

**FACULTY OF ARTS, SCIENCE, COMMERCE, MANAGEMENT AND  
HUMANITIES**

**UNDER GRADUATE PROGRAMMES**

**REGULATIONS -2023  
CHOICE BASED CREDIT SYSTEM (CBCS)**

**Effective from the Academic Year 2023-2024**



**ST. PETER'S INSTITUTE OF HIGHER EDUCATION AND  
RESEARCH**  
**(Deemed to be University)**  
**Established under Section 3 of UGC Act, 1956**  
**(Accredited with A+ Grade by NAAC & ISO 9001:2015 Certified)**  
**AVADI, Chennai - 600054**

**St. PETER'S INSTITUTE OF HIGHER EDUCATION AND RESEARCH**  
**UNDER GRADUATE REGULATIONS UNDER CHOICE BASED CREDIT SYSTEM**  
**(with Effective from the Academic Year 2023-2024 and onwards)**  
**REGULATIONS (2023)**

The following regulations are effective from the academic year 2023-2024 and are applicable to candidates admitted to Undergraduate (UG) degree programmes in the Faculty of Arts, Science, Commerce, Management and Humanities, St. Peter's Institute of Higher Education and Research (SPIHER).

## **1. PROGRAMMES OFFERED**

### **1.1 UG Programmes Offered**

**1.2 A candidate may undergo a programme in any one of the undergraduate programmes approved by the SPIHER as given below.**

<b>S. No.</b>	<b>Programme</b>	<b>Discipline</b>
1.	BA	Economics
2.	BA	English
3.	BA	Political Science
4.	BA	Tamil
5.	BBA	Business Administration
6.	BCA	Computer Applications
7.	BCA	Artificial Intelligence and Machine Learning
8.	BCA	Data Science
9.	BCA	Emerging Technologies and Data Science
10.	B.Com.	Commerce
11.	B.Com.	Accounting and Finance
12.	B.Com.	Bank Management
13.	B.Com.	Computer Applications
14.	B.Com.	Corporate Secretaryship
15.	B.Sc.	Biochemistry
16.	B.Sc.	Biotechnology
17.	B.Sc.	Chemistry
18.	B.Sc.	Computer Science
19.	B.Sc.	Information Technology and Cyber Security
20.	B.Sc.	Mathematics
21.	B.Sc.	Microbiology
22.	B.Sc.	Physics
23.	B.Sc.	Visual Communication
24.	B.Sc.	Animation
25.	B.Sc.	Game Art
26.	B.Sc.	Game Design

27.	B.Sc.	Visual Production
28.	B.Sc.	Visual Effects
29.	B.Sc.	Visual Media Communication

### **1.3 Duration of the Programme**

**1.3.1 The minimum and maximum period for the completion of the Undergraduate degree with multiple entry and exit option are given below.**

<b>Programmes</b>	<b>Year of Study</b>	<b>Minimum No. of Semesters</b>	<b>Maximum No. of Semesters</b>
<b>BA. /BBA /BCA / B.Com./ B.Sc.</b>	I	2	4
	II	4	6
	III	6	8
	IV	8	10

Each semester normally consists of 90 working days or 450 hours instructional hours of study.

Examination shall be conducted at the end of every semester for the respective course

### **2. MODE OF STUDY**

All programmes are offered under Full-time regular mode. Candidates admitted under Full-time should be present in the SPIHER during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them

### **3. ELIGIBILITY FOR ADMISSION**

Eligibility for admission will be as per the criterion specified by the appropriate agencies of the Government of India.

- Candidates who passed the Higher Secondary Examination (10 +2) [Academic or Vocational] conducted by the Government of Tamil Nadu or its equivalent in the relevant subjects as recognized by the Institute or any other equivalent Examination accepted by SPIHER thereto wherever prescribed are eligible for admission to undergraduate degree programme with multiple entry and exit option.

### **4. CHOICE BASED CREDIT SYSTEM**

All the programmes are offered under Choice Based Credit System (CBCS) with a total credit of 160 for 4 year UG programme and multiple entry and exit system

#### **4.1 Credit**

Credit means the weightage given to each course by the experts of the Board of Studies concerned. Total credits offered are 160 as per the UGC guidelines for the 4 year UG programme

## **5. STRUCTURE OF PROGRAMME**

### **5.1 MAJOR COURSES**

Major course consists of theory and practical of department domains for which examinations shall be conducted at the end of each semester. Students have to earn a minimum of required credits under major course.

### **5.2 MINOR COURSES**

Minor Course consists of courses from disciplinary/ interdisciplinary and skill based courses and Students will have the option to choose the courses in each Semester.

### **5.3 MULTI DISCIPLINARY COURSES (MDC)**

All UG students are required to undergo 3 introductory level courses relating to any of the broad disciplines. These courses are intended to broaden the intellectual experience and form part of liberal arts and Science education. The students have to study 3 Multidisciplinary courses and they have to earn a minimum of 09 credits

### **5.4 SKILL ENHANCEMENT COURSES (SEC)**

These courses are aimed to impart practical skills, hands-on training, soft skills etc., to enhance the employability of students. Three skill enhancement courses are offered in the first, second and third semesters. The examination shall be conducted at the end of respective semester students have to earn a minimum of 09 credits in Skill Enhancement Courses.

### **5.5 ABILITY ENHANCEMENT COURSE (AEC)**

There are four Ability Enhancement Courses offered during the first four semesters. Two credits are awarded for each course and the examinations will be conducted at the end of the semester. Students have to earn a minimum of 08 credits in Ability Enhancement Courses.

### **5.6 INTERNSHIP**

The students exiting the programme after 1<sup>st</sup> year or 2<sup>nd</sup> year must have completed four credits internship /apprenticeship during 1<sup>st</sup> year or 2<sup>nd</sup> year summer term.

### **5.7 VALUE ADDED COURSES (VAC)**

The students will study three Value Added Courses in the first three semesters of their programme. Two credits are awarded for each course and the examinations will be conducted at the end of each semester.

## **5.8 PROJECT WORK**

The candidates shall undertake the research project or dissertation in the seventh and eighth semester as Phase I & II. The project report should be submitted at the end of the 7<sup>th</sup> and 8<sup>th</sup> semester. Students have to earn a minimum of 12 credits in Research Project/Dissertation.

If the candidate undertakes the project work outside the department the faculty concerned within the department shall be the Supervisor and the teacher/ scientist under whom the work is carried out will be the Co-Supervisor. The candidate shall bring the attendance certificate from the place where the project work carried out.

Permission for project work in general will be given to innovative and industry related work. Such projects will be evaluated periodically. If the Project evaluation committee is satisfied with the progress of the project work, continuation for the project work will be given until the final assessment is made in the VII and VIII semester. In case, there is no tangible progress in a session, such project work will be terminated and the students have to do their project in their respective departments.

HOD shall assign a project supervisor who shall monitor the student project works. A project assessing committee (PAC) shall be constituted with HOD and two senior faculty members of the department. The PAC shall announce the dates for the reviews and demonstration. The student shall make a presentation on the progress and demonstration of their project before the PAC in the presence of their supervisor on the scheduled dates.

The candidate has to submit in consultation with his / her supervisor the title, objective and the action plan to the PAC on the first review for approval of the project. The student can initiate the project work only after obtaining the approval of PAC.

Project work may be allotted to a group of 4 to 6 students as a group. In special cases, the number of students in a project group can exceed six, if it can be justified by the project supervisor and HoD, that the project work content is large enough.

For project work, assessment is done on a continuous basis by 3 reviews for 40 marks and final viva voce carries 60 Marks in each phase at the end of the semester.

There shall be three project reviews (conducted during the pre-final semester and final semester) to be conducted by a review committee. The student shall make presentation on the progress made, before the committee. The head of the department shall constitute the review committee for each branch in consultation with dean. The members of the review committee will evaluate the progress of the project and award marks

	Project reviews (CIA) Marks			Final Project Report (ESE)
	1	2	3	VIVA VOCE (Marks)
Max. Marks	5	15	20	60

The total marks obtained in the three reviews, rounded to the nearest integer is the continuous internal assessment marks out of 40. There shall be a final viva-voce examination at the end of semester conducted by one internal examiner, one external examiner and the supervisor concerned.

A student is expected to attend all the project reviews conducted by the institution on the scheduled dates. It is mandatory for every student to attend the reviews, even if they are working on a project in an industry based outside Chennai city. It is their duty to inform the organization about the project reviews and its importance, and get permission to attend the same. If a student does not attend any of the project reviews, he / she shall not be allowed for the successive reviews and thereby not allowed to appear for the final viva voce.

The final project viva-voce examination shall carry 60 marks. Marks are awarded to each student of the project group based on the individual performance in the viva-voce examination. The external examiner shall be appointed by the controller of examinations. The internal and external examiner will evaluate the project for 30 Marks each. The project report shall carry a maximum of 100 marks.

The candidate is expected to submit the project report as per the guidelines of the institution on or before the last day of submission. If a candidate fails to submit the project report on or before the specified deadline, he/she can be granted an extension of time up to a maximum limit of 5 days for the submission of project work, by the head of the department.

If he/she fails to submit the project report, even beyond the extended time, then he/she is deemed to have failed in the project work and shall register for the same in the subsequent semester and re-do the project after obtaining permission from the HoD and Dean.

## **5.9 ONLINE COURSES**

The department shall approve the list of online courses offered by approved external agencies such as SWAYAM / NPTEL / MOOC. While listing the courses, the department shall consider the following points:

- a. The course evaluation is carried out by the same external agency
- b. Equivalent grading mechanism to be arrived at by the department

A student can register up to a maximum of 32 credits (total) as online courses during the entire programme of study. These shall be treated as Elective courses (programme elective or open elective). Students may be allowed to register for one course per semester. The student shall produce a Pass Certificate from the respective agencies. The credits(s) earned by the students will be transferred to the concerned course in the Grade Sheet.

## **5.10 INTERNSHIP / INDUSTRIAL TRAINING**

Every student is required to undergo Industrial Visits during every semester of the Programme. HoDs shall take efforts to send the students to industrial visits in every semester.

Every student will have to undergo Internship / Industrial training for a Minimum period of 2 weeks during the summer term at the end of 1st and 2nd year..

This could be internship in an industry approved by the Dean or Professional Enrichment courses (like attending Summer Schools, Winter Schools, Workshops) offered on Campus or in Registered Off Campus recognised Training Centres approved by the Dean for a minimum period of 2 weeks.

A report on Training undergone by the student, duly attested by the Coordinator concerned from the industry / Organization, in which the student has undergone training and the Head of the

Department concerned, shall be submitted after the completion of training. The evaluation of report and viva voce examination can be computed as per norms for the End Semester examination.

### **5.11 NSS/ NCC/ YRC/SPORTS Training**

NSS/ YRC training is compulsory for all the Undergraduate students:

- The activities will include Practical / Field activities / Extension lectures. The activities shall be beyond class hours.
- The student participation shall be for a minimum period of 45 hours during the first / Second year.
- The activities will be monitored by the respective faculty in charge.
- Grades will be awarded on the basis of participation, attendance, performance and behavior. Grades shall be entered in the Grade statement as given below:

#### **Very Good, Good, Satisfactory and Unsatisfactory**

- If a student gets an unsatisfactory Grade, he/she has to repeat the above activity in the subsequent years, along with the first year students.
- The Grades awarded by the Faculty in-charge shall be entered in the Third Year (Sixth Semester) Grade Sheet.

### **5.12 Credit Distribution**

<b>S. No.</b>	<b>Category</b>	<b>3-year UG</b>	<b>4-year UG</b>
1	Major Core Courses	60	80
2	Minor Stream Courses	24	32
3	Multidisciplinary Courses	9	9
4	Ability Enhancement Courses (AEC)	8	8
5	Skill Enhancement Courses (SEC)	9	9
6	Value Added Courses	6	6
7	Summer Internship	4	4
8	Research Project/Dissertation	-	12
	<b>Total</b>	<b>120</b>	<b>160</b>

## **6. MEDIUM OF INSTRUCTION**

The medium of instruction, examinations and project report will be in English Language throughout the Programme except BA Tamil. The courses offered under Language (Tamil / Malayalam / Telgu / Hindi / French etc) will be taught in the respective language only.

## **7. MAXIMUM MARKS**

All the theory and practical courses shall carry a maximum of 100 marks, out of which 40 marks is awarded for Continuous Internal Assessment (CIA) and 60 marks for End Semester Examination (ESE).

## **8. REQUIREMENTS FOR COMPLETION OF A SEMESTER**

A candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirement for completion of a semester.

