherd, McGraw Hill
7. Entrepreneurship Development, 1st Ed., S. Anil Kumar, S.C. Poornima, Mini K. Abraham, K. Jayashree, New Age international Publishers.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 3
CO1				
CO2			M	L
CO3			M	
CO4			H	
CO5	L	L	M	
CO6	H	H	H	L

Common Value Added 2: ENVIRONMENTAL STUDIES (Credits: 1- 15 hours) (L-T-P: 1-0-0)

Objective: The objective of this course is to provide multidisciplinary nature of Environmental Studies, identifying different structure and function of an ecosystem, analyse the types of biodiversity and its conservation and environmental pollution sources.

Module I: The Multidisciplinary Nature of Environmental Studies(3 hours)

Definition, scope and importance, need for public awareness.

Module II: Natural Resources(3 hours)

(a) Different types of natural resources and associated problems - forest resources, water resources, mineral resources, food resources, energy resources, land resources.

(b) Conservation of natural resources.

Module III: Ecosystems(3 hours)

(a) Concept of an ecosystem, structure and function of an ecosystem, producers, consumers and decomposers, energy flow in the ecosystem, food chains, food webs.

(b) Structure of following ecosystems - forest ecosystem, grassland ecosystem, desert ecosystem, aquatic ecosystems.

Module IV: Biodiversity and Its Conservation(3 hours)

Types of biodiversity – genetic, species and ecosystem, value of biodiversity, global biodiversity, India as a mega-diversity nation, threats to biodiversity, conservation of biodiversity - in-situ and ex-situ conservation.

Module V: Environmental Pollution(3 hours)

(a) Definition, causes, effects and control measures of - air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution, nuclear hazards and e-pollution.

(b) Solid waste management

(c) Disaster management

Course/Learning Outcomes

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

CO1: Define the Multidisciplinary Nature of Environmental Studies (Understanding)

CO2: Identify the different structure and function of an ecosystem (Applying)

CO3: Analyse the types of biodiversity and its conservation (Analyzing)

CO4: Evaluate the various sources of environmental pollution (Evaluating)

Suggested Readings:

1. Erach Bharucha; Textbook for Environmental Studies, UGC, New Delhi
2. S. Somvanshi and R. Dhupper; Fundamentals of Environmental Studies, S.K. Kataria and Sons Publisher.
3. A.K. De; Environmental Chemistry, New age publishers.
4. J.P. Sharma; Environmental Studies, University Science Press, Third edition, 2009.

5. K.G. Bhattacharyya and A. Sarma; Comprehensive Environmental Studies, Narosa Publishing House Pvt, Ltd, 2015.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	M			
CO 2	L	H	L		L
CO 3			H	M	
CO 4				L	M

Common Value Added 1: UNDERSTANDING INDIA (Credits: 1- 15 hours) (L-T-P: 1-0-0)

Common Value Added: SERVICE LEARNING (Credit: 2 Hours: 30) (L-T-P: 2-0-0)

Objective: Service Learning will aim to support the development of basic skills among the students namely, critical and creative thinking, reflection, communication, collaboration, information literacy, and social skills. The emphasis will be on active civic participation. As the students will actively involved in a wide range of experiences, which will benefit both the community at large and the students in particular and in the process the goals of the curriculum shall be achieved

Module I: Concept of Service Learning (8 Hours):

Service Learning – meaning, concept, definition; value based framework of Service Learning; Understanding the core standards of Service Learning such as respect, reciprocity, relevance, and reflection; Elements of Service Learning; Understanding Service Learning – Its philosophy, historical background, purpose, value and theoretical framework; Locating Service Learning within the University context; Principles of Service Learning

Module II: Community Engagement and Community Partnerships (8 Hours)

Community Engagement – concept, meaning, definition and principles; benefits of community engagement, models of community engagement; Civic Engagement, University Community Engagement, Community partnerships – meaning, benefits, Reflection – meaning, definition and implications; Critical inquiry - meaning, definition and implications; Engaged Research - meaning, definition and implications

Module III: Social Responsibility and Communication Basics (8 Hours)

Social Responsibility – meaning, benefits, Socio-economic context – meaning, definition, Social issues – meaning, Understanding of society & social issues; Conflict – meaning, types, Understanding various conflict resolution strategies; Community level partnerships – meaning, significance, types; Social Justice – meaning and implications; Communication – meaning, types, channels of communication, models of communication

Module IV: Identifying the Partners in the Community (6 Hours)

Partners in the community – meaning, types and functions of Community Partners namely, Corporate, Government and PSU Organizations, Panchayats, Community settings, Clinical settings, NGO's, Anganwadi Centres, Self Help Groups, Schools, Business Firms, Community Markets, Weekly Haats

Course/ Learning Outcomes

After learning this course, the students will be able to:

CO1: Define and explain the Service-Learning framework (Remembering)

CO2: Explain the nature and types of community engagement work (Understanding)

CO3: Identify the need and importance of social responsibility (Applying)

Suggested Readings:

1. Kaye Cathryn Berger, *The complete Guide to Service Learning: Proven Practical Ways to Engage Students in Civic Responsibility, Academic Curriculum and Social Action*, Free Spirit Publishing
2. Barbara Jacoby, *Service Learning in Higher Education: Concepts and Practices*
3. Patty H. Clayton, Robert G. Bringle and Julie A. Hatcher, *Research on Service Learning: Conceptual Frameworks and Assessment*
4. Barbara Jacoby, *Service Learning Essentials: Questions, Answers and Lessons Learned*
5. Julie A, Hatcher and Robert G. Bringle, *Understanding Service Learning and Community Engagement*
6. Farbar Katy, *Change the World with Service Learning*

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO1	M			
CO3		M		
CO4			H	H

SEMESTER 2**Major 2: BUSINESS ETHICS AND CSR**

Objective: To equip students with the ability to understand core business ethics and CSR, analyze corporate governance issues, and apply ethical theories in real-world situations. Students will also evaluate stakeholder management and develop ethical frameworks for responsible decision-making in organizations.

Module 1: Ethics and Business: Foundations, Decision-Making, and Managerial Challenges

Ethics & Business: An overview- introduction, business ethics & its issues, Arguments for & against Business Ethics, Moral responsibility & Blame, Ethical Dilemmas, Sources & their resolutions, ethical business dilemmas, importance of ethics in business, creating ethical environment in Business, establishing ethical standards.

Module 2: Ethical Decision making in business:

Challenges in ethical decision making, process of making ethical decisions, Trusteeship theory of industrial relations, Professional ethics: Introduction, ethical problems faced by managers, new skills required by managers, managing ethical conduct in modern times, Dimensions of Ethics: Managerial Egoism, Deontological, Utilitarianism and Virtue ethics

Module 3: Marketing, HR, and Financial Management Ethics in the Global Context

Marketing ethics: Role of marketing, ethics in context of global economy, normative marketing ethics, ethics beyond 4 P's, Ethical issues in HRM: Genesis, scope, different aspect, functional areas, emerging challenges of HRM, changing role of HR professional, ethical issues, Financial Management & ethical issues: Ethical issues in financial management accounting, bank frauds, insurance sector frauds, ethical issues in nationalized banks.

Module 4: Corporate Social Responsibility and Sustainable Business Practices

Corporate Social Responsibility: Meaning and Definition of Corporate Social Responsibility (CSR); History and Evolution of CSR; Carroll's Pyramid of CSR; Concept of Triple Bottom Line; Effects of Organisational activity; Principles of CSR- Sustainability, Accountability, Transparency, CSR in not-for-profit organisations.

Course/Learning Outcomes

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

- CO1. Relate ethical principles in business and define CSR, ownership, and control (Understanding)
 CO2. Explain the role of ethics and identify the issues of corporate management. (Understanding)

- CO3. Apply the ethical theories in practical work environment. (Applying)
 CO4. Analyse the principles of CSR in an organization (Analysing)
 CO5. Summarize the importance of stakeholders & ways to deal with them. (Evaluating)
 CO6. Develop a set of ethical work Model (Creating)

Suggested Readings:

1. Business Ethics – Concepts and Cases, 2e, Manuel G. Velasquez, 2011, Pearson Education
2. Business Ethics and Corporate Governance, 3e, S. Prabhakaran, 2014, Excel Books
3. Ethical Management: Text and Cases in Business Ethics and Corporate Governance, 3e, Satish Modh, 2014, McMillan India Ltd.
4. Business Ethics: Ethical Decision Making and Cases, 1e, O. C. Ferrell, John Fraedrich, Linda Ferrell, 2008, Cengage Learning
5. Corporate social responsibility in India, 2e, Agarwal, S., 2018, Sage.
6. Perspectives on corporate social responsibility, 2e, Crowther, D., & Rayman-Bacchus, L., 2018, Bookman
7. Business ethics and corporate governance, 8e, Ghosh, B., 2017, Tata McGraw Hill.

Mapping of COs with Syllabus

	Module 1	Module 2	Module 3	Module 4
CO1		H	M	H
CO2	H	H		
CO3	M	H	H	
CO4	M		M	H
CO5	L		L	
CO6	L	L	H	

Minor 2: RESEARCH METHODOLOGY

Objective: This course is intended to introduce the students to marketing research: the effective gathering, development and use of information about market and their component consumers and competitions. It addresses the use of marketing research as an aid to making marketing decisions specially how the information used to make marketing decisions is gathered and analyzed.

Module-1: Introduction to Research

Basic and Applied research, Value & limitations of research, Overview of Research Process, What is Marketing Research, Marketing Decision Making, Marketing Decision Support System, Marketing Information System, Ethics in Marketing Research, Research Objectives and plans, Elements in Research design, Formulating the Research Design, Theoretical Framework and Hypothesis Development, Choice of Research Design, Exploratory and Descriptive Research Designs, Causal Research Design, Qualitative Research, Nature of qualitative research, Quantitative Research, Nature of quantitative research, Secondary and Primary data sources, Projective Technique, Case Study, Focus Groups, Observation

Module-2: Measurement and Scaling Techniques

Definition: Measurement and Scaling, Primary Scales of Measurement, Comparative Scales, Non-Comparative Scales, Attitude Measurement and Scaling, The concept of sampling, Sampling Design Process, Types of Sample Designs, Sampling Research Summary of Sampling Selection, Sample Size Decisions, Overview of Probability and Non-Probability Sampling, probability sampling, Need for probability sampling, Types of probability sampling, probability sampling, Need for probability sampling, Types of probability sampling.

Module-3: Report Writing

Report writing, Characteristics of well written report, Types of Report, Contents of a Research Report, Use of Visual aids and Graphic devices, Types of Survey, Field survey, Focus group, Observation research, Experimental research

Module-4: Data Interpretation

Hypothesis Testing, One-tailed and two-tailed Tests; Type I and Type II errors; Power of a Test: T test and F test, Parametric and Non-Parametric Tests, Tests of Goodness of Fit and Independence

Correlation and Regression, Analysis of Variance (ANOVA), Chi- Square, Multivariate analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis

Course/Learning Outcomes

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

CO1. Create a report that critically examines market research data, recommends actions based on contemporary statistical analysis

CO2. To explores hypothesis testing in Bivariate and Multivariate contexts, and clarifies the data collection process along with essential terms related to probability and non-probability sampling designs.