- He / She secures not less than 75% of overall attendance in that semester.
- Candidates who do not have the requisite attendance for the semester will not be permitted to write the semester Examinations.
- A maximum of 10% shall be allowed under On Duty (OD) / Medical leave category.

## **9. VARIOUS POSITIONS IN A DEPARTMENT**

### **9.1 DEAN**

All Arts, Science, Commerce, Management and Humanities Departments are headed by a Dean. The Dean is responsible for all activities taking place in coordination with all department heads and all faculty members belonging to them. The Dean makes a review of all the academic activities of faculty members, students and research on a regular time interval and takes steps to improve the morale of all Faculty and Students.

### **9.2 HEAD OF THE DEPARTMENT**

Each department offering various UG and PG programmes is headed by a Head of the Department (HoD). The HoD is responsible for allotting courses to each faculty member uniformly in consultation with other HoD's and Deans. The HoD is responsible for streamlined teaching of courses to students, improvement and assessment of teaching quality within the department on a continuous basis, assessment of faculty members, transparent conduct of continuous internal assessment tests, interacting with parents, ensuring that all academic and non-academic activities of Faculty and students are monitored and steps taken for their improvement.

### **9.3 FACULTY ADVISOR**

To help the students in planning their courses of study and to render general advice regarding either the academic programme or any other activity, the Head of the Department concerned, will assign every year, a certain number of students from the first year to a faculty member who will be called as Faculty Advisor. The set of students thus assigned will continue to be under the guidance of this Faculty Advisor till they complete the programme or replaced by the HoD. The Faculty Advisor gets information about the syllabus coverage by the faculty members, requirements of the students academically and otherwise, attendance and progress of the students from the respective faculty advisors. The Faculty Advisor also informs the students about the academic schedule including the dates of assessments and syllabus coverage for each assessment, weightage for each assessment, their continuous internal assessment marks and attendance percentage details before the commencement of end semester examinations.

### **9.4 FACULTY MENTOR**

To help students in planning their courses of study and for general advice on the academic programme

and personal counselling, the HoD shall allot 20 students to a faculty who will function as a faculty mentor throughout their period of study. Faculty mentor shall advise the students and monitor their behaviour and academic performance. Problems if any shall be counselled by them periodically. The faculty mentor is also responsible to inform the parents of their mentee's progress. The faculty mentor shall display the cumulative attendance particulars of his/her mentees periodically (once in four weeks) on the notice board to know their attendance status and satisfies the requirements to appear for the End Semester Examination.

## **9.5 COURSE COORDINATOR FOR COMMON COURSE**

Each common theory course offered to more than one class or branch or group of branches, shall have a “course coordinator”. The course coordinator will be nominated by the dean in consultation with respective head of the department. The course coordinator will be normally a senior staff who is one among the teachers teaching the course.

The “Course Coordinator” shall meet the teachers handling the course, as often as possible and ensure

- A common teaching methodology is followed for the course.
- The study materials are prepared by the staff members and communicated to the students periodically.
- The involvement of students in course based projects and assignments.
- To prepare common question paper for continuous internal assessment tests.
- For uniform evaluation of continuous internal assessments answer sheets by arriving at a common scheme of evaluation.

The course coordinator is responsible for evaluating the performance of the students in the continuous internal assessments and end semester examinations and analyse them to find suitable methodologies for improvement in the performance. The analysis should be submitted to the HoD and Dean for suitable action.

## **10. CLASS COMMITTEE**

### **a) Constitution of the Class Committee**

For every class, a class committee shall be constituted by the Heads of Department, as given below:

<b>Chairman</b>	A faculty member not teaching that particular class
<b>Members</b>	<ul style="list-style-type: none"><li>• Faculty of all the courses of study</li><li>• Four student members from the class to be nominated by the HoD</li></ul>

### **b) Functions of the Class Committee**

- (i) The class committee shall meet thrice during the semester. The first meeting will be held within two weeks from the date of commencement of the semester in which the nature of the broad assessment procedure for the different courses will be discussed. The second and third meetings will be held six weeks and ten weeks respectively from the commencement of a semester to meaningfully interact and express opinions and suggestions to improve the effectiveness of teaching - learning process and analyze the performance of the students in the assessments. The chairperson of the class committee should send the minutes of the class committee meetings to the Dean through the Head of the Department, immediately after the meetings is over.

- (ii) During the first meeting of the class committee, all the faculty members shall give their course plan to the class committee chairperson/chairman for approval and uploading into the ERP.
- (iii) Any innovation in any course plan not agreed by the class committee or the HoD will be referred to the Dean for approval.

## 11. COURSE PLAN AND DELIVERY

- a) The course plan will have details of the overview of the course, course objectives, course outcome, course teaching and learning activities and course assessment methods and policy on compensation assessment.
- b) Each course will have tailor-made assessment models viz. group tasks, assignments, report on field visit, quizzes, open book tests, laboratory exercises, mini-project and end of session summative assessment etc. The course plan will also have details of information on study materials.
- c) The number of assessments for a course shall range from 4 to 6.
- d) Every course should have a final assessment (End Semester) on the entire syllabus with 60% weightage.
- e) The course plan shall be approved by the Class Committee (CC) chairperson/chairman and the HoD of the Department offering the course.
- f) The Course plans for all courses offered by the Institute will be available in the website for reference.
- g) ATTENDANCE

All courses should have a common attendance policy:

- a) At least 75% attendance in each course is mandatory.
- b) A maximum of 10% shall be allowed under On Duty (OD) / Medical leave category.
- c) Students with less than 65% of attendance shall be prevented from writing the End Semester Examination..

## 12. ASSESSMENT PROCEDURE

Each Course shall have assessments done according to the Course Plan drawn by the faculty who handles the course. The assessments of a course will depend on the needed course learning outcomes.

There will be a Continuous Internal Assessment Tests and End Semester Examination for both theory and practical courses of all programmes.

### (i) Theory / practical / projects courses

Continuous Internal Assessment (CIA)	:	40 % Marks
End Semester Exams (ESE)	:	60 % Marks

### 12.1 CONTINUOUS INTERNAL ASSESSMENT (CIA)

#### (a) Theory Courses

- There will be a minimum of Three continuous assessment tests (Assessment Test 1,2 and a Model Exam), for each theory course.

Distribution of Continuous Internal Assessment (CIA) marks for a theory course			
Evaluation Component	Syllabus coverage	Duration of the Exam	Maximum marks

<b>CIA-1</b>	First 1.5 Units of the syllabus	1 ½ Hours	<b>25 Marks</b> (30% weightage for each CIA 1 & CIA 2 and 40% for Model Exam) 7.5 / 7.5 / 10 Marks
<b>CIA-2</b>	Second 1.5 Units of the syllabus	1 ½ Hours	
<b>Model Exam</b>	Full syllabus	2 Hours	
<b>Assignment / Mini Project (or) Group Presentation</b>	Two written assignments for each course / Written quiz (or) Presentation of a written Report (or) Case study / Multiple Choice Objective Type Test Or Technical Project involving not more than 3 students (or) any other Group Presentation related to the course.		<b>10 Marks</b>
<b>Attendance</b>	75% and above		<b>5 Marks</b>

- The continuous assessment marks obtained by the candidate in the first appearance shall be retained, considered and valid for all subsequent attempts, till the candidate secures a pass.

Pattern of CIA/ Model Exam Question Paper

**(b) Practical Courses**

<b>S. No.</b>	<b>Category</b>	<b>Maximum Marks</b>
01	Attendance (75% and above)	05
01	Observation work	20
02	Model Examination	15
<b>Total</b>		<b>40</b>

- For practical courses, the student will be evaluated on a continuous basis for 20 Marks (which will include performing all experiments, submitting observation and record note book in scheduled format and time), 15 marks for model exam at the end of the semester and 5 marks for attendance in the course.
- For practical courses, if a student has been absent for some practical classes or has performed poorly, then the student will have to get permission from the lab in-charge and year coordinator to do the experiments, so that he/she meets all the requirements for the course and thereby allowed to appear for model and end semester practical exams.
- If a student has not done all the experiments assigned for that lab, before the scheduled date will not be allowed to appear for the model and end semester practical exam. Such students will have to register the course again by doing all the experiments in the next semester when the course is offered.

**Pattern of Question Paper (Theory) for CIA 1 and 2**

### Theory

Particulars	Remarks
Maximum Marks	50 Marks
Duration	1 ½ Hours
Part – A	Short Answers (10x2=20)
Part – B	Essay Type Answers (2x15=30)

### Pattern of Question Paper (Theory) for Model

Particulars	Remarks
Maximum Marks	60 Marks
Duration	2 Hours
Part – A	Short Answers (10x2=20)
Part – B	Medium Answers (Either or type) (5x8=40)

### 12.2 END SEMESTER EXAMINATIONS (ESE)

- The end semester examinations shall be conducted at the end of the odd and even semester of the Academic year.
- End semester examinations will be conducted for a maximum of 100 marks. The marks secured in end semester exams will be converted to 60 marks.
- The evaluation of training will be made by a three member committee constituted by Head of the Department in consultation with Faculty Advisor and respective Training Coordinator. A presentation should be made by the student before the Committee, based on the Industrial Training or Professional Enrichment undergone.

### Pattern of Question Paper (Theory) for ESE

Particulars	Remarks
Maximum Marks	60 Marks
Duration	2 Hours
Part – A	Short Answers (10 x 2=20)
Part – B	Medium Answers (Either or type) (5 x 8=40)

### 13. PURSUING COURSES IN OTHER INDIAN INSTITUTIONS AND ABROAD

- A student can be selected, to get Professional Exposure in his/her area of Expertise in any Reputed Research Organization or Educational Institution of repute or any Universities in India and abroad.
- This is possible only with the List of Research Organizations, Educational Institutions in India and abroad approved by the Academic Council.
- The student can have the option of spending not more than three to Six months in the Final year or Pre- final year of his/her Degree. During this period, the student can do his/her Project work or register for courses which will be approved by the Class Committee and Dean, under the Guidance of a Project Supervisor who is employed in the Organization and Co-guided by a staff member

from our Institution.

- Credit Transfer can be done by the CoE on submission of certificate through the HoD and Dean within 15 days.
- The students who undergo training outside the Institution (either in India or Abroad) is expected to abide by all Rules and Regulations to be followed as per Indian and the respective Country Laws, and also should take care of Financial, Travel and Accommodation expenses.

#### **14. PASSING REQUIREMENTS**

- A candidate should secure not less than 40% of total marks (Minimum 40% of the grand total of CIA marks and ESE marks put together) prescribed for the courses, subject to securing a minimum of 40% marks out of maximum mark in End Semester Exams (ESE). Then he/she shall be declared to have passed in the examination.
- If a candidate fails to secure a pass in a particular course, it is mandatory that he/she shall register and reappear for the examination in that course during the next semester when examination is conducted in that course. It is mandatory that he/she should continue to register and reappear for the examination till he/she secures a pass.

#### **15. REVALUATION OF ANSWER SCRIPTS**

A candidate can apply for revaluation of his/her End semester examination answer Scripts in a theory course, immediately after the declaration of results, on payment of a prescribed fee along with application to the Controller of Examinations through the Head of the Department. The Controller of Examination will arrange for the revaluation and the result will be intimated to the candidate concerned through the Head of the Department. Revaluation is not permitted for practical courses and for project work.

#### **16. WITHDRAWAL FROM EXAMINATIONS**

- A candidate may, for valid reasons, (medically unfit / unexpected family situations) be granted permission to withdraw from appearing for the examination in any course or courses in any one of the semester examination during the entire duration of the degree programme.
- Withdrawal application shall be valid only if the candidate is otherwise normally eligible (if he/she satisfies Attendance requirements and should not be involved in Disciplinary issues or Malpractice in Exams) to write the examination and if it is made within FIVE days before the commencement of the examination in that course or courses and also recommended by the Dean through HoD.
- Notwithstanding the requirement of mandatory FIVE days notice, applications for withdrawal for special cases under extraordinary conditions will be considered based on the merit of the case.
- Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for the purpose of Classification of Degree.
- Withdrawal is NOT permitted for arrears examinations of the previous semesters.

## **17. AUTHORIZED BREAK OF STUDY**

- This shall be granted by the Institution, only once during the full duration of study, for valid reasons for a maximum of one year during the entire period of study of the degree programme.
- A candidate is normally not permitted to temporarily break the period of study. However, if a candidate would like to discontinue the programme temporarily in the middle of duration of study for valid reasons (such as accident or hospitalization due to prolonged ill health), he / she shall apply through the Dean in advance (Not later than the Reopening day of that semester) through the Head of the Department stating the reasons. He /She should also mention clearly, the Joining date and Semester for Continuation of Studies after completion of break of Study. In such cases, he/she will attend classes along with the Junior Batches. A student who availed break of study has to rejoin only in the same semester from where he/she left.
- The total period for completion of the programme shall not exceed more than 10 consecutive semesters from the time of commencement of the course irrespective of the period of break of study in order that he / she may be eligible for the award of the degree.
- If any student is not allowed to appear for End Semester Examinations for not satisfying Academic requirements and Disciplinary reasons, (Except due to Lack of Attendance), the period spent in that semester shall NOT be considered as permitted 'Break of Study' and is NOT applicable for Authorized Break of Study.
- In extraordinary situations, a candidate may apply for additional break of study not exceeding another one Semester by paying prescribed fee for break of study. Such extended break of study shall be counted for the purpose of classification of First Class Degree.
- If the candidate has not reported back to the department, even after the extended Break of Study, the name of the candidate shall be deleted permanently from the institution enrolment. Such candidates are not entitled to seek readmission under any circumstances.

## **18. AWARD OF DEGREE**

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each course as detailed below:

**RANGE OF MARKS FOR GRADES**

<b>Range of Marks</b>	<b>Letter Grade</b>	<b>Grade Point</b>
90 -100	O	10
80 – 89	A+	9
70 – 79	A	8
60 – 69	B+	7
50 – 59	B	6
40 - 49	C	5
00-39 (Reappear)	F	0
ABSENT	AAA	0

Withdrawal	W	0
Authorised Break of Study	ABS	0

### 18.1 CUMULATIVE GRADE POINT AVERAGE CALCULATION

The CGPA calculation on a 10 Point scale is used to describe the overall performance of a student in all courses from first semester to the last semester. RA, AAA and W grades will be excluded for calculating GPA and CGPA.

$$\text{GPA} = \frac{\sum_{i=1}^N Ci GPi}{\sum_i Ci}$$

$$\text{CGPA} = \frac{\sum_{i=1}^n Ci GPi}{\sum_i Ci}$$

Where

$Ci$  – Credits for the course

$GPi$  – Grade Point for the course

- i – Sum of all courses successfully cleared during all the semesters
- n - Number of all courses successfully cleared during the particular semester in the case of GPA and during all the semesters in the case of CGPA

### 18.2 GRADE SHEET

After revaluation results are declared in each semester, Grade Sheets will be issued to each student. At the end of programme a consolidated grade sheet also will be issued to each student. The grade sheet and consolidated grade sheet will contain the following details:

- The programme and degree in which the candidate has studied
- The list of courses enrolled during the semester and the grade secured
- The Grade Point Average (GPA) for the semester.

### 18.3 CLASSIFICATION OF DEGREE AWARDED

**Final Degree is awarded based on the following**

Range of CGPA	Classification of Degree
$\geq 7.50$	First Class with Distinction
$\geq 6.00 < 7.50$	First Class
$\geq 5.00 < 6.0$	Second Class
$\geq 4.00 < 5.0$	Third Class

Minimum requirements for award of Degree: A student should have obtained a minimum of 4.0 CGPA.

1. A candidate who qualifies for the award of the Degree having passed the examination in all the

courses of all the 8 semesters in his/her first appearance within a maximum of 10 consecutive securing a overall CGPA of not less than 7.5 (Calculated from 1st semester) shall be declared to have passed the examination in **First Class with Distinction**. Authorized Break of Study vide Clause 17, will be considered as an Appearance for Examinations, for award of First Class with Distinction. Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class with Distinction

2. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the 8 semesters within a maximum period of 10 consecutive semesters after his/her commencement of study securing a overall CGPA of not less than 6.0 (Calculated from 1st semester), shall be declared to have passed the examination in **First Class**. Authorized break of study vide Clause 17 (if availed of) or prevention from writing End semester examination due to lack of attendance will not be considered as Appearance in Examinations. For award of First class, the extra number of semesters than can be provided (in addition to four years for Normal UG programme) will be equal to the Number of semesters availed for Authorized Break of Study or Lack of Attendance. Withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class.
3. All other candidates who qualify for the award of the Degree having passed the examination in all the courses of all the 8 semesters within a maximum period of 10 consecutive after his/her commencement of study securing a overall CGPA of not less than 5.0, (Calculated from 1st semester) shall be declared to have passed the examination in **Second Class**.
4. All other candidates who qualify for the award of the Degree having passed the examination in all the courses of all the 8 semesters within a maximum period of 10 consecutive semesters after his/her commencement of study securing a overall CGPA of not less than 4.0, (Calculated from 1st semester) shall be declared to have passed the examination in **Third Class**.
5. A candidate who is absent in semester examination in a course/project work after having registered for the same, shall be considered to have appeared in that examination for the purpose of classification.

#### **18.4 ELIGIBILITY FOR THE AWARD OF DEGREE**

A student shall be declared to be eligible for the award of the Certificate / Diploma / UG Degree / UG Honours degree, provided the student has successfully completed all the requirements of the programme, and has passed all the prescribed examinations in all the I/II/III/IV year respectively within the maximum period specified in clause 1.3.

- i) Successfully gained the required number of total credits as specified in the curriculum corresponding to his/her programme within the stipulated time.
- ii) Successfully completed the programme requirements and has passed all the courses prescribed in all the semesters within a maximum period of 5 years reckoned from the commencement of the first semester to which the candidate was admitted.
- iii) Successfully completed any additional courses prescribed by the Institution.
- iv) has earned a CGPA of not less than 4
- v) has no dues to the Institution, Library, Hostels, etc.,
- vi) has no disciplinary action pending against him / her.

## **19. SUPPLEMENTARY EXAMINATION**

Supplementary examination will be conducted only for the final semester students within 10 days from the date of publication of results for students who have failed in two theory course. Only such students shall apply with the prescribed fee to the Controller of Examinations within the stipulated time.

## **20. RANKING**

A candidate who qualifies for the UG degree programme passing all the examinations in the first attempt, within the minimum period prescribed for the programme of study from semester I through semester VI/VIII to the programme shall be eligible for ranking. Such ranking will be confirmed to 10 percent of the total number of candidates qualified in that particular programme of study subject to a maximum of 10 ranks.

## **21. DISCIPLINE**

Every student is required to observe disciplined and decorous behaviour both inside and outside the Institution and not to indulge in any activity which will tend to bring down the prestige of the Institution. If a student indulges in malpractice in any of the end semester theory / practical examination, continuous assessment examinations he/she shall will be liable for disciplinary action as prescribed by the SPIHER from time to time.

## **22. REVISION OF REGULATION AND CURRICULUM**

St. Peter's Institute of Higher Education and Research may from time-to-time revise, amend or change the Regulations, Scheme of Examinations and Syllabi if found necessary.

## **23. MULTIPLE ENTRY AND EXIT**

The students are allowed to exit the programme after I or II or III or IV year with Undergraduate Certificate, Undergraduate Diploma, Undergraduate Degree and Undergraduate with Honours / Honours (Research) respectively as per the regulations of NEP 2020, Government of India. Similarly, the students from other institutions can join SPIHER institution in the 3<sup>rd</sup> or 5<sup>th</sup> or 7<sup>th</sup> semester with an appropriate Undergraduate Certificate or Undergraduate Diploma or Undergraduate Degree Certificates respectively.

## **24. ACADEMIC BANK OF CREDITS (ABC)**

All the students who admitted in any one of the above programmes are mandatory to register in the Academic Bank of Credits (ABC) portal provided by the Ministry of Education (MoE), Government of India.

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## **VISION & MISSION OF THE INSTITUTION**

### **VISION**

To achieve, Academic Excellence in Engineering & Technology, Arts, Humanities and Science through Teaching, Research and Extension to Society

### **MISSION**

By generating, preserving and disseminating knowledge through rigorous academic study, inquisitiveness to understand and explore nature, entrepreneurship with creativity and innovation

## **VISION & MISSION OF THE DEPARTMENT**

### **VISION**

To impart education in Management Studies that enables students to become technologically superior and ethically strong, thereby contributing to the improvement of the quality of life for humanity.

### **MISSION**

- To impart high quality and Industry focused Management education
- To prepare Business Leaders
- To create Entrepreneurs to promote self-sustainability and societal development

## **Program Educational Objectives (PEOs)**

**PEO1:** Graduates will be expertise in the area of leadership, interpersonal skills, Entrepreneurship and Marketing ability.

**PEO2:** Graduate will be competent for the global competitive world more professionally.

**PEO3:** Graduate will be a responsible citizen and lead the business with moral and ethical value.

**PEO4:** To enable graduates to develop their skills and ability to use knowledge efficiently in areas related to Specializations and current updates in the domain.

## **PROGRAMME OUTCOME (PO)**

**PO1:** 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 perspective.

**PO2:** 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.

**PO3:** Elicit Views of others, mediate disagreements and help reach conclusions in group settings.

**PO4:** Demonstrate empathetic social concern and equity centred national development and the ability to act with an informed awareness of issues and participate in civic lie through volunteering.

**PO5:** Recognize different value systems including you own understand the moral dimensions, and accept responsibility for them.

**PO6:** Understand the issues of environmental context and sustainable development.

**PO7:** Acquire the ability to engage in independent and life -long learning in the broadest context sociolect-technological changes.

**PO8:** Create, Select and apply appropriate techniques, resources and modern IT tools including prediction and modeling to complex activities with an understanding of the limitations.

## **PROGRAM SPECIFIC OUTCOME (PSO)**

**PSO – 1:** Students will acquire and demonstrate analytical and problem-solving skills within various disciplines of management, business, accounting, economics, finance, and marketing.

**PSO – 2:** Students will be able to identify characteristics and roles of leader, managers, group roles, which will help students to possess effective communication skills and to respond appropriately when confronted with moral and ethical dilemmas and exhibit rational behaviour.

**PSO–3:** Students will be able to demonstrate proficiency with the ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems and apply appropriate problem solving and decision-making skills in business decisions

**PSO – 4:** Students will acquire the communication, research and technological skills needed to analyze a business situation (problem and opportunity) and prepare and present a management report and take strategic decisions.

**PSO – 5:** Students will engage in at least one internship or service-learning experience to demonstrate relevancy of foundational and theoretical knowledge of their academic major and to gain career related experiences.

**PSO – 6:** Students will develop critical thinking abilities and a foundation of ethical principles that allows them to work respectively, ethically and professionally with people of diverse cultural, gender backgrounds.

**BBA DEGREE PROGRAM****REGULATION 2023**

<b>S. No.</b>	<b>Category</b>	<b>3-year UG</b>	<b>4-Year UG</b>
1.	Major Core Courses	60	80
2.	Minor Stream Courses	24	32
3.	Multidisciplinary Courses	09	09
4.	Ability Enhancement Courses (AEC)	08	08
5.	Skill Enhancement Courses (SEC)	09	09
6.	Value Added Courses	06	06
7.	Summer Internship	02	02
8.	Research Project/Dissertation	-	12
<b>Total</b>		<b>120</b>	<b>160</b>



## I – SEMESTER

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23TA121/ 23TE121/ 23HI121/ 23FR121	<b>Ability Enhancement course L1</b> Tamil – I/Telugu – I/Hindi – I/French - I	3	0	0	2	40	60	100
23EN122	<b>Ability Enhancement course E1</b> English - I	3	0	0	2	40	60	100
23BA101	<b>Major Core-1</b> Principles of Management	4	0	0	3	40	60	100
23BA102	<b>Major Core-2</b> Business Accounting & Analysis	4	0	0	3	40	60	100
23BA141	<b>Minor Stream-1</b> Basics of Retail Marketing	4	0	0	3	40	60	100
23BA142	<b>Minor Stream-2</b> Fundamentals of Financial Planning	4	0	0	4	40	60	100
23E0123	<b>Multidisciplinary Course-1</b> Managerial Economics	3	0	0	3	40	60	100
Total		25	0	0	20	280	420	700

### Minor Stream-1

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA141	<b>Marketing:</b> Basics of Retail Marketing	4	0	0	3	40	60	100
23BA145	<b>Finance:</b> Banking and Insurance	4	0	0	3	40	60	100
23BA146	<b>HRM :</b> HRD –Systems & Strategies	4	0	0	3	40	60	100