CO3. Create a comprehensive market research design by selecting suitable research methods, preparing measurement tools, establishing a sampling strategy formulating relevant research questions and objectives

CO4. To clarify the significance of market research in shaping marketing strategies

Suggested Readings

1. Grover, Rajiv and Marco Vriens (2006): The handbook of marketing research,uses, misuses and futures advances New Delhi, Sage,2006
2. NargundkarRajendra,(2004) Marketing Research, New Delhi ,Tata McGraw Smith,
3. Scott M., and Gerald S.Albaum,(2005): Fundamentals of marketing research, New Delhi, Sage,2005
4. G C Beri, 2020, Marketing Research, 6e, Tata McGraw-Hill Publishing
5. Naresh K. Malhotra, 2019, Marketing Research, 7e, Pearson Education India
6. Alvin C. Burns, 2017, Marketing Research, 8e, Pearson Education India
7. Dash & Malhotra, 2015, Marketing Research, 7e, Pearson Education India
8. Anderson, D., D.Sweeney and T.Williams (2013): “Statistics for Business and Economics”, Cengage Learning : New Delhi.
9. Gupta and Das Gupta B (2002): Fundamentals of Statistics (Vol I &Vol II),
10. Woolridge, J.,“Introductory Econometrics : A Modern Approach”, (Latest Edition), Cengage Learning : New Delhi (Appendix B (‘Fundamentals of Probability’) and C (‘Fundamentals of Mathematical Statistics’).

Mapping of COs with Syllabus

	Module-1	Module-2	Module-3	Module-4
CO1	M	L	M	M
CO2		M	H	H
CO3	M	L	M	M
CO4	M	L	M	M

Multi-disciplinary 2: INDIAN ECONOMY (3 Credits – 45 Hours) (L-T-P: 4-0-0)

Objective: This course seeks to enable the student to grasp the major economic problems in India and their solution.

Module I: Basic Issues in Economic Development (5 Hours)

Concept and Measures of Development and Underdevelopment; Human Development

Module II: Basic Features of the Indian Economy at Independence (5 Hours)

Composition of national income and occupational structure, the agrarian scene and industrial structure

Module III: Policy Regimes (8 Hours)

- a) The evolution of planning and import substituting industrialization.
- b) Economic Reforms since 1991.
- c) Monetary and Fiscal policies with their implications on economy

Module IV: Growth, Development and Structural Change (12 Hours)

- a) The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.
- b) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power;
- c) Changes in policy perspectives on the role of institutional framework after 1991.
- d) Growth and Distribution; Unemployment and Poverty; Human Development; Environmental concerns.
- e) Demographic Constraints: Interaction between population change and economic development.

Module V : Sectoral Trends and Issues (15 Hours)

- a) Agriculture Sector: Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the role of technology and institutions; price policy, the public distribution system and food security.
- b) Industry and Services Sector: Phases of Industrialisation – the rate and pattern of industrial growth across alternative policy regimes; Public sector – its role, performance and reforms; The small-scale sector; Role of Foreign capital.
- c) Financial Sector: Structure, Performance and Reforms. Foreign Trade and balance of Payments: Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance; Macro Economic Stabilisation and Structural Adjustment; India and the WTO, Role of FDI, Capital account convertibility,

Course/Learning Outcomes

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

- CO1: Define the features of the Indian Economy. (Remembering)
- CO2: Illustrate the policy regimes of the Indian Economy. (Understanding)
- CO3: Identify the growth, development and structural changes of the Indian economy over the years. (Applying)
- CO4: Compare the sectoral trends – growth, performance and issues. (Analysing)

Suggested Readings:

1. Mishra and Puri, Indian Economy, Himalaya Publishing House
2. IC Dhingra, Indian Economics, Sultan Chand & Sons
3. Gaurav Dutt and KPM Sundarum, Indian Economy, S. Chand & Company.
4. Bhagwati, J. and Desai, P. India: Planning for industrialization, OUP, Ch 2.
5. Patnaik, Prabhat. Some Indian Debates on Planning. T. J. Byres (ed.). The Indian Economy: Major Debates since Independence, OUP.
6. Ahluwalia, MontekS. State-level Performance under Economic Reforms in India in A. O. Krueger. (ed.). Economic Policy Reforms and the Indian Economy, The University of Chicago Press.
7. Dreze, Jean and Amartya Sen. Economic Development and Social Opportunity. Ch. 2. OUP.
8. Khanna, Sushil. Financial Reforms and Industrial Sector in India. Economic and Political Weekly. Vol. 34.No. 45.
9. Uma Kapila (ed), "Indian Economy since Independence", Relevant articles.
10. Rangarajan, C. and N. Jadhav. Issues in Financial Sector Reform. Bimal Jalan. (ed). The Indian Economy. Oxford University Press, New Delhi.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H	H		
CO 3				H	
CO 4					H

Ability Enhancement 2: BASICS OF QUANTITATIVE TECHNIQUES

Objective: The main focus of this course is to provide an understanding of basic mathematical concepts of average, percentage and ratios and solving statistical data calculations that are useful or necessary in managerial decision making. Students learn to understand the benefits and limits of quantitative analysis in a real-world context.

Module 1: Basic numerical aptitude

Averages; Percentage and Ratio & Proportion

Module 2 Equations and line segments

Linear equations, Quadratic equations, Equation of Straight Line, Line Segment, Section Ratio and Gradient of a Line. Commercial Mathematics - Profit & Loss, Computation of Interest, Annuities, Mensuration.

Module 3 Introduction to Data Analysis

Organizing, grouping, classifying, tabulation and graphical representation of numerical data, Introduction to Measures of Central Tendency and Measures of Dispersion.

Module 4 Advanced Mathematical Applications

Set Theory and its application, Permutation and Combination, Matrix Algebra.

Module 5:

Concept of probability, Meaning, definition, and applications of probability, introduction to linear programming- simplex method, Inventory models- determining EOQ and EOQ with price breaks.

Course/Learning Outcomes

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

CO1. Define the basic quantitative techniques used across functional areas in a business. (Remembering)

CO2. Understand how to interpret and solve business-related problems. (Understanding)

CO3. Apply the most widely used quantitative techniques in decision making. (Applying)

CO4. Analyze data sets. (Analyzing)

CO5. Evaluate simple statistic like the measures of central tendencies. (Evaluating)

CO6. Create simple graphical representations of data sets for problem solving. (Creating)

Suggested Readings

1. Trivedi and Trivedi, Business Mathematics, Pearson
2. Anderson, Sweeney, Williams, Quantitative Methods for Business, Cengage Learning
3. R.S. Agarwal, Quantitative Aptitude, S Chand Books 4. R.S. Agarwal, Arithmetic, S Chand Books
4. Banks' Probationary Officers Examination, Upkar's

Mapping of COs with Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L	L	L	H
CO 2			H	H	H
CO 3	H	H	M	M	M
CO 4	H	H	M	M	M
CO 5			H	H	H

Skill Enhancement 2: Organizational Behaviour

Course objectives:

This course deals with human behavior in organizations. Conceptual frameworks, case discussions, and skill-oriented activities applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness.

Module 1

Managing Organizational Behavior: OB-Past & Present, Emerging issues in OB, Diversity across world, OB-A Framework, Common Mistakes Committed by Managers, Personality: Is Personality Real? The Person-Situation Controversy, Psychological Contract, Consensus between Ability & Aptitude, how Personalities Differ, Culture & Personality, Personality Traits & Dimensions, Psychological Types and Cognitive

Module 2

Perception: Types of Perception: Importance to study, Perceptual Process, Perceptual Organization, Interpretation, Attribution Process, Perceiving Others: Organizational Applications, Comparing Perception with Others Attitudes & Values: Attitude- An Introduction, Behavioral Intention Model, Work Attitudes, Beliefs, Trust, Values, Relationship between Attitudes and Values.

Module 3

Work Motivation: Basic Motivational Process, Need-Performance Cycle, General Model– its Challenges, Content Models, Process Model, Applications of Motivations, Types of Rewards & Their Implications, Work Stress: General Adaptation Syndrome, Nature of Stress, Experiencing Stress, Types of Stress, Causes, Personality & Stress, Life Stresses, Organizational & Environmental Factors, Consequences of Stress, Managing Stress.

Module 4

Learning & Reinforcement: Importance, Barriers to Learning, Approaches to Learning, Cognitive Learning, Programmed Learning, sense making, Skills and Styles in Learning, Hemispheres of Learning, Reinforcement Contingencies – Positive & Negative Organizational Structure & Design: Important functions of organizational design, organizational Structure – elements Mintzberg's description, basic organizational design Structures. Nature of Planned Organizational Change: Importance of change, Organizational change- some determining factors, planned/ unplanned internal & external change, Lewis 3- step change model.

Course outcomes

At the end of this course students will be able to:

CO1. Understand how organizational structure, change, and culture affect working relationships within organizations. (Understanding)

CO2. Explain and assess the basic design elements of organizational structure and evaluate their impact on employees. (Evaluate)

CO3. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings. (Applying)

CO4. Analyze individual and group behavior and understand the implications of organizational behavior on the process of management. (Analyzing)

CO5. Evaluate the appropriateness of various conflict management strategies used in organizations. (Evaluating)

CO6. Discuss relevant contemporary theories, concepts and models in order to analyze organizational environments, cases and issues. (Creating)

Suggested Readings

1. Organizational Behavior: Text and Cases; 3e, Kavita Singh, 2015, Pearson Education
2. Organization Behavior, 18e, Robbins, Judge & Sanghi, 2018, Pearson Prentice Hall
3. Organizational Behavior, an evidence-based approach; 12e, Fred Luthans, 2010, Mc Graw Hill Education
4. Organizational Behavior, 5e, L.M Prasad; 2015, Sultan Chand & Sons

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 3
CO1				
CO2			M	L
CO3			M	
CO4			H	
CO5	L	L	M	
CO6	H	H	H	L

Common Value Added: CACF106L: COMPUTER FUNDAMENTALS

(3 credits – 90 hours) (L-T-P:0-0-3)

After completing the course successfully, the students will be able to:

CO 1: Demonstrate working with Unix files, folders, applications and operations. (Understanding)

CO 2: Write SQL queries to handle single or multi-table queries and other complex queries. (Creating)

CO 3: Apply explorative analysis techniques. (Applying)

CO 4: Evaluate the data visualization outcomes (Evaluating)

Module I: Introduction to the Unix Operating System

Unix kernel, file system, Directories, Navigating the file system, Filename wildcard characters, Manipulating files and directories, Overview of the vi editor, Basic functions, Searching and Replacing text, Searching for text with grep, Linking files, File Permissions and Access Control, Monitoring and killing process, wc, find, cut, sort command, Condition and loop Execution, User and Group management

Module II: SQL Operations Basic

Introduction to DBMS, Basic SQL Commands, Data Definition Language, Data Manipulation Language, SQL SELECT Statement, business analysis using SQL, math operation, joins, union, SQL built-in functions

Module III: Data Visualization using Spreadsheet

Introduction to data visualization, bar charts, clustered bar charts, dot plots, connected dot plots, pictograms, proportional shape charts, bubble charts, radar charts, polar charts, Range chart, Box-and-whisker plots, scatter plots, histograms, pie chart, waffle chart, stacked bar chart, back-to-back bar chart, all relevant 2-D/3-D charts, sample analysis.