### **Minor Stream-2**

<b>Course Code</b>	<b>Course Title</b>	<b>Hours / Week</b>				<b>Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>	<b>CIA</b>	<b>ESE</b>	<b>Total</b>
23BA147	<b>Marketing:</b> Consumer Behavior	4	0	0	4	40	60	100
23BA142	<b>Finance:</b> Fundamentals of Financial Planning	4	0	0	4	40	60	100
23BA148	<b>HRM :</b> Training & Development	4	0	0	4	40	60	100

## II - SEMESTER

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23TA131/23TE131/23HI131/23FR131	<b>Ability Enhancement course L2</b> Tamil – II/Telugu – II/Hindi – II/French - II	3	0	0	2	40	60	100
23EN132	<b>Ability Enhancement course E2</b> English-II	3	0	0	2	40	60	100
23BA111	<b>Major Core-3</b> Organizational Behaviour	5	0	0	4	40	60	100
23BA143	<b>Minor Stream-3</b>	4	0	0	4	40	60	100
23BA144	<b>Minor Stream-4</b>	4	0	0	3	40	60	100
23BA132	<b>Multidisciplinary Course-2</b> International Trade	4	0	0	3	40	60	100
23BA170	<b>Value Added Course -1</b> Logistics and Supply Chain Management	2	0	0	2	40	60	100
<b>Total</b>		25	0	0	20	280	420	700

### Minor Stream-3

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA143	<b>Marketing: Advertising and Sales Promotion</b>	4	0	0	4	40	60	100
23BA149	<b>Finance: Financial Reporting</b>	4	0	0	4	40	60	100
23BA150	<b>HRM : Team Building in the organizations</b>	4	0	0	4	40	60	100

### Minor Stream-4

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA151	Marketing: Neuro- Marketing	4	0	0	3	40	60	100
23BA144	Finance: Fundamentals of Stock Trading	4	0	0	3	40	60	100
23BA152	HRM : Compensation management	4	0	0	3	40	60	100

### III – SEMESTER

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA204	<b>Major Core -4</b> Financial Accounting	5	0	0	4	40	60	100
23BA205	<b>Major Core -5</b> Business Communication	5	0	0	4	40	60	100
23MA227	<b>Minor Stream- 5</b>	5	0	0	4	40	60	100
23BA243	<b>Multidisciplinary Course-3</b> Environmental Science	5	0	0	3	40	60	100
23BA280	<b>Skill Enhancement Course 1</b> Digital Marketing	3	0	0	3	40	60	100
23BA271	<b>Value Added Course -2</b> E-Business	2	0	0	2	40	60	100
<b>Total</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>240</b>	<b>360</b>	<b>600</b>

### Minor Stream-5

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA241	<b>Marketing:</b> Integrated Marketing Communication							
23MA227	<b>Finance:</b> <b>Statistical Methods</b>	5	0	0	4	40	60	100
23BA242	<b>HRM :</b> Cross Culture HRM							

#### IV – SEMESTER

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA206	<b>Major Core-6</b> Marketing Management	5	0	0	4	40	60	100
23BA207	<b>Major Core-7</b> Human Resource Management	5	0	0	4	40	60	100
23BA208	<b>Major Core-8</b> Financial Services	5	0	0	4	40	60	100
23BA245	<b>Minor Stream -6</b>	5	0	0	3	40	60	100
23CA281	<b>Skill Enhancement Course 2</b> Cyber Security	3	0	0	3	40	60	100
	<b>Value Added Course -3</b> Vedic Maths	2	0	0	2	-	100	100
<b>Total</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>200</b>	<b>400</b>	<b>600</b>

#### Minor Stream-6

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA244	<b>Marketing:</b> Marketing of Services	5	0	0	3	40	60	100
23BA245	<b>Finance:</b> Basics of Insurance	5	0	0	3	40	60	100
23BA246	<b>HRM:</b> Negotiation Skills	5	0	0	3	40	60	100

## V Semester

Code	Course Title	L	T	P	Credit	Marks		
						CA	EA	Total
23BA301	<b>Major Core-8</b> Strategic Management	5	0	0	4	40	60	100
23BA302	<b>Major Core -9</b> Business Regulatory Frame Work	5	0	0	4	40	60	100
23BA303	<b>Major Core -10:</b> Financial Management	5	0	0	4	40	60	100
23BA341	<b>Minor Stream - 7</b>	5	0	0	3	40	60	100
23BA380	<b>Skill Enhancement Course-3</b> Leadership and Management Skills	3	0	0	3	40	60	100
23BA310	Internship (Refer Appendix- 1)	0	0	2	2	-	-	100
Total				23	0	2	20	200 300 500

### Minor Stream-7

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA341	<b>Marketing:</b> International Marketing	5	0	0	3	40	60	100
23BA342	<b>Finance:</b> Financial Planning	5	0	0	3	40	60	100
23BA343	<b>HRM :</b> HR Analytics	5	0	0	3	40	60	100

## VI Semester

Code	Course Title	L	T	P	Credit	Marks		
						CA	EA	Total
23BA311	<b>Major Core-11</b> Project Management	6	0	0	5	40	60	100
23BA312	<b>Major core - 12</b> Entrepreneurial Development	6	0	0	5	40	60	100
23BA313	<b>Major core - 13:</b> Business Taxation	6	0	0	4	40	60	100
23BA314	<b>Major core - 14:</b> Industrial Relation Management	6	0	0	4	40	60	100
23BA315	<b>Mini Project</b> (Refer appendix-2)	0	0	1	2	40	60	100
	<b>NSS/ NCC/ YRC/SPORTS</b>	-	-	-	-	-	-	-
Total		24	0	1	20	200	300	500

**TOTAL CREDITS: 120**

**\*NSS/ NCC/ YRC/SPORTS**

- The student participation shall be for a minimum period of 45 hours during the first / Second year.
- The Grades awarded shall be entered in the Third Year (Sixth Semester) Grade Sheet.
- Grades shall be entered in the Grade statement as given below:  
**Very Good, Good, Satisfactory and Unsatisfactory**

## VII Semester

Code	Course Title	L	T	P	Credit	Marks		
						CA	EA	Total
23BA401	<b>Major Core-15</b> Business Research Methods	5	0	0	5	40	60	100
23BA402	<b>Major core - 16</b> Global Business Management	5	0	0	5	40	60	100
23BA4___	<b>Minor Stream - 8:</b>	5	0	0	4	40	60	100
23BA410	<b>Project Phase I</b>	0	0	10	6	40	60	100
Total		15	0	10	20	160	240	400

### Minor Stream-8

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA441	<b>Marketing:</b> Neuro-Marketing	5	0	0	4	40	60	100
23BA442	<b>Finance:</b> Financial Modelling	5	0	0	4	40	60	100
23BA443	<b>HRM :</b> Behavioral testing and training for employee retention.	5	0	0	4	40	60	100

### VIII Semester

Code	Course Title	L	T	P	Credit	Marks					
						CA	EA	Total			
23BA411	<b>Major Core-17</b> Global Business Environment	5	0	0	4	40	60	100			
23BA412	<b>Major core - 18</b> Inventory Management	5	0	0	4	40	60	100			
23BA4____	<b>Minor Stream 9:</b>	5	0	0	4	40	60	100			
23BA413	<b>Project Phase II</b>	0	0	8	6	40	60	100			
Total					25	0	8	20	160	240	400

### Minor Stream-9

Course Code	Course Title	Hours / Week				Marks		
		L	T	P	Credit	CIA	ESE	Total
23BA444	<b>Marketing:</b> B2B Marketing	5	0	0	4	40	60	100
23BA445	<b>Finance:</b> Strategic Corporate Finance	5	0	0	4	40	60	100
23BA446	<b>HRM:</b> Employee Life Cycle Management	5	0	0	4	40	60	100

**TOTAL CREDITS: 160**

<b>23BA101</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>	
<b>PREREQUISITES: NIL</b>							
<b>COURSE OBJECTIVES:</b>							
The main objectives of this course are to:							
<b>1</b>	Provide a clear understanding of fundamental management concepts, principles, and functions.						
<b>2</b>	Develop managerial skills by exploring the roles and responsibilities of managers.						
<b>3</b>	Enable students to understand planning, organizing, staffing, directing, and controlling.						
<b>4</b>	Familiarize students with the evolution of management theories and schools of thought.						
<b>5</b>	Introduce the importance of ethics and values in business practices.						
<b>UNIT 1:</b>	<b>Introduction to Management</b>					<b>9</b>	
Management: Importance – Definition – Nature and Scope of Management Process – Role and Functions of a Manager – Levels of Management – Development of Scientific Management and other Schools of thought and approaches.							
<b>UNIT 2:</b>	<b>Management Planning Process</b>					<b>9</b>	
Planning - Nature - Importance - Forms - Types - Steps in planning - Objectives - Policies - Procedures and Methods - Nature and Types of policies - Decision Making - Process of decision making - Types of decisions.							
<b>UNIT 3:</b>	<b>Organizing</b>					<b>9</b>	
Organizing - Types of Organizations - Organizational structure - Span of Control and Committees - Departmentalization - Informal Organization - Authority - Delegation - Decentralization - Difference between authority and power - Responsibility.							
<b>UNIT 4:</b>	<b>Staffing and Controlling</b>					<b>9</b>	
Recruitment – Sources, Selection, Training – Direction – Nature and Purpose. Co-ordination – Need, Type Techniques and requisites for excellent Co-ordination- Controlling – Meaning and importance - Control Process.							
<b>UNIT 5:</b>	<b>Introduction to Business Ethics</b>					<b>9</b>	

Business Ethics - Definition of Business Ethics – Types of Ethical Issues – Role and importance of Business Ethics and Values in Business – Ethics Internal – Ethics External – Environment Protection – Responsibilities of Business.

**45 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Understand the core functions and importance of management in business organizations.
<b>CO2:</b>	Analyze and apply planning principles and decision-making techniques.
<b>CO3:</b>	Gain knowledge of organizational structures and delegation of authority.
<b>CO4:</b>	Evaluate staffing and control mechanisms in organizations.
<b>CO5:</b>	Appreciate ethical practices and social responsibilities in business operations.

**TEXT BOOKS**

1.	C.B. Gupta, Management Principles and Applications, Sultan Chand & Sons, New Delhi
2.	L.M. Prasad, Principles and Practice of Management, Sultan Chand & Sons, New Delhi
3.	P.C. Tripathi & P.N. Reddy, Principles of Management, Tata McGraw Hill
4.	Koontz & Weihrich, Essentials of Management, McGraw Hill Education

**References**

1.	Harold Koontz & Heinz Weihrich, Management: A Global Perspective, McGraw Hill
2.	T. Ramasamy, Principles of Management, Himalaya Publishing House
3.	James Stoner, Edward Freeman, Daniel Gilbert, Management, Pearson Education

**Web References**

1.	<a href="https://www.slideshare.net/slideshow/principles-of-management-55027527/55027527">https://www.slideshare.net/slideshow/principles-of-management-55027527/55027527</a>
2.	<a href="https://www.simplilearn.com/principles-of-management-by-henri-fayol-article#:~:text=Henri%20Fayol's%20techniques%20of%20management,equity%2C%20stability%20of%20tenure%20of">https://www.simplilearn.com/principles-of-management-by-henri-fayol-article#:~:text=Henri%20Fayol's%20techniques%20of%20management,equity%2C%20stability%20of%20tenure%20of</a>

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA102</b>	<b>BUSINESS ACCOUNTING &amp; ANALYSIS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Introduce the fundamentals of professional bookkeeping and accounting principles.						
<b>2</b>	Develop students' ability to apply the accounting equation and analyse financial transactions.						
<b>3</b>	Enable students to understand journalizing, ledger posting, and preparation of trial balance.						
<b>4</b>	Analyse and interpret financial data using vertical and horizontal analysis.						
<b>5</b>	Guide students through the preparation of worksheets and financial statement accuracy.						
<b>UNIT 1:</b>	<b>Professional Book Keeper</b>					<b>9</b>	
Introduction to Professional Bookkeeping - Matching Principles - Transaction - Revenue & Expense Accounts - Accounting Equation and Transaction - Accounts Chart - Double Entry System - Journal Transaction - Demo Transaction of Journalizing - Finding Errors using Horizontal Analysis.							
<b>UNIT 2:</b>	<b>Introduction To Accounting and Business</b>					<b>9</b>	
Definition, Types, Role of Accounting in Business - of Accounting - Generally Accepted Accounting Principles (GAAP) - The Business Entity Principles - The Matching Principles.							
<b>UNIT 3:</b>	<b>The Accounting Equation and Transaction</b>					<b>9</b>	
Transaction Accounting - Ledger and Accounting - Normal Balance Transaction and Journalizing - Acquired Revenues - Journal Entry and Depreciation Expense - Adjustment Entry and Depreciation Expense.							
<b>UNIT 4:</b>	<b>Adjustment Survey</b>					<b>9</b>	
Vertical Analysis and Demo - Financial Statement Accuracy							
<b>UNIT 5:</b>	<b>Preparing Work Sheet</b>					<b>9</b>	
Worksheet Preparing - Demo of Preparing Worksheet							

<b>45 PERIODS</b>	
<b>Course Outcomes:</b>	
Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Understand the fundamentals of bookkeeping and transaction recording.
<b>CO2:</b>	Apply accounting principles and prepare basic journal entries.
<b>CO3:</b>	Use accounting equations to analyze business transactions.
<b>CO4:</b>	Perform vertical and horizontal analysis to interpret financial data.
<b>CO5:</b>	Demonstrate competence in preparing worksheets for financial accuracy.
<b>Text Books</b>	
1.	S.P. Jain & K.L. Narang, Financial Accounting, Kalyani Publishers, New Delhi
2.	T.S. Grewal, Introduction to Accountancy, S. Chand Publishing
3.	Robert Libby, Patricia Libby & Frank Hodge, Financial Accounting, McGraw-Hill
4.	M.N. Arora, Accounting for Management, Himalaya Publishing House
<b>References</b>	
1.	Shukla, Grewal & Gupta, Advanced Accounts Vol-I, S. Chand & Company
2.	S.N. Maheshwari & S.K. Maheshwari, Fundamentals of Accounting, Vikas Publishing
3.	R.L. Gupta & V.K. Gupta, Principles and Practice of Accounting, Sultan Chand & Sons
<b>WEB REFERENCES</b>	
1.	<a href="https://www.accountingcoach.com/">https://www.accountingcoach.com/</a>
2.	<a href="https://www.investopedia.com/accounting">https://www.investopedia.com/accounting</a>
3.	<a href="https://www.slideshare.net/tag/accounting">https://www.slideshare.net/tag/accounting</a>

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA141</b>	<b>BASICS OF RETAIL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**Prerequisites:**Nil

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Apply the principles, practices, and concepts used in retail marketing management.
<b>2</b>	Describe the complex nature and environment of retail marketing and the buying and selling of goods, services, and ideas to the final consumer.
<b>3</b>	Demonstrate the key elements in planning, managing, and executing the retail marketing mix related to product, price, distribution, and promotion.
<b>4</b>	Identify approaches and guidelines used to analyze and solve retail problems and make decisions in retail organizations.
<b>5</b>	Develop awareness of the role of technology and information systems in supply chain management.

**UNIT 1:** **Introduction to Retailing** **9**

Retailing – Definition – Retail Marketing – Growth of organized retailing in India – Importance of retailing

**UNIT 2:** **Functions and types of Retailing** **9**

Functions of Retailing – characteristics of Retailing – Types of Retailing – store retailing – Non-store retailing

**UNIT 3:** **Location and Branding Strategies** **9**

Retail location factors – Branding in retailing – private labeling – Franchising concept.

**UNIT 4:** **Retail Communication and Promotion** **9**

Communication tools used in Retailing – Sales promotion, e-tailing- window display

**UNIT 5:** **Supply Chain and Technology in Retail** **9**

Supply chain management – definition – importance – Role of information Technology in retailing.

**60 PERIODS**

<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Apply core retail marketing principles and practices in real-world scenarios.										
<b>CO2:</b>	Describe various types and functions of retailing and their relevance in modern retail environments.										
<b>CO3:</b>	Analyse location strategies and branding concepts including franchising and private labels.										
<b>CO4:</b>	Demonstrate the use of communication tools and promotion techniques in retail marketing.										
<b>CO5:</b>	Evaluate the role of technology and supply chain strategies in enhancing retail operations.										
<b>Text Books</b>											
1.	Berman, Barry & Evans, Joel R., Retail Management, Pearson Education.										
2.	Pradhan, Swapna, Retailing Management: Text and Cases, McGraw Hill Education.										
3.	Arif Sheikh & Kaneez Fatima, Retail Management, Himalaya Publishing House.										
<b>References</b>											
1.	Dravid Gilbert, Retail Marketing Management, Pearson Education.										
2.	Levy, Weitz & Pandit, Retailing Management, McGraw Hill Education.										
3.	A. J. Lamba, The Art of Retailing, Tata McGraw-Hill Publishing.										
<b>Web References</b>											
1.	<a href="https://www.marketing91.com/retail-marketing">https://www.marketing91.com/retail-marketing</a>										
2.	<a href="https://www.retailresearch.org">https://www.retailresearch.org</a>										
3.	<a href="https://www.slideshare.net/tag/retail-marketing">https://www.slideshare.net/tag/retail-marketing</a>										

#### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 – high**

<b>23BA142</b>		<b>FUNDAMENTALS OF FINANCIAL PLANNING</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>		
				<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>		
<b>PREREQUISITES: NIL</b>										
<b>COURSE OBJECTIVES:</b>										
The main objectives of this course are to:										
<b>1</b>	Explain the process, scope, and importance of financial planning.									
<b>2</b>	Illustrate the economic concepts and consumer protection laws relevant to financial planning.									
<b>3</b>	Prepare personal financial statements and demonstrate effective cash flow and debt management.									
<b>4</b>	Apply financial planning techniques, including calculator usage and educational savings methods.									
<b>5</b>	Evaluate regulatory frameworks, ethical standards, and legal aspects in financial planning.									
<b>UNIT 1:</b>	<b>Introduction to Financial Planning</b>							<b>12</b>		
Meaning – Definition – Scope – Importance of Financial Planning – The Personal Financial Planning Process.										
<b>UNIT 2:</b>	<b>Economic Concepts and Consumer Protection</b>							<b>12</b>		
Economic Concepts – Role in Financial Planning – Overview of Consumer Protection Laws relevant to financial services.										
<b>UNIT 3:</b>	<b>Personal Financial Statements</b>							<b>12</b>		
Preparation of Personal Financial Statements – Managing Cash Flow – Credit Management – Debt Reduction Techniques.										
<b>UNIT 4:</b>	<b>Financial Planning Tools and Educational Savings</b>							<b>12</b>		
Using the Calculator in Financial Planning – Fundamentals of Educational Savings – Educational Aid and Funding Calculations.										
<b>UNIT 5:</b>	<b>Regulation and Ethics</b>							<b>12</b>		
Regulation of Financial Planners – Importance of Ethics – Business Law Essentials related to Financial Planning.										

<b>60 PERIODS</b>	
<b>Course Outcomes:</b>	
Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Describe the core components and relevance of financial planning.
<b>CO2:</b>	Interpret the role of economic principles and legal protections in personal finance.
<b>CO3:</b>	Prepare personal financial statements and apply effective debt and cash flow management strategies.
<b>CO4:</b>	Demonstrate use of financial planning tools and apply education savings techniques.
<b>CO5:</b>	Analyze ethical considerations and legal guidelines relevant to financial planners.
<b>Text Books</b>	
1.	Kapoor, Dlabay & Hughes, Personal Finance, McGraw Hill Education, Latest Edition.
2.	Gitman & Joehnk, Personal Financial Planning, Cengage Learning, Latest Edition.
3.	Jack R. Kapoor, Focus on Personal Finance, McGraw Hill, Latest Edition.
<b>References</b>	
1.	Khan & Jain, Financial Management, Tata McGraw Hill.
2.	Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education.
3.	ICAI Study Materials on Financial Planning and Ethics (for foundational understanding).
<b>Web References</b>	
1.	<a href="https://www.investopedia.com/">https://www.investopedia.com/</a>
2.	<a href="https://www.napfa.org/">https://www.napfa.org/</a>
3.	<a href="https://www.financialplanningassociation.org/">https://www.financialplanningassociation.org/</a>

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
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<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA111</b>	<b>ORGANISATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites:** Nil

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Explore the importance and scope of organizational behavior in modern work environments.
<b>2</b>	Examine individual differences, perception, intelligence, and personality in organizational settings.
<b>3</b>	Identify various motivation techniques and analyze job satisfaction and morale.
<b>4</b>	Understand group dynamics and leadership theories in the context of organizational effectiveness.
<b>5</b>	Discuss the impact of organizational culture and development on employee behavior and productivity.

<b>UNIT 1:</b>	<b>Introduction to Organisational Behaviour</b>	<b>12</b>
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Need and scope of organizational behavior – Theories of organization – Individual difference Vs Group intelligence tests – Measurement of intelligence – Personality Tests – Nature, Types and uses of perception.

<b>UNIT 2:</b>	<b>Motivation and Job Satisfaction</b>	<b>12</b>
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Motivation – Financial and non-financial motivational techniques – Job satisfaction: meaning, factors, theories, and measurement – Morale: importance – Employee attitudes and behavior and their significance to productivity.

<b>UNIT 3:</b>	<b>Work Environment and Leadership</b>	<b>12</b>
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Work environment – Good housekeeping practices – Design of workplace – Fatigue: causes and prevention – Leadership: types and theories of leadership.

<b>UNIT 4:</b>	<b>Group Dynamics</b>	<b>12</b>
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Group dynamics – Cohesiveness – Co-operation – Competition – Conflict resolution – Sociometry – Group norms – Role, position, and status.

<b>UNIT 5:</b>	<b>Organizational Culture and Development</b>	<b>12</b>
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Organizational culture and climate – Organizational Development (OD) – Role of OD in

managing change.

**60 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Describe the foundational concepts and theories of organizational behavior.
<b>CO2:</b>	Distinguish the role of perception, intelligence, and personality in the workplace.
<b>CO3:</b>	Apply motivational techniques to enhance job satisfaction and morale.
<b>CO4:</b>	Analyse leadership styles and group dynamics within organizational settings.
<b>CO5:</b>	Examine organizational culture and the impact of development interventions.

**Text Books**

1.	Stephen P. Robbins, Organizational Behavior, Pearson Education.
2.	L.M. Prasad, Organizational Behaviour, Sultan Chand & Sons.
3.	Fred Luthans, Organizational Behavior, McGraw Hill.

**References**

1.	Udai Pareek, Understanding Organizational Behaviour, Oxford University Press.
2.	John W. Newstrom & Keith Davis, Organizational Behavior – Human Behavior at Work, McGraw Hill.
3.	Aswathappa K., Organizational Behaviour, Himalaya Publishing House.

**Web References**

1.	<a href="https://www.managementstudyguide.com/">https://www.managementstudyguide.com/</a>
2.	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3.	<a href="https://www.slideshare.net/">https://www.slideshare.net/</a>

## CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA143</b>	<b>ADVERTISING &amp; SALES PROMOTION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites:**Nil

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Provide an in-depth understanding of the principles and practices of advertising and sales promotion.
<b>2</b>	Develop students' ability to segment markets and target the right audience effectively.
<b>3</b>	Equip students with knowledge on media planning, selection, and scheduling strategies.
<b>4</b>	Introduce the role of advertising agencies and how campaigns are implemented and managed.
<b>5</b>	Create awareness on the ethical, economic, and social implications of advertising and promotional practices.

<b>UNIT 1:</b>	<b>Introduction of Advertising</b>	<b>12</b>
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Advertising, Objectives, Task & Process, Market Segmentation, & Target Audiences, Message & Copy Development.

<b>UNIT 2:</b>	<b>Mass Media</b>	<b>12</b>
Media, Mass Media, Selection, Planning & Scheduling, Web Advertising, Integrated Programme, & Budget Planning.		

<b>UNIT 3:</b>	<b>Implementation Process</b>	<b>12</b>
Implementation, Implementing the programme co-ordination & Control, Advertising Agencies, Organization & Development.		

<b>UNIT 4:</b>	<b>Sales Promotion</b>	<b>12</b>
Sales Promotion, Why & When the Sales Promotion activities, Consumer & Sales Channel Oriented, Planning Budgeting, Implementing & Controlling Campaign.		

<b>UNIT 5:</b>	<b>Control Measures and Advertising Ethics</b>	<b>12</b>
Control Measurement of effectiveness, Advertising Ethics, Economic & Social Relevance.		