Suggested Reading

1. Yashwant Kanetkar, UNIX Shell Programming, BPB Publications
2. Mansoor, I.T. Tools and Applications, Pragma Publications, Matura
3. Allen G. Taylor, SQL All-in-One for Dummies, Wiley

Mapping of CO to Syllabus

	Module I	Module II	Module III
CO1	H	L	L
CO2		H	
CO3	L	H	M
CO4			H

Common Value Added: INDIAN KNOWLEDGE SYSTEMS

Community Engagement Practice: SERVICE-LEARNING PROJECT (Credits 2-30 hours) (L-T-P: 0-0-2)

Objective: Service Learning will aim to support the development of basic skills among the students namely, critical and creative thinking, reflection, communication, collaboration, information literacy, and social skills. The emphasis will be on active civic participation. As the students will actively involved in a wide range of experiences, which will benefit both the community at large and the students in particular and in the process the goals of the curriculum shall be achieved

Instruction and Guidelines for Students

The students should follow the following instruction and guidelines:

- The field work should be for a minimum duration of 30 hours which can be extended depending upon the convenience and requirement of the student and the organisation respectively.
- The students have to undergo the field work during the semester break after 2nd semester or after the semester break after 3rd semester.
- After the completion of the field work, the students must submit the Report.
- The assessment will done as follows:

There would be a Presentation (PPT) and Viva-Voce Examination towards the end of the 3rd Semester & 4th semester based on which the students would be evaluated.

Structure of Report

The Service Learning Field Work Report must be in spiral bind and should comprise of the following:

- Recommendation Letter from the Department.
- Certificate of Authentication from a competent authority like Village Headman, GP member or any renowned person from the community where the student has worked.
- Internship Diary as per the prescribed format.
- The Contents of the Report must include:
 - Introduction.
 - Need of the study
 - Objectives of the study
 - Significance of the study
 - Methodology undertaken for the study
 - Description of the work done
 - Learning Outcomes.
 - Feedback from the target audience / community members
 - Geo tagged photographs

The Assessment for the internship will have the following components:

- Report: 40 marks
- Seminar Presentation: 30 marks

c Viva-Voce Examination: 30 marks

Course/Learning Outcomes

CO1: Define the different types of research project. (Remembering)

CO2: Explain the various steps of designing research project (Understanding)

CO3: Construct the questionnaire and schedules (Applying)

CO4: Analyse the data for analysis (Analyzing)

CO5: Classify the findings in the report (Evaluating)

SEMESTER 3

Major 3: PRINCIPLES OF MARKETING (Credits: 4 - 60 hours) (L-T-P: 4-0-0)

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

Module 1: Introduction to Marketing

Core concepts of Marketing and Marketing Management, Changing Marketing Environment, Orientation of companies towards the marketplace- production, product, selling, marketing- concepts, introduction to 4Ps of marketing mix, understanding the concept of Value, Strategic Business Unit, Mission, internal environment, external environment, Marketing Plan and its constituents

Module 2: Consumer behaviour and dealing with competition

Consumer and Consumer Behaviour, Factors influencing consumer behaviour, Consumer buying decision process, Business markets vs consumer markets, Market Segmentation, Targeting and Positioning, Identifying and Analyzing competitors, Competitive Strategies of Market Leaders, Market Challengers, Followers and Nichers.

Module 3: Product and Pricing Decisions

Product Classifications, Goods and Service Differentiation, Product Mix, Product Line analysis, Product Life Cycle, Packaging, Definition of new product, new product development-process, success and failure, Price setting procedure, Adapting the price – Promotional Pricing, Discount Pricing, Differentiation Pricing, Geographical Pricing, Product Mix Pricing, Price Changes – initiation and response.

Module 4: Distribution Channel and Promotion Decisions

Introduction to Distribution Channel and its members, Functions and Levels of distribution channels, Channel design steps, Selecting and evaluating channel members, Channel conflicts, Retailing, Channel logistics – objectives and major decisions, Communication process, Steps in developing effective communication, Communication Mix and Characteristics, Introduction to Advertising, Developing an effective advertising program.

Module 5: Fundamentals of Branding

Introduction to branding: definition, importance, and evolution, the role of brands- consumer & firms, brand equity, brand power, cobranding, luxury branding, brand equity models- Brand asset Valuator models, Brandz model of brand strength, Brand resonance model, Management of brand equity.

Course/Learning Outcomes

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

CO1. Define Marketing Management, related terms and core concepts. (Remembering)

CO2. Understand and explain the fundamental marketing concepts, theories and principles in the area of marketing (Understanding)

CO3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space. (Applying)

CO4. Analyze the marketing environment and strategies of organizations utilizing different marketing concepts and tools under different environmental conditions. (Analyzing)

CO5. Evaluate marketing strategies and tools used by marketers under different market conditions and competitor activities. (Evaluating)

CO6. Create solutions for marketing issues and problems (Creating)

Suggested Readings

1. Marketing Management, 15th Ed., Philip Kotler & Keven Lane Keller, Pearson,

2. Marketing Management – A South Asian Perspective, 13th Ed., Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
3. Managing Marketing: An Applied Approach, 1st Ed., Noel Capon, Siddharth Shekhar Singh, Wiley
4. Marketing Management: Global Perspective, Indian Context, 5th Ed., Ramaswamy, V.S. & Namakumari, S., McGraw Hill Education (India) Pvt. Ltd.
5. Marketing Management, 4th Ed., Ranjan Saxena, Tata McGraw Hill Education.
6. Marketing Management: Text and Cases Indian Context, 2nd Ed., Tapan K. Panda, Excel Books
7. Marketing, 3rd Ed., Paul Baines and Chris Fill, Oxford University Press
8. Marketing Management: A Decision-making Approach, 1st Ed., Pingali Venugopal, Sage Publications

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	H			H
CO 2	H	H		L	H
CO 3		H	M	M	H
CO 4		M	M	M	M
CO 5		M	L	L	M

Major 4: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to familiarize the students with the various facets of managing people and to create an understanding of the various policies and practices of human resource management in the global context.

Module I: Introduction (10 Hours)

Airline Industry – Scope, Types. Scheduled and Non-Scheduled Flights; Air Cargo Transport – Economic and Social impact; Regulatory Bodies; Key Performance indicators.

Module II: Fundamentals of Aviation Industry (12 Hours)

Airline Profitability, Main Industry, Characteristics of Passenger airlines, Service Industry – Characteristics.

Module III: Organisational Structure (12 Hours)

Airline Alliances, Development of commercial airlines, Deregulation – Impact of Deregulated Airline industry, Organizational Structure, Types of Airline Personnel, Flight crew and Cabin Crew Training, Organizational Culture.

Module IV: Airport and services (12 Hours)

Airports – Personnel, Processing Passengers and Freight, Airport Security, Air Navigation Services, Air Traffic Control, Airplanes – Manufacturers – Types of Aircraft.

Module V: Safety and Security (14 Hours)

Air Safety and Security, Role of Regulatory Agencies, Airside Safety, Culture of Safety, Issues in Air safety, Accident and Incident Investigation, Future of Airline Industry

Course/Learning Outcomes

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

CO1. Define the basic theories, concepts, concepts, terms, and principles in the field of HRM (Remembering)

CO2. Demonstrate cultural awareness by summarizing global human resource perspectives and policy, illustrate the process of job analysis and discuss its importance as a foundation for human resource management practice (Understanding)

CO3. Identify the different of techniques used in human resource selection and recruitment, Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace (Applying)

CO4. Analyse the key issues related to administering the human elements such as Performance appraisal, Succession planning, diversity, ethics, and training. (Analysing)

Suggested Readings

1. Human Resource Management, 9e, Gary Dessler, 2014, Pearson Education.
2. Managing Human Resources, 2e, Wayne F. Cascio, 2010, Tata McGraw Hill.
3. Human Resources Management, 1e, Wendell L. French, 1998, Houghton Mifflin Harcourt
4. The HR Scorecard: Linking People, Strategy, and Performance, 1e, Brian E. Becker, 1999, Harvard Business Review Press
5. Keeping Good People, 2e, Roger E. Herman, 1995, OakHill Press
6. Lean Human Resources: Redesigning HR Processes for a Culture of Continuous Improvement, 1e, Cheryl M. Jekiel, 1994, CRC Press
7. Human Resource Development, 3e, Jennifer Joy-Matthews, 2000, Kogan Page

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO1	M			
CO2		H		H
CO3		M	M	
CO4			M	

Minor 3: INTRODUCTION TO FINANCIAL MANAGEMENT

Objective: This course equips students with basic finance concepts, skills to analyze financial statements for assessing an organization’s performance. It focuses on capital budgeting decisions, including evaluating the cost of capital, making effective financing choices, and setting dividend policies. Students will learn practical techniques for managing working capital to ensure liquidity and operational efficiency.

Module 1: An Introduction and Analysis of Financial Statement

Finance: nature & scope, function, Financial Goal: Profit Maximization Versus wealth maximization; Finance decisions by the firms, Basic concepts of Sources of Funds Long term sources and short-term sources.

Financial Statements analysis- Analysis and interpretation of Financial Statements using the Ratio Analysis.

Module 2: Investment Decisions:

Time Value for Money, Future value and Present Value of single cash flow, an uneven cash flow and annuity, Capital Budgeting Decisions: Nature and type of investment decision, Investment Evaluation Criteria NPV, IRR, Profitability Index, Payback period, ARR, Cost of Capital: Determining components of cost of debt, preference capital, equity capital, Weighted Average Cost of capital (WACC)

Module 3: Financing Decisions

Theories of Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller (MM) Theory with and without corporate taxes. Operating and Financial Leverage, EBIT EPS Analysis

Module 4: Dividend Decisions and Working Capital Management

Dividend Decision: Relevance of dividend, Walter's Model, Gordon's Model; MM Hypothesis, basic concept of dividend payout methods- cash dividend, bonus shares; stock split and share buyback, Working capital policy, Cash Management, Credit management, working capital financing.

Module 5: Mergers and Corporate restructuring

Introduction to mergers, Acquisition and restructuring, Merger amalgamation, Acquisition and takeover, Financing mergers and Acquisition, Merger Negotiation, Corporate restructuring.

Course/Learning Outcomes

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

- CO1. Define the basic concepts of corporate finance. (Remembering)
- CO2. Compare and contrast different types of investment criterion like NPV, IRR etc. (Understanding)
- CO3. Build a practical understanding of financial ratios. (Applying)
- CO4. Examine financial statements to determine the financial health of an organization. (Analysing)
- CO5. Evaluate different investment proposals based on financial ratios and cash flows. (Evaluating)
- CO6. Develop managerial decisions by applying the concepts learnt in corporate finance. (Creating)

Suggested Readings

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: Marketing Management: A South Asian Perspective. Pearson Education, New Delhi; 2019.
2. Saxena, R: Marketing Management. Tata McGraw Hill, New Delhi;2015.
3. Stanton: Fundamentals of Marketing, McGraw Hill;2020.
4. S. Jayachandran: Marketing Management, Tata McGraw Hill;2015.
5. Ramaswamy, V. S., & Namakumari, S: Marketing Management: Global Perspective Indian Context. Laxmi Narayan Publication, New Delhi;2014.

Mapping of COs with Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H	L	L		L
CO 2	H	H	L		H
CO 3	H	L			M
CO 4	M	M	L	L	H
CO 5	H	L			H
CO 6	M	H	L	L	H

Multi-disciplinary 3: EMOTIONAL INTELLIGENCE (Credits: 3 Hours: 45) (L-T-P: 3-0-0)

Objective: To acquaint the students with the knowledge of emotional intelligence and its importance to personal and professional success.