**60 PERIODS**

**COURSE OUTCOMES:**

Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Explain the concepts, functions, and objectives of advertising and sales promotion.
<b>CO2:</b>	Apply the techniques of market segmentation and audience targeting for advertising.
<b>CO3:</b>	Evaluate and select suitable media for effective advertising and budget planning.
<b>CO4:</b>	Demonstrate the process of implementing advertising programmes and evaluate the roles of advertising agencies.
<b>CO5:</b>	Assess the ethical, economic, and social dimensions of advertising practices.
<b>TEXT BOOKS</b>	
1.	George E. Belch & Michael A. Belch (2021), Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition, McGraw-Hill Education.
2.	S.H.H. Kazmi & Satish K. Batra (2014), Advertising and Sales Promotion, 3rd Edition, Excel Books.
<b>REFERENCES</b>	
1.	William Wells, John Burnett, & Sandra Moriarty (2010), Advertising: Principles and Practice, Pearson Education.
2.	Kenneth E. Clow & Donald E. Baack (2015), Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.
3.	Frank Jefkins (2006), Advertising, Pearson Education.
<b>WEB REFERENCES</b>	
1.	<a href="https://www.adage.com/">https://www.adage.com/</a>
2.	<a href="https://www.campaignlive.com/">https://www.campaignlive.com/</a>
3.	<a href="https://www.businessballs.com/advertising-and-promotion/">https://www.businessballs.com/advertising-and-promotion/</a>

## CO's-PO's & PSO's MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA144</b>	<b>FUNDAMENTALS OF STOCK TRADING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>	
<b>Prerequisites:</b> Nil							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Provide students with foundational knowledge of stock markets and their key participants.						
<b>2</b>	Familiarize learners with primary and secondary market mechanisms, including IPOs and pricing strategies.						
<b>3</b>	Introduce the structure and functioning of stock exchanges, trading practices, and financial statement analysis.						
<b>4</b>	Equip students with basic valuation methods, accounting concepts, and risk management practices.						
<b>5</b>	Enable learners to identify investment opportunities and analyze various trading models and investment tools.						
<b>UNIT 1:</b>	<b>Introduction to Stock Market</b>					<b>9</b>	
Stock -Stock Market & Stock Market Participants -Understanding Markets- SEBI - Market Index							
<b>UNIT 2:</b>	<b>Primary and Secondary Markets</b>					<b>9</b>	
Understanding IPO & FPO -Secondary Markets – pricing in the stock market – IPO Pricing Strategies							
<b>UNIT 3:</b>	<b>Exchanges and Trading Mechanisms</b>					<b>9</b>	
Stock Exchanges, Financial Intermediaries & Stock Index - Stock Market Trading Understanding Financial Statements							
<b>UNIT 4:</b>	<b>Valuation, Risk and Derivatives</b>					<b>9</b>	
Fundamental Valuations and Basic Accounting - Risk Management- Accounting and Taxation Introduction to Commodity Derivative and Exchanges- Foreign Exchange Derivatives							
<b>UNIT 5:</b>	<b>Investment Analysis and Trading Models</b>					<b>9</b>	
Stock Trading models – Investment proposals – Types of IPOs and its merits and demerits – Basics of Investment Analysis							

**45 PERIODS****Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Describe the structure of the stock market and the role of various participants, including SEBI.
<b>CO2:</b>	Examine the procedures of IPOs and FPOs, and interpret market pricing mechanisms.
<b>CO3:</b>	Illustrate the functions of stock exchanges and apply basic financial statement analysis.
<b>CO4:</b>	Perform fundamental valuation and demonstrate an understanding of risk management, taxation, and derivatives.
<b>CO5:</b>	Evaluate investment proposals and analyze different stock trading models and IPO types.

**Text Books**

1.	<b>Punithavathy Pandian</b> (2012), <i>Security Analysis and Portfolio Management</i> , Vikas Publishing House.
2.	Kevin, S. (2015), Security Analysis and Portfolio Management, PHI Learning Pvt. Ltd.

**References**

1.	Preeti Singh (2020), <i>Investment Management</i> , Himalaya Publishing House.
2.	V.K. Bhalla (2021), <i>Investment Management: Security Analysis and Portfolio Management</i> , S. Chand Publishing.
3.	H.R. Machiraju (2010), <i>Working of Stock Exchanges in India</i> , New Age International Publishers.

**Web References**

1.	<a href="https://www.nseindia.com/">https://www.nseindia.com/</a>
2.	<a href="https://www.bseindia.com/">https://www.bseindia.com/</a>
3.	<a href="https://www.moneycontrol.com/">https://www.moneycontrol.com/</a>

## CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA132</b>	<b>INTERNATIONAL TRADE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Provide a conceptual understanding of international trade and its significance in the global context.
<b>2</b>	Introduce students to classical and modern theories of foreign trade.
<b>3</b>	Explain balance of trade and payments and how to manage disequilibrium.
<b>4</b>	Familiarize learners with international financial institutions and their roles.
<b>5</b>	Enable students to understand WTO regulations, TRIPS, and TRIMs, with a special focus on India.

<b>UNIT 1:</b>	<b>Introduction to International Trade</b>	<b>9</b>
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Meaning, Features, and Scope of International Trade-Difference Between Internal and International Trade-Importance of International Trade in the Global Context-Advantages and Disadvantages of International Trade-Factors Influencing International Trade-Globalization and its Impact on Trade-Role of Technology in International Trade-Emerging Trends in Global Trade-Barriers to International Trade – Tariff and Non-Tariff Barriers

<b>UNIT 2:</b>	<b>Theories of Foreign Trade</b>	<b>9</b>
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Introduction to Foreign Trade Theories- Absolute Cost Advantage Theory – Adam Smith - Comparative Cost Advantage Theory – David Ricardo-Equal Cost Differences Theory – Haberler's Opportunity Cost Theory-Heckscher-Ohlin Theory (Factor Endowment Theory)- Modern Theories of International Trade-Criticism and Limitations of Classical and Modern Theories-Trade Theories in the Context of Developing Countries-Gains from Trade – Static and Dynamic Gains-Application of Trade Theories in the Current Global Economy

<b>UNIT 3:</b>	<b>Balance of Trade and Payments</b>	<b>9</b>
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Balance of Trade (BOT) – Concept and Components- Balance of Payments (BOP) – Structure and Significance-Causes of Disequilibrium in Balance of Payments -Methods to Correct Disequilibrium – Monetary and Fiscal Measures-Fixed Exchange Rate System – Merits and Demerits- Floating Exchange Rate System – Merits and Demerits- Managed Floating Exchange Rate System- Impact of BOP on National Economy -Role of Exchange Rate in Foreign Trade-Capital Account vs. Current Account in BOP

<b>UNIT 4:</b>	<b>International Financial Institutions</b>	<b>9</b>
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Overview of International Monetary System- International Monetary Fund (IMF) – Objectives, Functions, and Role-International Liquidity and SDRs (Special Drawing Rights)

-International Bank for Reconstruction and Development (IBRD) – Objectives and Functions-  
 World Bank Group – Components and Activities- Role of Asian Development Bank (ADB) in Trade Financing-World Economic Outlook and Trade Forecasts-Role of International Finance Corporation (IFC)- Impact of International Financial Institutions on Developing Countries-  
 Global Financial Crises and Role of International Institutions

<b>UNIT 5:</b>	<b>WTO and Trade Agreements</b>	<b>9</b>
World Trade Organization (WTO) – History, Objectives, and Functions-WTO and Its Implication with Special Reference to India-Trade Related Intellectual Property Rights (TRIPS) Trade Related Investment Measures (TRIMS)-General Agreement on Tariffs and Trade (GATT) Dispute Settlement Mechanism in WTO-Regional Trade Agreements – SAFTA, NAFTA, ASEAN, EU-Most Favoured Nation (MFN) & National Treatment Principles Role of WTO in Promoting Global Trade-Challenges Faced by WTO in the Current Trade Environment		

**45 PERIODS**

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Differentiate between internal and international trade and recognize its global importance.
<b>CO2:</b>	Summarize and apply classical and modern foreign trade theories.
<b>CO3:</b>	Interpret the concepts of Balance of Trade and Payment and recommend solutions for disequilibrium.
<b>CO4:</b>	Describe the structure and function of international monetary institutions such as IMF and IBRD.
<b>CO5:</b>	Evaluate the implications of WTO, TRIPS, and TRIMS on global and Indian trade.

#### **Text Books**

1.	Francis Cherunilam (2020), International Trade and Export Management, Himalaya Publishing House.
2.	M.L. Jhingan (2019), International Economics, Vrinda Publications Pvt. Ltd.

#### **References**

1.	Dominick Salvatore (2017), International Economics, Wiley India.
2.	Paul Krugman & Maurice Obstfeld (2018), International Economics: Theory and Policy, Pearson Education.
3.	Bo Sodersten & Geoffrey Reed (1994), International Economics, Macmillan.

<b>Web References</b>	
<b>1.</b>	<a href="https://www.wto.org/">https://www.wto.org/</a>
<b>2.</b>	<a href="https://www.imf.org/">https://www.imf.org/</a>
<b>3.</b>	<a href="https://www.worldbank.org/">https://www.worldbank.org/</a>

### **CO's-PO's & PSO's Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA170</b>	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>						
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>100</b>						
<b>Prerequisites:</b> Nil												
<b>Course Objectives:</b>												
The main objectives of this course are to:												
<b>1</b>	Explain the basics, growth, and importance of logistics and supply chain management in business.											
<b>2</b>	Introduce key logistics activities like warehousing, order handling, material movement, and demand planning.											
<b>3</b>	Explore different modes of transport and cover practical aspects like container use and logistics insurance.											
<b>4</b>	Show how Logistics Information Systems (LIS) and digital tools help in efficient logistics operations.											
<b>5</b>	Describe the parts of a logistics network, including distribution channels and inventory roles.											
<b>UNIT 1:</b>	<b>Introduction to Logistics and Supply Chain Management</b>											
6												
Logistics and Supply Chain Management – Meaning, Scope, and Importance-Nature and Role of Logistics in Business-Evolution of Logistics and Supply Chain Practices-Competitive Advantage through Logistics-Integrated Logistics and Supply Chain Functions Role of Third Party Logistics (3PL) and Fourth Party Logistics (4PL)-Key Trends in Global Logistics												
<b>UNIT 2:</b>	<b>Order Processing &amp; Inventory Management</b>											
6												
Elements of Logistics and Supply Chain-Inventory Carrying – Types, Costs, and Techniques Warehousing – Types, Layouts, and Functions-Warehouse Technology: Barcoding, RFID, WMS, IoT in Warehousing-Order Processing Cycle and Accuracy-Material Handling Systems and Equipment-Demand Forecasting Methods – Qualitative and Quantitative-Green Logistics and Sustainable Practices												
<b>UNIT 3:</b>	<b>Transportation Management</b>											
6												
Transportation and its Role in Supply Chain-Transport Modes: Road, Rail, Ocean, Air – Pros and Cons-Types of Ships and Shipping Terms (TEU, FEU, Deadweight Tonnage) Containerization – Types of Containers, Benefits-Air Cargo – Types and Processes Logistics Insurance – Types, Policies, and Claims-Route Optimization and Cost Analysis Multimodal Transport and Documentation												

<b>UNIT 4:</b>	<b>Logistics Information Systems (Lis)</b>	<b>6</b>
Overview and Importance of LIS-Components and Architecture of LIS Operation and Maintenance of LIS-ERP Systems in Supply Chain-Role of IT in Logistics: GPS, GIS, EDI, Cloud Computing-Integrated Software Solutions (SAP, Oracle, Tally in SCM)-Data Analytics in Supply Chain=Cybersecurity in Logistics		
<b>UNIT 5:</b>	<b>Distribution And Network Design</b>	<b>6</b>
Components of a Logistics Network-Distribution Channels – Types and Functions Warehouse vs Distribution Centers-Transportation and Last-Mile Delivery-Inventory Placement and Lead Time Reduction-Cross-docking, Transshipment, and Hub-and-Spoke Models-Reverse Logistics and Returns Management-Performance Metrics in Logistics (KPIs)		
<b>30 PERIODS</b>		
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Describe how logistics and supply chains have grown and why they matter in business.	
<b>CO2:</b>	List and explain key logistics activities like inventory control, order processing, and warehousing.	
<b>CO3:</b>	Compare different transportation methods and explain container use and logistics insurance.	
<b>CO4:</b>	Identify tools and systems used in managing logistics data and digital operations.	
<b>CO5:</b>	Explain how logistics networks are structured, how goods are distributed, and how inventory is managed.	
<b>Text Books</b>		
1.	A Logistics Perspective – John J. Coyle (9th Edition, 2016)	
2.	Supply Chain Management – Sunil Chopra (7th Edition, 2016)	
<b>References</b>		
1.	Blockchain and Supply Chain Management – Vesselil Krestin & Vinod V. Sople	
2.	Fundamentals of Logistics Management – McGraw-Hill	
3.	Logistics and Supply Chain Management – Martin Christopher	
<b>Web References</b>		

1.	<a href="https://cscmp.org/">https://cscmp.org/</a>
2.	<a href="https://www.logisticsmgmt.com/">https://www.logisticsmgmt.com/</a>
3.	<a href="https://supplychaindigital.com/">https://supplychaindigital.com/</a>

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA204</b>	<b>FINANCIAL ACCOUNTING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**PREREQUISITES: NIL**

**COURSE OBJECTIVES:**

The main objectives of this course are to:

- 1** Explain the fundamentals and scope of accounting and the rules of double-entry bookkeeping.
- 2** Teach students how to prepare financial statements for both trading and non-trading concerns.
- 3** Introduce partnership accounts and guide students through accounting treatment for admission, retirement, and death of a partner.
- 4** Provide practical knowledge on depreciation methods and insurance claims.
- 5** Familiarize students with the single-entry system and how to convert it into double entry.

<b>UNIT 1:</b>	<b>Introduction to Accounting</b>	<b>12</b>
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Meaning and Scope of Accounting-Objectives, Functions, and Importance of Accounting Accounting Concepts and Conventions-Accounting Transactions and Accounting Equation Double Entry System – Rules of Debit and Credit-Journal – Ledger – Trial Balance Preparation of Cash Book – Types of Cash Book-Petty Cash Book – Imprest System Errors and their Rectification (Basic types)

<b>UNIT 2:</b>	<b>Final Accounts &amp; Non-Trading Concerns</b>	<b>12</b>
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Final Accounts of Sole Proprietorship – Trading, Profit and Loss Account, and Balance Sheet with Adjustments-Adjusting Entries and Closing Entries-Receipts and Payments Account Income and Expenditure Account-Balance Sheet of Non-Trading Organizations-Capital and Revenue Items – Concept and Treatment

<b>UNIT 3:</b>	<b>Partnership Accounts</b>	<b>12</b>
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Introduction to Partnership Accounting – Provisions of the Partnership Act Final Accounts of a Partnership Firm-Admission of a Partner – Treatment of Goodwill, Revaluation of Assets and Liabilities, Capital Adjustments-Retirement and Death of a Partner – Distribution of Accumulated Profits-Calculation of Gaining Ratio-Rearrangement of Capitals Simple Problems on Partnership Changes

<b>UNIT 4:</b>	<b>Depreciation and Insurance Claims</b>	<b>12</b>
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Meaning, Causes, and Objectives of Depreciation-Methods of Providing Depreciation:  
 -Straight Line Method-Written Down Value Method-Insurance Policy Method-Sinking Fund Method-Annuity Method-Disposal of Fixed Assets-Insurance Claims – Loss of Stock and Loss of Profit – Average Clause-Practical Problems

<b>UNIT 5:</b>	<b>Single Entry System</b>	<b>12</b>
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Single Entry System – Meaning, Features, and Limitations-Comparison with Double Entry System-Ascertainment of Profit – Net Worth Method-Statement of Affairs Method – Preparation of Statement of Affairs and Profit Calculation-Conversion Method – Preparation of Final Accounts from Incomplete Records-Practical Problems

**60 PERIODS**

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Define key accounting concepts and record transactions using journal and ledger.
<b>CO2:</b>	Prepare final accounts for both sole proprietorship and non-trading concerns.
<b>CO3:</b>	Handle basic partnership accounts, including adjustments for admission, retirement, and death.
<b>CO4:</b>	Apply depreciation methods and calculate insurance claims.
<b>CO5:</b>	Identify features of the single-entry system and convert it into double entry for financial reporting.

#### **Text Books**

1.	R.L.Gupta & V.K.Gupta, Advanced Accounting – Sultan Chand & Sons, New Delhi.
2.	Nirmal Gupta, Financial Accounting – Ane Books India, New Delhi.
3.	T.S. Reddy & A. Murthy, Financial Accounting – Margham Publications, Chennai.

#### **References**

1.	Shukla & Grewal, Advanced Accounting – S Chand, New Delhi.
2.	Fundamentals of Logistics Management – McGraw-Hill
3.	Dr. S.N. Maheswari, Financial Accounting – Vikas Publishing House.

#### **Web References**

1.	<a href="https://www.accountingtools.com/">https://www.accountingtools.com/</a>
2.	<a href="https://www.futurelearn.com/courses/financial-accounting">https://www.futurelearn.com/courses/financial-accounting</a>

3.	<a href="https://ncert.nic.in/textbook.php">https://ncert.nic.in/textbook.php</a>
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### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA205</b>	<b>BUSINESS COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites:** Nil

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Help students adapt to dynamic business environments by developing effective communication strategies.
<b>2</b>	Build proficiency in verbal, non-verbal, and written communication.
<b>3</b>	Equip students to manage communication across diverse cultural and organizational settings.
<b>4</b>	Strengthen technical and formal communication skills including digital tools.
<b>5</b>	Introduce students to modern digital media and their use in professional business communication.

<b>UNIT 1:</b>	<b>Introduction to Business Communication</b>	<b>12</b>
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Meaning and Importance of Business Communication-Communication Process and Elements  
Types and Channels of Communication (Upward, Downward, Lateral)-Principles of Effective Communication-Barriers to Communication and Overcoming Techniques-Business Letter Format and Layout-7Cs of Communication-Communication in the Age of AI and Chatbots

<b>UNIT 2:</b>	<b>Types of Business Letters</b>	<b>12</b>
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Letters of Enquiry, Replies, Orders, and Sales-Letters of Complaint and Adjustment-Letters of Appointment, Acknowledgement, and Promotion-Letters of Circulars, Resignation, Termination, and Appreciation-Email Etiquette and Professional Email Writing -Letters for Digital Marketing and Social Media Campaigns

<b>UNIT 3:</b>	<b>Corporate and Functional Correspondence</b>	<b>12</b>
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Bank Correspondence- Insurance Correspondence-Agency Correspondence-Correspondence with Shareholders and Directors-Internal Communication – Notices, Memos, Office Orders -Cross-Cultural Communication in Global Business

<b>UNIT 4:</b>	<b>Business Documentation &amp; Reporting</b>	<b>12</b>
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Agenda and Minutes of Meetings-Writing Business Reports: Types, Structure, and Formats-Memorandum – Drafting and Usage- Circulars and Office Notes- Proposal Writing – Basics and Format - Press Releases and Business Announcements

<b>UNIT 5:</b>	<b>Digital and Modern Business Communication</b>	<b>12</b>
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Fax and Email Communication-Video Conferencing and Virtual Meetings-Business Use of Internet and Company Websites-Social Media for Business Communication – LinkedIn, Twitter, Instagram-Communication Tools: Microsoft Teams, Slack, Zoom  
Ethics and Privacy in Digital Communication.

**60 PERIODS**

#### **COURSE OUTCOMES:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Use appropriate business vocabulary and etiquette in workplace communication.
<b>CO2:</b>	Develop interpersonal and group communication skills for collaborative work.
<b>CO3:</b>	Write effective and professional business documents and emails.
<b>CO4:</b>	Apply communication strategies to solve workplace and cultural communication challenges.
<b>CO5:</b>	Use digital tools and platforms effectively for modern business communication.

#### **Text Books**

1.	Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2.	Shirley Taylor, Communication for Business, Pearson Publications, New Delhi.
3.	Bovee, Thill, Schatzman, Business Communication Today, Pearson Education Pvt. Ltd., New Delhi.

#### **References**

1.	Mary Ellen Guffey, Business Communication – Process and Product, International Thomson Publishing, Ohio.
2.	Courtland L. Bovee & John V. Thill, Excellence in Business Communication, Pearson Education.
3.	Simon Collin, Doing Business on the Internet, Kogan Page Ltd., London.

#### **Web References**

1.	<a href="https://www.businesscommunicationnetwork.com">https://www.businesscommunicationnetwork.com</a>
2.	<a href="https://www.mindtools.com">https://www.mindtools.com</a>

3.	<a href="https://www.skillsyouneed.com/">https://www.skillsyouneed.com/</a>
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### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA243</b>	<b>ENVIRONMENTAL SCIENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**Prerequisites:** Nil

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Provide students with a foundational understanding of environmental systems and their interdependence.
<b>2</b>	Introduce concepts of sustainable development and biodiversity conservation.
<b>3</b>	Explore natural resource management and pollution control techniques.
<b>4</b>	Familiarize students with environmental laws, global initiatives, and environmental governance.
<b>5</b>	Raise awareness on climate change, disaster management, and the role of communities in conservation.

<b>UNIT 1:</b>	<b>Introduction to Environment and Ecosystems</b>	<b>9</b>
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Multidisciplinary nature, scope, and importance of environmental studies- Concept of sustainability and sustainable development (SDGs) - Ecosystem structure and functions

Energy flow in ecosystems: food chains, food webs, and ecological succession

Case studies: Forest, Grassland, Desert, Aquatic ecosystems (lakes, rivers, oceans)

Urban ecosystems and green infrastructure

<b>UNIT 2:</b>	<b>Natural Resources and Environmental Challenges</b>	<b>9</b>
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Land use change, land degradation, soil erosion, desertification- Deforestation: causes and impacts due to mining, dams, urbanization - Water: usage, exploitation, conflicts (interstate/international), droughts and floods - Energy resources: Renewable and Non-renewable sources - Alternate energy technologies: Solar, Wind, Bioenergy, Hydrogen - Case studies: Smart grid, sustainable water harvesting practices

<b>UNIT 3:</b>	<b>Biodiversity and Conservation</b>	<b>9</b>
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Levels of biodiversity: genetic, species, ecosystem- India as a mega-biodiversity nation

-Biodiversity hotspots, endemic and endangered species- Conservation strategies: In-situ and Ex-situ - Ecosystem services and valuation: ecological, economic, social, cultural - Role of indigenous knowledge in conservation

<b>UNIT 4:</b>	<b>Environmental Pollution and Management</b>	<b>9</b>
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Types: air, water, soil, noise, and marine pollution - Causes, effects, and preventive measures

Solid waste management: Reduce-Reuse-Recycle (3Rs), e-waste, biomedical waste - Case

studies: Delhi air pollution, plastic ban initiative- Nuclear hazards and radiation safety Role of technology in pollution monitoring (IoT & AI in environment)		
<b>UNIT 5:</b>	<b>Environmental Policies, Climate Change &amp; Human Interaction</b>	<b>9</b>
Global issues: Climate change, global warming, ozone depletion, acid rain - Indian Environmental Laws: EPA 1986, Air Act, Water Act, Wildlife Act, Forest Act International agreements: Paris Agreement, Montreal Protocol, Kyoto Protocol, CBD Environmental ethics and movements: Chipko, Silent Valley, Bishnoi, Fridays for Future Disaster Management: floods, earthquakes, cyclones, landslides Role of communities and media in environmental awareness		
<b>45 PERIODS</b>		
<b>Course Outcomes:</b> Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Describe the structure and function of environmental systems and ecosystems.	
<b>CO2:</b>	Analyse the use and management of natural resources and energy alternatives.	
<b>CO3:</b>	Identify the value of biodiversity and the need for its conservation.	
<b>CO4:</b>	Recognize various types of pollution and suggest control and management strategies.	
<b>CO5:</b>	Evaluate environmental laws, climate change impacts, and the role of communities in sustainable development.	
<b>Text Books</b>		
1.	Erach Bharucha, Textbook of Environmental Studies, UGC Publication.	
2.	R. Rajagopalan, Environmental Studies: From Crisis to Cure, Oxford University Press.	
3.	Anubha Kaushik & C.P. Kaushik, Perspectives in Environmental Studies, New Age International.	
<b>References</b>		
1.	Cunningham, W.P., <i>Environmental Science: A Global Concern</i> , McGraw Hill Education.	
2.	M.P. Poonia & S.C. Sharma, Environmental Studies, Khanna Publishing.	
<b>Web References</b>		
1.	<a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a>	

2.	<a href="https://moef.gov.in/">https://moef.gov.in/</a>
3.	<a href="https://www.unep.org/">https://www.unep.org/</a>

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA280</b>	<b>DIGITAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**PREREQUISITES: NIL**

**COURSE OBJECTIVES:**

The main objectives of this course are to:

<b>1</b>	Understand the core concepts and evolution of digital marketing and its role in the modern business ecosystem.
<b>2</b>	Collect, analyse, and interpret consumer and market data for data-driven marketing decisions.
<b>3</b>	Gain insights into the modern marketing mix in the digital landscape.
<b>4</b>	Understand and apply a variety of digital marketing tools, techniques, and automation platforms.
<b>5</b>	Explore new and emerging trends such as AI in marketing, voice search, AR/VR, and personalization.