Module I: Concept of Emotional Intelligence (10 Hours)

- a) Emotion- Meaning, characteristics of emotion, components of emotion-cognitive component, physiological component, Behavioral component.
- b) Types of emotions, exposing the myths about emotion, physiological or bodily changes accompanying emotions, how emotions affect our thinking and actions.
- c) Development of emotions and emotional maturity, Emotional Intelligence – concept, history, measurement of EI - Bar-On Emotional Quotient Inventory, emotional competency inventory, Emotional and social competency inventory, Mayer-Salovey-Caruso Emotional Intelligence Test, self-rated emotional intelligence scale.

Module II: Intrapersonal Awareness (10 Hours)

- a) Working with EI - EI can be enhanced or developed, models of EI: Ability models, Trait models, Mixed model, development of EI
- b) Emotional Self Awareness – Introduction, Meaning and Definition, Emotional Self-awareness and Success, development of emotional self-awareness
- c) Accurate self-assessment-meaning and definition, Introduction, accurate self-assessment and success
- d) Self-confidence –Introduction, need and importance of self-confidence in one’s life.

Module III: Intrapersonal Management (15 Hours)

- a) Emotional self-control-meaning and definition, emotional self-control and success
- b) Developing or improving the ability of emotional self-control: stage1- identification or awareness about the parent emotional state, stage2- determining underlying causes responsible for the present emotional state, stage3-adopting measures for getting control of the emotional state
- c) Stress Tolerance: Stress - Meaning and definition, Factors responsible for inducing stress, Development of stress Tolerance
- d) Assertiveness, Self –actualization and Optimism- concept, meaning and importance

Module IV: Interpersonal and Intrapersonal Awareness (10 Hours)

- a) Interpersonal Awareness Introduction, awareness about others-meaning and definition, awareness about others and success, personal life, professional life, development of awareness about others, empathy and reality testing.
- b) Interpersonal Management - Managing Interpersonal Relationships, Flexibility, Flexibility and success
- c) Problem Solving – meaning, scientific method of problem solving, development of problem-solving ability.

Course/Learning Outcomes

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

- CO1: Acquaint with the knowledge of emotional intelligence and its importance to personal and professional success. (Knowledge)
- CO2: Recognize four domains of Emotional Intelligence (Analyse)
- CO3: Employ the emotions for better decision making (Applying)

Suggested Readings

- 1. Daniel Goleman (1996) Emotional Intelligence. Why it can matter more than IQ. Bantam Doubleday Dell Publishing Group.
- 2. Daniel Goleman (2000) Working with Emotional Intelligence. Bantam Doubleday Dell Publishing Group
- 3. Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012). Emotional Intelligence Coaching. Kogan Page India Private Limited.

4. Gupta S.K. (1980), Guidance and Counselling in Indian Education, New Delhi: NCERT

Mapping of COs to syllabus

COs	Module I	Module II	Module III	Module IV
CO1	H	M	M	
CO2		H		M
CO3			H	M

Minor 1: BUSINESS COMMUNICATION

Objective: The course helps students develop new perspectives and adapt to the evolving demands of business communication in a rapidly changing world shaped by technology and globalization. It aims to enhance proficiency in both verbal and non-verbal communication, with a focus on cross-cultural understanding and long-term skill development. Additionally, the course fosters personality growth and improved communication competencies.

Module I: Introduction to Business Communication

Understanding Business Communication, Objectives of Communication, Communication Process, Barriers to Communication, Overcoming the Barriers, Effective Communication, Types of Reading in Business Communication, different software aids in e-reading.

Module II: Forms of Communication and Communication Skills

Forms of Communication, Mastering Listening and Nonverbal Communication Skills, Communicating in Teams, Communicating Cross-culturally.

Module III: The Types and Style of Business Communication

Oral & Written Communication, Conversation Skills, The Three Step Writing Process- Planning, Writing and Completing the Business Messages, Written Business Communication, Writing Messages for Electronic Media, Writing Business Letters, Circulars, Notice and Memos, Writing Reports and Proposals, Writing Positive and Negative Messages, Designing Visual Communication

Module IV: Skills for Business Communication

Presentation Skills, Creating and Delivering Oral and Online Presentations, Enhancing Presentations with Slides and Other Visuals, Negotiation Skills, Business Etiquette, Job Application and CVs, Personal Interviews, and Group Discussions, Academic Report Writing

Course/Learning Outcomes

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

- CO1. Explain and illustrate various aspects of business communication, Determine the different types of reading, summarize the various conversation skills (Understanding)
- CO2. Develop and apply the spirit and skills of business communication (Applying)
- CO3. Interpret the different forms of Written business communication (Applying)
- CO4. Examine the different forms of negotiation skills and business etiquettes (applying)
- CO5. Analyse the barriers and distinguish among the various types of communications (Analysing)
- CO6. Synthesize the Presentation skills for effective business communication. (Creating)

Suggested Readings

1. Business communication today, 8e, Bovée, C., & Thill, J., 2019, Pearson
2. Business communication, 2e, Bisen, V., & Priya., 2019, New Age International Ltd.
3. Business communication, 2e, Gopal, N., 2018, New Age International.
4. Contemporary business communication, 3e, Ober, S., 2014, Boston: Houghton Mifflin Co.
5. Business Communication, 3e, Sehgal, M.K & Khetarpal Vandana, 2014, Excel Books

6. Business Writing Today: A Practical Guide, 2e, Natalie Canavor, 2015, SAGE Publications
7. Business Communication: Connecting at Work, 1e, Hory Sankar Mukerjee, 2013, OUP India
8. Business Correspondence and Report Writing: Third Edition. Sharma, R. C. & Krishna Mohan, New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.
9. Winning at Interviews. Thorpe, Edgar & Showick Thorpe. 2nd Edition. Delhi: Dorling Kindersley, 2006.
10. Types of Reading, e-pathshala, MHRD, Govt. of India

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO1	H			
CO2		H		
CO3			M	
CO4				H
CO5	M		H	
CO6	M			H

Skill Enhancement: Minor Internship

SEMESTER 4

Major 5: PERSONAL FINANCIAL PLANNING (Credits-4-60 hours) (L-T-P: 4-0-0)

Objective: The course aims to familiarize learners with different aspects of personal financial planning like savings, investment, taxation, insurance, and retirement planning and to develop the necessary knowledge and skills for effective financial planning.

Module I: Introduction to Financial Planning (12 Hours)

Financial goals, steps in financial planning, budgeting incomes and payments, time value of money. Introduction to savings, benefits of savings, management of spending & financial discipline, Setting alerts and maintaining sufficient funds for fixed commitments

Module II: Investment Planning (12 Hours)

Process and objectives of investment, concept and measurement of return & risk for various asset classes, measurement of portfolio risk and return, diversification & portfolio formation. Gold bond; Real estate; Investment in greenfield and brownfield Projects; Investment in fixed income instruments, financial derivatives & commodity market in India. Mutual fund schemes; International investment avenues. Currency derivatives and digital currency

Module III: Personal Tax Planning (12 Hours)

Tax structure in India for personal taxation, Scope of personal tax planning, exemptions and deductions available to individuals under different heads of income and gross total income. Comparison of benefits - Special provision u/s 115 BAC vis-à-vis General provisions of the Income-tax Act, 1961, tax avoidance versus tax evasion

Module IV: Insurance Planning (12 Hours)

Need for insurance. Life insurance, health insurance, property insurance, credit life insurance and professional liability insurance

Module V: Retirement Benefits Planning (12 Hours)

Retirement planning goals, process of retirement planning, Pension plans available in India, Reverse mortgage, Estate planning.

Course/ Learning Outcomes:

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

CO1: Define the meaning and the relevance of financial planning. (Remembering)

CO2: Understand the concept of investment planning and its methods. (Understanding)

CO3: Examine the scope and ways of personal tax planning. (Applying)

CO4: Analyse insurance planning and its relevance. (Analysing)

CO5: Develop insight into retirement planning and its relevance. (Evaluating)

Mapping of COs to Modules

	Module I	Module II	Module III	Module IV	Module V
CO 1	H	M	L	L	L
CO 2	L	H			
CO 3			H		
CO 4		M		H	
CO 5	M		H		H

Major 6: Consumer Behaviour (5 credits- 75 hours) (L-T-P: 4-0-0)

Objective: The objective of the course is to make the students understand the different concepts of consumer behavior, role of social and cultural settings on consumer behavior and consumer buying process.

Module I: Contemporary Dimensions of Consumer Behaviour (15 hours)

Consumer Behaviour, Consumer Decision-Making, Models of Consumer Decision –Making, Types of Consumer Buying Behaviour, Factors influencing Consumer Behaviour, Market Segmentation, Segmentation of Consumer markets, Positioning, Differentiation and Marketing Mix, Marketing Research; Consumer Research Process, Types of Research Methods.

Module II: Implications Social and Cultural Settings on Consumer Behaviour (15 hours)

Influence of culture and Subculture on Consumer Behaviour, Influence of Social Class on Consumer Behaviour, Social Stratification and Marketing Strategy, Group Influence on Consumer Behaviour, Household and Family Influence on Consumer Behaviour, Socialisation of family Members, Family Purchasing Decision-Making and Consumption Related Roles, family Life Cycle.

Module III: Consumer Buying Process (15 hours)

Stages of Consumer Buying Process, Purchase Decision and Post Purchase Behaviour, Traditional and Contemporary Models of Consumer Behaviour; Case study.

Module IV: Advertising as a communication process (20 Hours)

- a) Advertising as a tool of communication; Meaning, nature and importance of advertising; Types of advertising; Advertising objectives. Audience analysis; Setting of advertising budget: Determinants and major methods.
- b) Major media types-their characteristics, internet as an advertising media, merits and demerits; Factors influencing media choice; media selection, media scheduling, Advertising through the Internet-media devices

Module V: Evaluating communication and sales effects (10 hours)

Evaluating communication and sales effects; Pre- and Post-testing techniques.

Course/ Learning Outcomes:

After learning this course, the students will be able to:

- CO1: Define the consumer behaviour. (Remembering)
 CO2: Explain the models of consumer decision process. (Understanding)
 CO3: Apply the factors influencing consumer behavior in developing marketing strategies, identify purchase decision and post purchase behaviour in varied marketing situations (Applying)
 CO4: Analyse market segmentation and segmentation of consumer markets, (Analysing)
 CO5: Assess the positioning strategies on buying behaviour. (Evaluating)

Suggested Readings

1. Blackwell, Roger D, Paul W Miniard and James F Engel, Consumer Behaviour, Thomson Learning Inc.,2002.
2. Duhan S.N., GarimaSahni N.K. , Consumer Behaviour, 1st edition, 2016, Kalyani Publishers
3. Loudon, David I., and Albert J. Della Bitta, Consumer Behaviour, Tata McGraw Hill, New Delhi
4. Schiffman, Leon G., and Leslie Kanuk, Consumer Behaviour, Prentice Hall, New Delhi
5. Schiffman, Kanuk L L., S Ramesh Kumar, Consumer Behaviour, 10th edition, Pearson
6. Dheeraj Sinha, Consumer India Inside the Indian Mind and Wallet, 2011, Jain Book Depot

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H		M	L	
CO 2		M			
CO 3			L	H	
CO 4		H			M

Major 7: BUSINESS MATHEMATICS & STATISTICS FOR DECISION MAKING (4 Credits – 60 Hours) (L-T-P: 3-0-0)

Objective: The objective of this course is to familiarize students with the applications of mathematics and statistical techniques in business decision-making

Part – A: Business Mathematics

Module I: Matrices (7 Hours)

Definition of a matrix. Types of matrices; Algebra of matrices. Calculation of values of determinants up to third order; Adjoint of a matrix; Finding inverse of a matrix through ad joint; Applications of matrices to solution of simple business and economic problems

Module II: Differential Calculus (13 Hours)

Mathematical functions and their types – linear, quadratic, polynomial; Concepts of limit and continuity of a function; Concept of differentiation; Rules of differentiation – simple standard forms. Applications of differentiation – elasticity of demand and supply; Maxima and Minima of functions (involving second or third order derivatives) relating to cost, revenue and profit.

Module III: Basic Mathematics of Finance (5 Hours)

Simple and compound interest Rates of interest – nominal, effective and continuous – their interrelationships; Compounding and discounting of a sum using different types of rates

Part – B: Business Statistics

Module IV: Uni-variate Analysis (15 Hours)

Measures of Central Tendency including arithmetic mean, geometric mean and harmonic mean: properties and applications; mode and median. Partition values - quartiles, deciles, and percentiles. Measures of Variation: absolute and relative. Range, quartile deviation and mean deviation; Variance and Standard deviation: calculation and properties.

Module V: Bi-variate Analysis (10 Hours)

Simple Linear Correlation Analysis: Meaning, and measurement. Karl Pearson's co-efficient and Spearman's rank correlation Simple Linear Regression Analysis: Regression equations and estimation. Relationship between correlation and regression coefficients

Module VI: Time-based Data: Index Numbers and Time-Series Analysis (10 Hours)

Meaning and uses of index numbers; Construction of index numbers: Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Construction of consumer price indices. Components of time series; additive and multiplicative models; Trend analysis: Finding trend by moving average method and Fitting of linear trend line using principle of least squares.

Course/Learning Outcomes

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

- CO1: Apply matrices in business and economic models (Applying)
- CO2: Illustrate the use of differentiation in business and economic models. (Applying)
- CO3: Identify the methods of calculating interest rates (Applying)
- CO4: Summarize data sets using descriptive statistics (Understanding)
- CO5: Analyse the relationship between two variables (Analysing)
- CO6: Determine the trend and seasonality in time series data (Evaluating)

Suggested Readings:

1. Mizrahi and John Sullivan. Mathematics for Business and Social Sciences.Wiley and Sons.
2. Budnick, P. Applied Mathematics. McGraw Hill Publishing Co.
3. N. D. Vohra, Business Mathematics and Statistics, McGraw Hill Education (India) Pvt Ltd
4. J.K. Thukral, Mathematics for Business Studies, Mayur Publications
5. J. K. Singh, Business Mathematics, Himalaya Publishing House.
6. J. K. Sharma, Business Statistics, Pearson Education.
7. S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House.

8. S.P. Gupta and Archana Gupta, Elementary Statistics, Sultan Chand and Sons, New Delhi.
9. Richard Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, New Delhi.
10. M.R. Spiegel, Theory and Problems of Statistics, Schaum's Outlines Series, McGraw Hill Publishing Co.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H					
CO 2		H				
CO 3			H			
CO 4				H		
CO5					H	
CO6						H

Minor 4: a) INVESTMENT AND FINANCIAL PLANNING (4 credits- 60 hours) (L-T-P: 4-0-0)

Objective: This course aims to provide students with an understanding of fundamental concepts of business finance and investment.

Module I: Introduction (10 hours)

Meaning of finance; Basic areas of finance; Finance functions; Finance in the organization structure of a firm; Forms of business organizations; Goals of financial management; Interest rates: level of Interest rate, determinants of market interest rates, the term structure of interest rate and yield curve

Module II: Time Value of Money (10 hours)

Future Value: Single period, multiple period; Present Value: single period and multiple period; Future Value and Present value for multiple cash flows; Present value of an annuity; Future value of an annuity

Module III: Capital Investment Decisions (15 hours)

Concept of investment decisions; Generating investment project proposal; Process of Capital budgeting decision; Classification of capital projects; Project cash flows; Incremental cash flows, sunk costs, opportunity costs, net working capital, financing costs and other issues; Net present value, payback method, internal rate of return.

Module IV: Basics of Investing (15 hours)

Basics of Investment & Investment Environment. Risk and Return, Instruments of Investment -Equity shares, Preference shares, Bonds and Debentures. Indian Security Markets - Primary Markets (IPO, FPO, Private placement, Offer for sale), Secondary Markets (cash market and derivative market: Futures and Options) Market Participants: Stock Broker, Investor, Depositories, Clearing House, Stock Exchanges. Role of stock exchange, Stock exchanges in India: BSE, NSE, MSEI. Security Market Indices: Nifty & Sensex.

Module V: Investing in Mutual Funds (10 hours)

Concept and background on Mutual Funds: Advantages, Disadvantages of investing in Mutual Funds, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market and entry load vs. exit load funds. Factors affecting choice of mutual funds. CRISIL mutual fund ranking and its usage, calculation and use of Net Asset Value

Course/Learning Outcomes

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

- CO1: Explain the objectives & scope of financial management in context of business (Remembering)
- CO2: Apply the concept of time value of money (Applying)
- CO3: Evaluate investment opportunities using the capital budgeting process (Evaluating)
- CO4: Explain Indian securities market including the derivatives market (Understanding)
- CO5: Evaluate mutual funds as an investing avenue. (Evaluating)

Suggested Readings

1. Principles of Financial Management, Levy H. and M. Sarnat, Pearson Education.
2. Fundamentals of Financial Management, Brigham and Houston, Cengage Learning.
3. Basic Financial Management, Khan and Jain, McGraw Hill Education
4. Fundamentals of Financial Management, Prasanna Chandra, McGraw Hill Education
5. Financial Management-text and Problems, Singh, J.K, DhanapatiRai and Company , Delhi
6. Fundamentals of Financial Management, Rustagi, R.P, Taxmann Publications Pvt.Ltd.
7. Singh J K , Singh Amit Kumar, Investing in Stock Markets, A K Publications, Delhi.
8. Tripathi, Vanita and Pawar, Neeti (2019), Investing in Stock Market, Taxmann Publications

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module
CO 1	H				
CO 2		H			
CO 3			M		
CO 4				H	H

Major 4b: Managerial Foundations of Human Resource Management and Organisational Behaviour Dynamics(Credits: 4- 60 hours) (L-T-P: 4-0-0)

Objective: The objective of this paper is to provide the students an insight into the various fundamental concepts of human resource management and organizational behaviour and its relation to other activities in an organization

Module I: Importance of Human Resource Management (12 hours)

Meaning, Nature and Scope, Functions and Role of HR Manager; Advisory and service function to other department; HRM function planning; objectives and policies, organizing the HRM department

Module II: Procurement and Development Functions: (12 hours)

Job Analysis, Job description, job specification, staffing functions: recruitment, selection, interview, training, placement and induction

Module III: Introduction to the basics of Organisation Behaviour (12 Hours)

Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on Organisation Behaviour

Module IV:Cognitive processes of organizational behavior(12 Hours)

Concept, Personality, Perception and its role in individual decision making, Learning, Motivation: Hierarchy of needs theory, Theory X and Y, MotivationHygiene theory, Vroom's expectancy theory.

Module V:Behavior Dynamics (12 Hours)

Interpersonal behavior, Communication, Leadership: Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups

Course/Learning Outcomes

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

- CO1: Define the nature and scope of HRM and OB and its significance (Remembering)
- CO2: Describe the importance of HRM and the procurement functions (Understanding)
- CO3: Explain the cognitive processes and dynamics of organizational behavior (Applying)
- CO4: Analyse the concepts of perception, learning and motivation (Analyzing)

CO5: Evaluate the change and organisational development and stress management (Evaluating)

Suggested Readings:

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.
2. Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Harold Koontz & Heinz Weihrich, Essentials of Human Resource Management, Tata Mc Graw Hill.
5. Stoner, Freeman, Gilbert Jr., Human Resource Management, Prentice Hall.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4				M	
CO5					M

Minor 4: c) DIGITAL MARKETING (4 credits- 60 hours) (L-T-P: 4-0-0)

Objective: After studying this course, the students will be able to learn about the different knowledge and skills needed for effective digital marketing in the corporate sectors and entrepreneurial ventures.

Module I: Introduction to Digital Marketing (10 Hours)

Introduction to Digital Marketing, Fundamentals of Website Marketing, Search Engine Marketing, Social Media Marketing, Key Concepts and Important Terminologies, Fundamentals of Metrics and its importance in digital marketing, Fundamentals of Programmatic Advertisement and Performance Marketing, Traditional marketing vs Digital Marketing

Module II: Search Engine Optimization (15 Hours)

Introduction to SEO, Fundamentals of Search Engine Technology, Overview of Search Engine Upgrades, Fundamentals of Google Search, Basics of Google Ads, Keyword Research, On-page and Off-page optimization, Core Elements of Optimization, Understanding Backlinks and Value Network, Organic and Paid Optimization and Techniques of Optimization

Module III: Social Media Marketing (10 Hours)

Introduction Social Media Marketing, Understanding Platforms; types and categories, Relevance in Marketing, Platform Selection, Performance Marketing, Social Media Mentions and Spread, Social Media Sentiment, Lead Generation, Creating a sales funnel.

Module IV: Models of Digital Marketing (10 Hours)

Communication Model (10-C), 7P's of Marketing for content development, AIDA, Framework for targeting and positioning, BOS framework for Channel Development, Integrated Marketing Communication for Efficiencies.

Module V: Web and Social Media Analytics (15 Hours)

Fundamentals of Web Analytics and Social Media Analytics, Understanding Analytical Dimensions, Preparation of Analytical Plan, Identification of Core Metrics and KPIs, Formulation of Metrics, Interpretation of Platform Inbuilt Dashboards (Facebook, Instagram etc and Google Analytics) Channels and Content Development. Designing a website (non-programming), Designing a Social Media Page, Merger of Accounts, Understanding Content, Classification of Content, Content Marketing Channels, Post Strategies, Target Identification

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

- CO 1: Define the fundamentals of website marketing. (Remembering)
- CO 2: Explain the fundamentals of search engine technology (Understanding)
- CO 3: Interpret the various types of social media marketing. (Applying)
- CO 4: Analyze the models of digital marketing (Analyzing)
- CO 5: Evaluate the web analytics and social media analytics (Evaluating)

Suggested Readings

1. Ahuja V.: Digital Marketing, Oxford University Press.
2. Dodson, I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (1st ed.). Hoboken, New Jersey Wiley.
4. Kelsey, T., &Springerlink (Online Service. (2017). Introduction to Social Media Marketing : A Guide for Absolute Beginners. Apress.
5. Reza Zafarani, Mohammad Ali Abbasi, &Huan Liu. (2014). Social media mining: an introduction. Cambridge University Press.

Mapping of COs to the Course:

COs	Module I	Module II	Module III	Module IV	Module V
CO 1	H				
CO 2		H			
CO 3			M	M	H
CO 4				M	
CO 5					M

SEMESTER 5

Major 8: MANAGERIAL ECONOMICS (5 credits-75 Hours) (L-T-P: 5-0-0) Objectives: This course aims to apply microeconomic principles and analytical tools to evaluate and support business decision-making. It focuses on understanding how demand, production, cost, and market conditions influence managerial choices, and how decision problems can be modelled, analysed, and optimized using economic reasoning and quantitative tools.

Module I (20 Hours)

Introduction to Business Decision Analysis: nature, scope, and importance of business decision analysis; decision-making under certainty, risk, and uncertainty. Demand, Supply and Market Equilibrium: individual demand, market demand, individual supply, market supply, and market equilibrium. Elasticity of Demand and Supply: price elasticity of demand, income elasticity of demand, cross elasticity of demand, and elasticity of supply; applications in managerial decisions. Theory of Consumer Behaviour: cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior, and Giffen goods); revealed preference theory and its managerial implications.

Module II (15 Hours)

Production and Cost Decisions: optimizing behaviour of producers in the short run (geometry of product curves, law of diminishing marginal productivity, and stages of production); optimizing behaviour in the long run (isoquants, iso-cost line, and optimal combination of resources). Cost and Scale: traditional theory of cost (short-run and long-run, geometry of cost curves, and envelope curves); modern theory of cost (short-run and long-run); economies of scale and economies of scope. Optimization Techniques: marginal analysis, incremental reasoning, and opportunity cost in business decision-making.

Module III (20 Hours)

Market Structure and Decision-Making: perfect competition (basic features, short-run equilibrium of firm/industry, long-run equilibrium of firm/industry, effect of changes in demand, cost, and imposition of taxes); monopoly (features, short-run and long-run equilibrium, effects of demand and cost changes, welfare implications, comparison with perfect competition); price discrimination.

Monopolistic Competition: features, demand and cost, short-run and long-run equilibrium, and excess capacity.

Oligopoly: Cournot's model, kinked demand curve model, dominant price leadership model, and prisoner's dilemma; applications of market models in managerial decision-making.

Module IV (20 Hours)

Factor Market and Resource Allocation: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market); market demand for a factor; supply of labour and market supply of labour; factor market equilibrium.

Investment and Risk Analysis: introduction to capital budgeting, decision-making under uncertainty, and role of business decision analysis in optimal allocation of resources.

Course / Learning Outcomes:

At the end of the course, students will be able to:

CO1: Explain the fundamental concepts of demand, supply, and consumer decision-making. (Remembering)

- CO2: Analyze production and cost relationships to assist business planning and control. (Understanding)
 CO3: Apply decision-making tools and economic models to solve real business problems. (Applying)
 CO4: Evaluate pricing and output decisions under various market structures. (Evaluating)
 CO5: Integrate factor market analysis and investment decisions for effective resource allocation. (Creating)

Suggested Readings:

1. Salvatore, D. (2009). Principles of Microeconomics (5th ed.). Oxford University Press.
2. Peterson, H. C., Lewis, W. C., & Jain, S. K. (2015). Managerial Economics. Pearson India.
3. Pindyck, R., Rubinfeld, D., & Mehta, P. (2009). Microeconomics (7th ed.). Pearson Education.
4. Lipsey, R. & Chrystal, K. (2008). Economics (11th ed.). Oxford University Press.
5. Baye, M. R. & Prince, J. T. (2022). Managerial Economics and Business Strategy (10th ed.). McGraw Hill Education.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	L	M		
CO 2		H		
CO 3			H	
CO 4				H
CO 5	H			M

Major 9: BUSINESS ETHICS AND CORPORATE GOVERNANCE (Credits: 5-75 hours) (L-T-P: 5-0-0)

Objective: The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Module I (15 Hours)

Business ethics: Introduction, Meaning of ethics, Types of business, ethical issues, why ethical problems occur in business, Ethical dilemmas and principles in business,

Case Study : Personal companies like Tata related to Ethics in Business in Indian context

Module II (20 Hours)

Corporate governance: concept, need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance. Different Approaches to Corporate Governance, Leadership and Corporate Governance, Rights and Privileges of shareholders; Investor’s Problem and protection; Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance.

Case Study: International experience- UK scenario (Cadbury committee; US scenario(Tread way commission, Blue ribbon committee); Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Narayan Murthy committee report.

Module III (20 Hours)

Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.

Whistle blowing: Kinds of Whistle blowing, Marketing truth and advertising: Marketing, Advertising, Truth and advertising, Allocation of moral responsibility in advertising Trade secrets, corporate disclosure, insider trading: Trade secrets, corporate disclosure, insider trading Accounting, finance Affirmative action, Ethics and Environment

Module IV (20 Hours)

Corporate Social Responsibility: Meaning, Evolution of Corporate Social Responsibility, Limits of Corporate Social Responsibility, Voluntary Responsibility Vs. Legal requirements, Profit maximization vs. social Responsibility, Socially Responsive Management: Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, Financial incentives for social responsibility, Role of self regulation in discharge of social responsibility.

Case studies on Indian companies like Tata, Godrej etc related to Corporate Social Responsibility

Course/Learning Outcomes

After learning this course, the students will be able to:

- CO1: Define Business Ethics and best practices of business ethics (Remembering)
- CO2: Explain the various Corporate Social Responsibilities (Understanding)
- CO3: Plan the need and importance of corporate and professional responsibility (Applying)
- CO4: Analyse the corporate governance frameworks (Analyzing)

Suggested Readings

1. Crane. A., Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation, Taxmann Publishing House.
2. Manuel G Velasquez. Business Ethics: Concept and Cases
3. William H. Shaw, Business Ethics: A Textbook with Cases
4. Tom L. Beauchamp and Norman E. Bowie, Ethical Theory and Business
5. Jill Solomon, Corporate Governance and Accountability
6. R. I. Tricker, Corporate Governance: Principles, Policies, and Practices

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV
CO 1	H		M	L
CO 2		M		H
CO 3		M	L	H
CO 4		H		L

Major 10:MTPO0106: PRODUCTION AND OPERATIONS MANAGEMENT (4 credits- 60 hours) (L-T-P: 4-0-0)

Objective: This course aims at acquainting the students with the functions of production and operations management and basic issues and tools of managing production and operation functions of an organization. The course also intends to provide the students a system theoretic view on project management and helps develop an understanding on why today’s organizations are cultivating a formal project management process to gain competitive advantage.

Module I: Introduction and Work Study (15 hours)

Introduction to Production and operations management- Meaning and scope, subdivisions of work study – Method/Motion study and Work Measurement

Module II: Plant Location and layout (15 hours)

- a) Objectives, Locational factors, Economics of plant location
- b) Meaning, objectives and types of plant layout and their relevance to mass, batch and job- order production systems.
- c) Systematic Layout Planning (SLP) procedure

Module III: Product design and Development and PPC (15 hours)

- a) Meaning of product, Product life cycle (PLC) and Product mix
- b) Decisions to be taken during product development and design
- c) Procedure for product development and design
- d) Value of a product – its meaning, Value Analysis (VA) – its objectives, procedure and example, Simplification and Standardization.
- e) Meaning and Objectives of PPC, Effects of types of production

Module IV: Project Management (15 hours)

- a) Project management framework, Project management processes, Cost and Time management, Project integration management, Project risk management, Project Quality management, Project communication management.

COURSE/LEARNING OUTCOMES

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

- CO1: To define a production system. (Remembering)
- CO2: To explain the tools and techniques to measure work study, motion study. (Understanding)
- CO3: To demonstrate the procedure for product development and design. (Applying)
- CO4: To compute project completion time and Analyse and evaluate project risk management techniques. (Evaluating)

Suggested Readings

- 1. Adam, Ebert, Production and Operations Management, PHI.
- 2. R. Panneerselvam, Production and Operations Management, PHI.
- 3. K. Aswathappa& K. Shridhara Bhat, Production and Operations Management, Himalaya Publishing

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV
CO 1	H		M	L
CO 2		M		H
CO 3		M	L	H

CO 4		H		L
------	--	---	--	---

Minor 5a: STRATEGIC HUMAN RESOURCE MANAGEMENT (Credits: 4-60 hours) (L-T-P: 4-0-0)

Objective: The objective of this course is to develop within the students the understanding of the student with relevant concepts, roles and challenges related to strategic human resource management practices in the workplace and design the requisite skills to be competent contributors in the organization's strategic decision-making process and make them competent to for various managerial and administrative positions in different organizations.

Module I: Introduction to Strategic Human Resource Management (12 hours)

Introduction, Strategy, Hierarchy of Strategy, Corporate Level Strategy, Business Level Strategy, Functional Level Strategy, Strategic HRM, Emergence of Strategic Human Resource Management (SHRM), The Evolutionary Stages of Strategic HRM, Difference Between Traditional HR and Strategic HR, Case study

Module II: Concepts of Strategic Human Resource Management (12 hours)

Introduction, Trends in Strategic Human Resource Management, HR Practitioners Role, Human Resource as Competitive Advantage, Aims of Strategic HRM, Approaches to Strategic HRM, Formulation of HR Strategies, The Classical Sequential Approach, The Empirical Need-based Approach, Achieving Strategic Fit, Problems in Achieving Strategic Fit, Benefits of Strategic HRM, Barriers to Strategic HRM, Case study

Module III: Human Resource Strategies and its Implementation (12 hours)

Introduction, HR Strategies, Types of HR Strategies, Overarching Strategies, Specific HR Strategies, Criteria for an Effective HR Strategy, Developing HR Strategies, Methodology for Formulating HR Strategies, Setting Out the Strategy, conducting a Strategic Review, Implementing HR Strategies Barriers to the Implementation of HR Strategies, Overcoming the Barriers, Case study

Module IV: Roles in Strategic Human Resource Management (12 hours)

The Strategic Role of Top Management, The Strategic Role of Front-line Management, The Strategic Role of the HR Director, The Strategic Role of the HR Specialists, The New Mandate for HR, The Specific Strategic Roles of HR, Business Partner, The Innovation Role, The Change Manager Role, The Implementer Role, Case study

Module V: Challenges in Strategic Human Resource Management (12 hours)

Introduction, The Challenges of Workplace Diversity, The Management of Workplace Diversity, Managing Diverse Workforce in an Organisation, Planning a Mentoring Program, Organising Talents Strategically, Retention Strategy, Talent Management Strategy and its components, Approaches to Human Resource Planning, Managing Executive Information Systems, Challenges for HR Managers, HRM Strategic Challenges, Case study

Course/ Learning Outcomes:

After learning this course, the students will be able to:

CO1: Define the hierarchy of strategy, classify between traditional HR and strategic HR. (Remembering)

CO2: Demonstrate the aims of strategic HRM (Understanding)

CO3: Analyse the concept of HR strategies, explain the approaches of developing HR strategies (Analysing)

CO4: Examine the strategic role of the HR director, determine the strategic role of the HR specialists (Analysing)

CO5: Evaluate the various approaches to motivation (Creating)

Suggested Readings

1. Deb Tapomoy , Strategic Approach to Human Resource Management Concept, Tools and Application, Atlantic Publishers & Distributors Pvt Ltd.
2. NayantaraPadhi, Strategic Human Resources Management: Theory and Practice, Atlantic Publishers and Distributors Pvt. Ltd; 1 edition
3. Mello Jeffrey A., Strategic Management of Human Resources, Cengage Learning, 3rd edition

4. Sharma A, Khandekar A, Strategic Human Resource Management – An Indian Perspective, SAGE Publications
5. Schuler, R. S., & Jackson, S. E., 2009, Strategic Human Resource Management.2nd ed., Wiley-India
6. Sharma, A and Khandekar, A., 2006, Strategic Human Resource Management: an Indian perspective.1st ed., Response Books

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV	Module V
CO 1	H		M	L	
CO 2		H			
CO 3					M
CO 4		H		H	
CO 5					H

Minor 5b: SUPPLY CHAIN MANAGEMENT (Credits-4-60 hours) (L-T-P: 4-0-0)

Objective: The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Module I: Basic Framework (12 hours)

Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations; Supply chain modeling; Role of Relationship marketing in SCM; managing relationships with suppliers and customers; Designing strategic distribution network; Factors influencing distribution network.

Module II: Supply Chain and Information Management Systems (12 hours)

Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development; Importance of information management; Distribution and sharing of information; Information Technology as a platform for effective and efficient supply chain management

Module III: Logistic System (12 hours)

Concept, objectives and scope of logistics; System elements; Inbound and Outbound logistics. Reverse inventory, Value added role of logistics, Logistics interface with manufacturer and marketing, Packing, Marking, Just in time concept; Third party logistic outsourcing—challenges and future directions

Module IV: Transportation (12 hours)

Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; Carrier selection determinants and decision; Structure of Shipping: World seaborne trade; international shipping - characteristics and structure ;Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices

Module V: Warehousing and Inventory Management (12 hours)

Warehousing And Marketing Strategy; Objectives and functions of warehousing; Warehouse Strategies; Material handling equipment and material mobility Warehousing evaluation and requirements
Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.

Course/Learning Outcomes

After learning the course, the students will be able to:

- CO1: Define the process of supply chain management. (Remembering)
- CO2: Demonstrate operational purchasing methods and techniques on supplier management (Understanding)
- CO3: Explain the strategic importance of logistics elements
- CO4: Apply sales and operations planning, MRP and lean manufacturing concepts. (Applying)
- CO5: Analyse the creation of new value in the supply chain for customers, society and the environment. (Analysing)

Suggested Readings

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
2. Bes, J., Chartering Practices.
3. Bes, J., Dictionary of Shipping and chartering Practices.
4. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
5. ICAO Journal, New York., various issues.
6. Indian Shipping and Transport, Mumbai, Various issues.
7. Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
8. Marks, Daniel, Shipping Cartels.
9. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
10. Coughlan, A., Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.

Mapping of COs to Modules

COs	Module I	Module II	Module III	Module IV	Module V
CO 1	L				
CO 2		M			
CO 3			M		
CO 4		M		H	
CO 5	M		H		H

Minor 5: PERSONAL FINANCIAL PLANNING (Credits-4-60 hours) (L-T-P: 4-0-0)

Objective: The course aims to familiarize learners with different aspects of personal financial planning like savings, investment, taxation, insurance, and retirement planning and to develop the necessary knowledge and skills for effective financial planning.

Module I: Introduction to Financial Planning (12 Hours)

Financial goals, steps in financial planning, budgeting incomes and payments, time value of money. Introduction to savings, benefits of savings, management of spending & financial discipline, Setting alerts and maintaining sufficient funds for fixed commitments

Module II: Investment Planning (12 Hours)

Process and objectives of investment, concept and measurement of return & risk for various asset classes, measurement of portfolio risk and return, diversification & portfolio formation. Gold bond; Real estate; Investment in greenfield and brownfield Projects; Investment in fixed income instruments, financial derivatives & commodity market in India. Mutual fund schemes; International investment avenues. Currency derivatives and digital currency

Module III: Personal Tax Planning (12 Hours)

Tax structure in India for personal taxation, Scope of personal tax planning, exemptions and deductions available to individuals under different heads of income and gross total income. Comparison of benefits -

Special provision u/s 115 BAC vis-à-vis General provisions of the Income-tax Act, 1961, tax avoidance versus tax evasion

Module IV: Insurance Planning (12 Hours)

Need for insurance. Life insurance, health insurance, property insurance, credit life insurance and professional liability insurance

Module V: Retirement Benefits Planning (12 Hours)

Retirement planning goals, process of retirement planning, Pension plans available in India, Reverse mortgage, Estate planning.

Course/ Learning Outcomes:

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

CO1: Define the meaning and the relevance of financial planning. (Remembering)

CO2: Understand the concept of investment planning and its methods. (Understanding)

CO3. Examine the scope and ways of personal tax planning. (Applying)

CO4: Analyse insurance planning and its relevance. (Analysing)

CO5: Develop insight into retirement planning and its relevance.(Evaluating)

Mapping of COs to Modules

	Module I	Module II	Module III	Module IV	Module V
CO 1	H	M	L	L	L
CO 2	L	H			
CO 3			H		
CO 4		M		H	
CO 5	M		H		H

INTERNSHIP (2 Credits-30 Hours) (L-T-P: 0-0-2)

Objectives: The students are required to undergo an internship in work related to Commerce and Management during the semester break at the end of fourth Semester or fifth Semester. The purpose of this internship is to expose the students to real-life industry work situations. This is an opportunity for the students to learn the application of knowledge that they have acquired from the classes, in an on-the-job situation.

INTRODUCTION: The field of Management is very practical oriented and requires an in-depth knowledge about both the theoretical and practical aspect of business operations. In the BBA programme the students are made acquainted with the various facets of General Management, Marketing, HR and Finance functions. However, the lessons mostly remain with the limits of classroom discussion. The real practices of business are much more complex and subject to judgement of the manager. This internship is an attempt to enable the students to acquire some learning experiences in the practical field and equip themselves with necessary traits to succeed in the corporate environment.

INSTRUCTION AND GUIDELINES FOR STUDENTS

The students should follow the following instruction and guidelines during the course of internship:

1. The internship should be for a minimum duration of two weeks for 80 hours which can be extended up to any limit depending upon the convenience and requirement of the student and the organisation respectively.
2. The students have to undergo the internship during the Summer Break at the end of 4th Semester Examination or Winter Break at the end of 5th Semester Examination. Any students willing to undergo internship during the semester classes will not be encouraged and would be completely on his/her own cost of attendance and classes. Further, in such a case, the Department holds full right to reject the internship of such student

3.The students can undergo internship at any organisation which is recognised or registered, as applicable, of their choice but the work must be related to commerce and management.

4.After the completion of the internship, the students must submit the Internship Report which should include the Internship Diary as an Annexure to the Report. The format of the Internship Report and Internship Diary should be in accordance with the one prescribed by the Department. e. There would be a Seminar Presentation (PPT) and Viva-Voce Examination towards the end of the 6th Semester based on which the students would be evaluated for the internship. The Internship report would also be a part of evaluation.

STRUCTURE OF INTERNSHIP

The Internship Report must comprise of the following:

- a. Recommendation Letter from the Department.
- b. Completion Certificate from the Organisation where the student has worked as intern.
- c. Internship Diary as per the prescribed format.
- d. Organisation details (Address, E-mail, Contact Number) including name, contact number and e-mail of the supervisor is mandatory. This should be included as a part of the Internship Diary according to the prescribed format.
- e. The Contents of the Report must include:
 - i. Introduction.
 - ii. Objectives of the Internship.
 - iii. About the Organisation (Sector, Activities, Operations).
 - iv. Description of the work.

The Assessment for the internship must have the following components:

- a. Internship Report: 20 marks
- b. Internship Diary: 20 marks
- c. Seminar Presentation: 30 marks
- d. Viva-Voce Examination: 30 marks

Course/Learning Outcomes

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

CO1: To identify career alternatives prior to graduation. (Understanding)

CO2: To translate theory into practice. (Applying)

CO3: To improve work habits and attitudes towards job success in workplace (Creating)

SEMESTER 6

Major 11: BUSINESS POLICY & STRATEGIC MANAGEMENT (4 Credits-60 Hours) (L-T-P: 4-0-0)

Objective: This course is designed to enhance knowledge on business policy and strategy adopted for managing the business. It will help a student to get broad exposure to understand the business policy and strategic management adopted by different business for their smooth running and facing the competition.

Module I: Introduction to Business Strategy and Formulation (15 Hours)

Introduction & Concept of Strategy, Corporate Policy as a field of study, Nature. Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management, its nature and process, Formulation of strategy, Environment, environment scanning, environment appraisal, Identifying corporate competence & resource.

Module II: Introduction to Strategic Management (15 Hours)

Corporate Strategy, Persona1 and Ethical Values, Business ethics, Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, community considerations and corporate social responsibility (CSR) .

Module III: Strategic Management Process (15 Hours)

Corporate portfolio analysis, competitor & SWOT analysis, strategic audit & choice, strategic plan, routes to sustainable competitive advantage (SCA)

Module IV: Strategic Planning and Implementation (15 Hours)

Strategy Implementation, Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture. corporate politics and use of power, functional implementation - financial, marketing. Operation personnel (HR) policies and their integration, strategic evaluation and control

Course/Learning Outcomes

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

CO1: To develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved in the area of Business Policy & Strategic Management for Under-graduates.

CO2: To achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies and the practice in organizations

CO3: To be aware of different circumstances & situations arising from ever changing strategic situation.

Suggested Readings

1. Wheelen, Thomas L , Hunger, J David &Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Kazmi, A. (2000); Business Policy, McGraw Hill.
4. Pearce, John A , Robinson, Richard B , Mital, Amita (2005) , 10th Edition., Strategic Management – Formulation, Implementation & Control, McGraw Hill.

Mapping of COs with Syllabus

COs	Module I	Module II	Module III	Module IV
CO 1	M			
CO 2		H		
CO 3			H	H

Major 12: FINANCIAL MARKETS AND INSTITUTIONS (4 credits – 60 Hours) (L-T-P: 4-0-0) Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions

and financial markets and also to introduce them with the emerging application of technologies in the system. The study of the course will enable them to take rational decisions in the growing financial environment.

Module I: Structure of Indian Financial System (12 Hours)

An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs, Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines.

Module II: Emerging Technologies in Indian Financial System (12 Hours)

Core banking solution (CBS); RTGS, IMPS and internet banking, mobile banking, NBFCs and its types; comparison between Banks and NBFCs; payment bankers such as PayTM, Google Pay etc

Module III: Introduction to Financial Markets in India (12 Hours)

Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Debt Market- role and functions of these markets, Issue of Corporate Securities: Public Issue through Prospectus, Rights Issue, On- Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares,

Module IV: Secondary Market in India (12 Hours)

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Comparison between NSE and BSE, Raising of funds in International Markets; Indian Stock Indices and their construction, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, DEMAT System

Module V: Money Markets & Debt Markets in India (12 Hours)

Money Market: Meaning, role and participants in money markets, Segments of money markets, money market instruments. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Course/Learning Outcomes

After learning this course, the students will be able to:

- CO1: Describe the Indian banking system (Understanding)
- CO2: Explain the role of regulatory bodies in regulating the system (Understanding)
- CO3: Analyze the operative system of financial markets in India (Analyzing)
- CO4: Evaluate the types of debt instruments and their characteristics. (Evaluating)
- CO5: Elaborate the links between the theories of financial markets (Creating)

Suggested Readings

1. Khan, MY.(2010).FinancialServices(5thed.).McGrawHillHigherEducation.
2. Bharati V. Pathak, Indian Financial System, Pearson
3. Shahani, Rakesh(2011). Financial Markets in India : A Research Initiative. Anamica Publications
4. Goel, Sandeep.(2012).Financial services.PHI.
5. Gurusamy, S.(2010).FinancialServices.TMH.

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV	Module V
CO 1	H	M			
CO 2	M			L	
CO 3		H	H		
CO 4			H	M	M
CO5				H	

Major 13: CORPORATE AND BUSINESS LAW (4 credits-60 Hours) (L-T-P: 4-0-0)

Objective: The objective of this paper is to introduce students to the different aspects of Corporate and Business Law. To introduce them with the relevance and applications of the different laws

Module I: Introduction(12 hours)

Introduction of Companies Act, 2013, meaning and characteristics of a company;types of companies including one person company, small company, and dormant company; association not for profit; illegal association; lifting of corporate veil; Registration and Incorporation of company, on-line filing of documents, promoters, their legal position ,pre-incorporation contract; on-line registration of a company, Tribunal courts like NCLT, NCLAT etc

Module II: Documents of Companies(12 hours)

Memorandum of association, Doctrine of ultra vires, Articles of association, Doctrine of constructive notice and indoor management, prospector-shelf and red herring prospectus, misstatement in prospectus, book-building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.

Module III: Administration and Management of Company (12 hours)

Classification of directors, women directors, independent director, small shareholder’s director; disqualifications, director identity number (DIN); appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager;

Meetings: Meetings of shareholders and board of directors; Types of meetings, Convening and conduct of meetings, Requisites of a valid meeting, postal ballot, meeting through video conferencing, e-voting.

Committees of Board of Directors- Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee

Module IV: The Indian Contract Act, 1872 (12 hours)

a) Proposal- its communication, acceptance and revocation; Agreement vis-à-vis contract, void agreement & voidable contract

- b) Consideration – essential elements, exception to rule- No consideration no contract; privity of contract and consideration
- c) Capacity to contract; Free consent – coercion, undue influence, misrepresentation, fraud; Mistake – of fact and of law
- d) Legality of object – agreements opposed to public policy and in restraint of marriage, trade & legal proceedings; Contingent contracts
- e) Performance of contract–liability of joint promisor; Consequences of breach of contract–liquidated damages and penalty
- f) Quasi contract; Indemnity guarantee–surety’s liability
- g) Bailment–Duties and liabilities of bailor and bailee, bailment of pledges;
- h) Agency–types of agency, agents duty to principal and vice-versa, ratification and revocation of agent’s authority

Module V: The Partnership Act, 1932 (12 hours)

- a) Nature of Partnership; Relation of partners-inter se; Relation of partners to third parties; Incoming and outgoing partners
- b) Dissolution of Firm; Registration of Firms-effect of non-registration

Suggested Readings

1. Chadha, Reena& Chadha, Sumant; Corporate Laws, Scholar Publishing House, New Delhi
2. Kuchhal, M.C &Kuchhal, Vivek, Business Law, Vikas Publishing House
3. Kapoor, N.D; Business Law; Sultan Chand & Sons, New Delhi.

Course/Learning Outcomes

After learning this course, the students will be able to:

- CO 1: Define what a company is and how it is formed. (Remembering)
- CO 2: Explain the concepts related to the essential documents of companies (Understanding)
- CO 3: Explain the knowledge regarding administration of a company (Applying)
- CO 4: Identify the legal provisions in the partnership business and its Act. (Analysing)

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV
CO 1	H	L		
CO 2	L	H		
CO 3		L	H	
CO 4				L
CO 5				H

Field based learning/Minor project: MINOR PROJECT – 1 (4 credits-60 Hours) (L-T-P: 0-0-4)

Objective: The objective of the minor project is to acquaint the students with the experiential learning through field work / survey on any related areas from the field of management.

GUIDELINES:

Chapter I. INTRODUCTION.

- A. Broad introduction to thesis topic and method. Page or two.
- B. Research problem. State broadly, in question form. Give sub-questions. Explain carefully. In one sense, usually the problem is to expand the body of knowledge examined in the literature review.
- C. Need for the research. Who will benefit? Discuss applied and scientific contributions.

- D. Nominal definitions. Define central terms.
- E. Context. Add further info to clarify the research problem.

Chapter II.THEORY. Literature review

- A. Overview. Theoretical foundations
- B. Literature. Group articles by ideas. For a given idea, first discuss common strands in the literature, then departures
- C. Scope of the study. Theoretical assumptions; discuss limitations they impose.

Chapter III.METHODS. Outline in a few pages.

- A. Introduction. General description of method and design.
- B. Design. Experiment, quasi-experiment, survey, and so forth. Detailed description
- C. Sample. Universe, population, element, sample design, tolerance, probability.
- D. Measurement. Operational definitions. Include, as applicable, detailed discussion of indexes/scales. Specify methods used to assess validity and reliability.
- E. Analysis. Techniques to be used; justification. Nature of relationships expected (e.g., asymmetrical, symmetrical, reciprocal; linear).
- F. Methodological assumptions. Discuss limitations they impose.

APPENDICES.

- A. Schedule. In Gantt Chart form.
- B. Facilities. Faculty and staff expertise, library and computer resources, other special facilities contributing to a successful study.
- C. Budget.
- D. Bibliographic essay. Sources searched (indexes, abstracts, bibliographies, etc.). Strengths and weaknesses of literature.

Chapter IV.FINDINGS.

- A. Brief overview.
- B. Results of application of method; any unusual situations encountered. Nature of sample.
- C. Descriptive analysis. One-way frequency distributions on central variables.
- D. Validity/reliability analysis.
- E. Tests of hypotheses.

Chapter V.DISCUSSION.

When discussing implications, deal with both the theoretical and the practical. Present only interpretations of the findings, not opinion.

- A. Brief overview.
- B. Discussion of results of application of method. Implications.
- C. Discussion of descriptive analysis. Implications.
- D. Discussion of tests of hypothesis. Implications.
- E. Post-hoc analysis. Implications.

Chapter VI.CONCLUSION. May include writer's opinion.

- A. Summary of entire thesis in a few pages.
- B. Conclusions. Refer to lit review.
- C. Implications. Speculate about broadest possible consequences, both theoretical and practical. Label speculation clearly.
- D. Limitations. Theory, method.
- E. Suggestions for future research.

APPENDICES. Bibliographic essay. Questionnaire. Raw data

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

CO1: Define the different types of research project. (Remembering)

- CO2: Explain the various steps of designing research project (Understanding)
 CO3: Building questionnaire and schedules (Applying)
 CO4: Assessing the data for analysis (Analyzing)
 CO5: Appraising the findings in the report (Evaluating)
 CO6: Designing a research project report (Creating)

Minor 6a: MANAGEMENT OF INDUSTRIAL RELATIONS (4 Credits: 60 Hours)(L-T-P: 4-0-0)

Objective: The course focuses on acquainting students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial laws.

Module I: Concept of Industrial Relations (15 hours)

Aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives process, prerequisites of collective bargaining.

Module II: Workers Participation in Management (10 Hours)

Levels & Mode of participation, Works Committee, Joint Management councils, Worker Director, Grievance Procedure, QC.

Module III: Trade Union Act 1926 (15 Hours)

Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes.

Module IV: Payment of Wages Act (10 Hours)

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, The Payment of Bonus Act 1965.

Module V: The Factories Act 1948 (10 Hours)

Definition, approval, licensing and registration, health and welfare measures , employment of women and young persons, leave with wages and weekly holidays.

Course/Learning Outcomes:

After learning this course, the students will be able to:

- CO1: Define the conceptual knowledge on industrial relations (Remembering)
 CO2: Explain the extent to which the workers can participate in management (Understanding)
 CO3: Apply the mechanism for resolving industrial disputes (Applying)
 CO4: Analyse the provision for payment of wages (Analysing)
 CO5: Discuss the legal framework of factories act (Evaluating)

Suggested Readings:

1. C.B.Mamoria, Mamoria&Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13th Edition, 2014
2. C.S. VenkatRathnam, Industrial Relations, Oxford University Press, New Delhi, 2012.
3. ArunMonappa, IndustrialRelations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
4. T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House, Edition 5th, 2013 2. S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.2012

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV	Module V
CO1	H				
CO2		H	M		
CO3		H	H	L	

CO4				H	
CO5					H

Minor 6b: SERVICES MARKETING (Credits: 4- 60 Hours) (L-T-P: 4-0-0)

Objective: To know the service concept, its evolution and growth. To understand Marketing Mix in service marketing and its effective management. To know the service marketing techniques applied in various sectors.

Module I: Introduction to Service Economy (15 Hours)

Emergence of the service economy, Concept and nature of Service, Difference between goods and services, Service marketing Mix, Service Management Trinity

Module II: Service Consumer Behaviour (15 Hours)

Understanding the Service Customer as a Decision Maker, service purchase and risk association, Service Evaluation process, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions

Module III: Service Delivery Process (15 Hours)

Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits

Module IV: Delivering Quality Service (15 Hours)

Causes of Service delivery failure – Quality Gaps. The Customer Expectations versus Perceived Service gap. Factors and Techniques to Resolve this Gap. Customer Relationship Management. Gaps in Services – quality standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – the Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality

Course/Learning Outcomes

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

CO1: Services characteristic. (Remembering)

CO2: Understand the concept of Service Marketing Mix (Understanding)

CO3: Identifying the various service delivery gap and developing appropriate solutions (Applying)

CO4: Analyzing the reasons for service failure (Analysing)

Suggested Readings

1. Service Marketing, C. Bhattacharjee, Excel Books
2. Service Marketing, R. Nargundkar, Tata McGraw Hill
3. Service Marketing the Indian Perspective, R Shakeran R, Excel Books
4. The Essence of Service Marketing, M.P. Newton, A Payne, PHI
5. Service Marketing - The Indian Context R. Srinivasan, PHI

Mapping of COs to course

COs	Module I	Module II	Module III	Module IV	Module V
CO1	M				
CO2		M			
CO3			M	M	
CO4				H	H

Minor 6c: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT (4 Credits-60 Hours) (L-T-P: 4-0-0)

Objective: To learn the basics of investing and decide where to invest with less risk.

Module I: Basics of risk and return (15 Hours)

Concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis, Economic analysis, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry

Module II: Share valuation (15 Hours)

Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends analysis: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk.

Module III: Portfolio analysis (15 Hours)

Portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Module IV: Capital Asset Pricing Model (CAPM) (15 Hours)

Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures .

Course/Learning Outcomes

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

- CO1: Define the investment environment, different types of investment vehicles (Remembering)
- CO2: Explain the logic of investment process (Understanding)
- CO3: Apply the quantitative methods for investment decision making (Applying)
- CO4: Analyse the portfolio theory and the process of investment portfolio formation (Analysing)
- CO5: To analyze relevance of stocks and bonds for the investments (Analysing)

Suggested Readings

1. Security Analysis & Portfolio Management, Fischer, D.E. & Jordan, R.J ; Pearson Education.
2. Investment Analysis and Portfolio Management, Prasanna Chandra, Tata Mcgraw Hill Education Private Limited

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV
CO1	H			
CO2	M	H		
CO3	M	H	H	L
CO4		M	H	H
CO5		L	M	H