<b>UNIT 1:</b>	<b>Introduction to Digital Marketing</b>	<b>9</b>
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Definition, Evolution, Scope, and Need for Digital Marketing-Digital vs Traditional Marketing  
Digital Marketing Ecosystem & Customer Decision Journey-Key Concepts: Inbound vs Outbound Marketing, Omnichannel Presence - Introduction to Digital Strategy, Digital Marketing Plan - Case Studies: Global and Indian Success Stories

<b>UNIT 2:</b>	<b>Marketing Automation and Personalization</b>	<b>9</b>
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Definition and Benefits of Marketing Automation - Popular Automation Tools: HubSpot, Salesforce, Zoho CRM, Marketo - AI in Marketing: Chatbots, Predictive Analytics, and Personalization - Customer Journey Mapping and Experience Management (CX & UX)  
Real-time Marketing, Lead Scoring and Nurturing - Data Privacy and Ethics in Automation

<b>UNIT 3:</b>	<b>Digital Marketing Mix &amp; Content Strategy</b>	<b>9</b>
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4Ps in the Digital World - Social Media Strategy: Facebook, Instagram, X (Twitter), LinkedIn, YouTube - Content Marketing: Blogs, Podcasts, Reels, Shorts, Webinars - Influencer Marketing: Nano vs Micro Influencers, ROI Measurement- Video Marketing, Interactive Content, Gamification- Digital Advertising Trends in India and Global Market

<b>UNIT 4:</b>	<b>Performance Marketing &amp; Search Strategy</b>	<b>9</b>
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SEO (On-Page, Off-Page), Local SEO & Tools (Ahrefs, SEMrush)-Search Engine Marketing (SEM): Google Ads, Display Ads, Remarketing-Pay-Per-Click (PPC) Strategy and Bidding Techniques

Email Marketing: Types, Metrics, A/B Testing, Tools (Mailchimp, Sendinblue)

<p>Mobile Marketing: App Store Optimization (ASO), Push Notifications Voice Search, Smart Assistants &amp; Visual Search Trends</p>		
<b>UNIT 5:</b>	<b>Analytics, Tools &amp; Future Trends</b>	<b>9</b>
<p>Web &amp; Social Media Analytics (Google Analytics, Meta Insights, LinkedIn Analytics) WordPress Blog Creation, Blog Optimization, Widgets, SEO for Blogs- Conversion Rate Optimization (CRO) &amp; Heatmap Tools (Hotjar, Crazy Egg)-AI Tools in DM: Canva AI, ChatGPT, Jasper, Copy.ai for Content Creation- Introduction to AR/VR in Marketing, Metaverse, NFTs-Future of Digital Marketing: Blockchain in Marketing, Data-Driven Culture</p>		
<b>45 PERIODS</b>		
<p><b>COURSE OUTCOMES:</b></p> <p>Upon successful completion of the course, students will be able to:</p>		
<b>CO1:</b>	Understand the foundational concepts and scope of digital marketing.	
<b>CO2:</b>	Apply marketing automation and data tools to enhance customer experience.	
<b>CO3:</b>	Analyse and implement digital marketing mix strategies across platforms.	
<b>CO4:</b>	Employ performance marketing and search strategies effectively.	
<b>CO5:</b>	Utilize digital tools, analytics, and emerging technologies in strategic marketing decisions.	
<p><b>Text Books</b></p>		
1.	Ryan Deiss & Russ Henneberry (2020). <i>Digital Marketing for Dummies</i> , Wiley.	
2.	Dave Evans & Susan Bratton (2010). <i>Social Media Marketing: The Next Generation of Business Engagement</i> , Wiley.	
<p><b>References</b></p>		
1.	George Pain (2019). <i>Marketing Automation and Online Marketing</i>	
2.	M.P. Poonia & S.C. Sharma, Environmental Studies, Khanna Publishing.	
<p><b>Web References</b></p>		
1.	<a href="https://neilpatel.com/">https://neilpatel.com/</a>	
2.	<a href="https://www.unep.org/">https://www.unep.org/</a>	

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA271</b>	<b>E-BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

- 1** Understand the fundamentals of E-Business and its strategic role in the digital era.
- 2** Analyse and design effective online business models and marketing strategies.
- 3** Explore the development and management of e-commerce platforms.
- 4** Evaluate data analytics and customer behaviour for business decisions.
- 5** Apply tools for digital branding, cybersecurity, and virtual business operations.

<b>UNIT 1:</b>	<b>Introduction to E-Business</b>	<b>6</b>
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Evolution and definition of E-Business-E-Business vs. E-Commerce-Benefits, challenges, and scope of E-Business-Key drivers: Technology, globalization, customer demand  
Environmental forces and digital disruption-Legal, ethical, and privacy concerns in digital business-Case examples: Amazon, Flipkart, Meesho

<b>UNIT 2:</b>	<b>E-Business Models &amp; Technologies</b>	<b>6</b>
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Types of e-business models: B2B, B2C, C2C, D2C, B2G - E-Marketplaces: Aggregators, platforms, and subscription models - Internet fundamentals: Domain, hosting, SSL, CMS tools  
Modern tools for building e-commerce: Shopify, Wix, WooCommerce, Magento - Payment gateways (Razorpay, PayU), Chatbots, CRM integrations

<b>UNIT 3:</b>	<b>Strategic Planning &amp; E-Business Implementation</b>	<b>6</b>
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E-Business strategy planning lifecycle - Creating the digital marketing mix (4Cs: Content, Context, Connection, Community) - Organizational structures and digital transformation  
Budgeting, ROI analysis, investor relations - Agile methods and KPIs for e-business performance - Case Study: Digital transformation of legacy brands

<b>UNIT 4:</b>	<b>Digital Transactions &amp; Security Frameworks</b>	<b>6</b>
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Digital payments: UPI, e-Wallets, BNPL, Blockchain-based transactions- Mobile commerce and app-based purchases- Electronic fund transfer (NEFT/IMPS/RTGS)- Cybersecurity in e-business: Phishing, malware, firewalls- Security protocols: HTTPS, digital certificates, 2FA  
GDPR, IT Act 2000, data privacy standards

<b>UNIT 5:</b>	<b>Virtual Business Environment &amp; Emerging Trends</b>	<b>6</b>
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Virtual enterprises: Cloud-based business models-Remote workforce, hybrid working, digital workspace tools (Slack, Zoom, Trello)-AI and ML in e-business: Personalization, chatbots,

product recommendation engines-Designing a digital business model: Blueprint, flowchart, resources, tech stack-Future of E-business: Metaverse, Web 3.0, AR/VR in commerce Tools for E-business success: Google Analytics, SEMrush, Canva, Hootsuite

**30 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Understand and explain the scope and environment of E-Business
<b>CO2:</b>	Develop and analyse innovative e-business models
<b>CO3:</b>	Apply strategies for implementing e-business and managing operations
<b>CO4:</b>	Evaluate tools and techniques for secure digital transactions
<b>CO5:</b>	Design and present digital business solutions based on emerging technologies

**Text Books**

1.	Gary Schneider – Electronic Commerce
2.	Laudon & Traver – E-Commerce: Business, Technology, Society (Latest Edition), Pearson

**References**

1.	Michael J. Thibault (2023). The Influencer Blueprint: A Step-by-Step Guide to Harnessing the Power of Influencer Marketing for Business Success.
2.	Stevan Roberts (2016). Marketing AI: From Automation to Revenue Performance Marketing

**Web References**

1.	<a href="https://www.ibm.com/topics/e-business">https://www.ibm.com/topics/e-business</a>
2.	<a href="https://www.investopedia.com/terms/e/e-business.asp">https://www.investopedia.com/terms/e/e-business.asp</a>

## CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA206</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites:** Nil

**Course Objectives:**

The main objectives of this course are to:

- 1** Provide students with a comprehensive understanding of the marketing function and the dynamics of the modern marketing environment.
- 2** Evaluate pricing models, consider digital price optimization, and apply elasticity concepts to varied market contexts.
- 3** Examine and implement modern advertising, digital promotions, influencer marketing, and content marketing strategies.
- 4** Analyse marketing challenges in a volatile, uncertain, complex, and ambiguous (VUCA) world.
- 5** Equip students with tools for strategic marketing planning and execution, incorporating data analytics and consumer insights.

<b>UNIT 1:</b>	<b>Marketing Fundamentals &amp; Environment</b>	<b>12</b>
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Definition, nature, and scope of marketing-Core concepts: Needs, wants, demand, value, and satisfaction-Marketing process and functions-Marketing environment: PESTLE analysis, SWOT Market segmentation, targeting & positioning (STP)-Consumer behavior: Buyer decision process, digital consumers-Marketing research and MIS (including role of AI in market research)

<b>UNIT 2:</b>	<b>Product Strategy &amp; Pricing</b>	<b>12</b>
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Product and service classification - Product levels, mix, and line decisions  
 Product lifecycle and new product development (Agile innovation) - Branding strategies (brand equity, repositioning, rebranding) - Sustainable packaging and eco-labelling  
 Pricing objectives and strategies - Dynamic pricing, psychological pricing, freemium models, digital pricing tools

<b>UNIT 3:</b>	<b>Promotion Strategies</b>	<b>12</b>
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Integrated marketing communication (IMC)-Advertising: Copywriting, media strategy, budgeting, effectiveness-Content marketing, influencer marketing, email marketing  
 Personal selling, direct marketing, public relations-Digital marketing trends: SEO, SEM, viral marketing, storytelling-Tools: Meta Ads, Google Ads, YouTube marketing

<b>UNIT 4:</b>	<b>Distribution &amp; Channel Management</b>	<b>12</b>
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Distribution channels and their functions -Channel design, conflict, and management E-commerce and omnichannel retailing -Logistics, warehousing, and supply chain innovations - Last-mile delivery and sustainability - Distribution analytics and customer fulfillment	
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<b>UNIT 5:</b>	<b>Strategic &amp; Modern Marketing Trends</b>	<b>12</b>
Marketing strategy formulation and competitive positioning- Strategies for market leaders, challengers, followers, and nichers - Services marketing and experience management Social and ethical marketing - Internal marketing and employer branding Personal branding, experiential and sports marketing - Recent trends: AI in marketing, neuromarketing, martech stack, metaverse marketing		

**60 PERIODS**

<b>Course Outcomes:</b>	
Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Understand the fundamentals of marketing and analyse consumer and environmental influences.
<b>CO2:</b>	Assess pricing and product strategies in traditional and digital settings.
<b>CO3:</b>	Apply promotion techniques using both traditional and digital media.
<b>CO4:</b>	Develop integrated distribution strategies using modern tools and technologies.
<b>CO5:</b>	Formulate competitive marketing strategies aligned with emerging trends.

<b>Text Books</b>	
1.	Philip Kotler, Kevin Lane Keller – Marketing Management, Pearson Education
2.	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan – Marketing 5.0, Wiley

<b>References</b>	
1.	Rajan Saxena – Marketing Management, McGraw Hill
2.	Dave Chaffey & Fiona Ellis-Chadwick – Digital Marketing, Pearson

<b>Web References</b>	
1.	<a href="https://www.ibm.com/topics/e-business">https://www.ibm.com/topics/e-business</a>
2.	<a href="https://www.investopedia.com/terms/e/e-business.asp">https://www.investopedia.com/terms/e/e-business.asp</a>

## CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	3	2	3	2	2	3	2	2
CO2	3	2	3	3	3	2	2	2	3	2	2
CO3	3	2	3	3	3	2	2	2	3	2	2
CO4	3	2	3	3	2	2	2	2	3	2	2
CO5	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA207</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Understand the nature and scope of Human Resource Management (HRM), its core functions, and its strategic importance in organizations.
<b>2</b>	Gain comprehensive knowledge of employee development within the framework of Human Resource Management.
<b>3</b>	Acquire a detailed understanding of remuneration and its components.
<b>4</b>	Understand and apply the principles of labour relations to foster a harmonious workplace, manage disputes, and enable effective employer-employee communication.
<b>5</b>	Gain insights into the concept, scope, and benefits of Human Resource Audit (HRA).

<b>UNIT 1:</b>	<b>Introduction to HRM</b>	<b>12</b>
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Nature and scope of Human Resource Management – Differences between Personnel Management and HRM – Environment of HRM – Human Resource Planning – Recruitment – Selection – Methods of Selection – Use of various tests – Interview techniques in selection and placement.

<b>UNIT 2:</b>	<b>Training and Development</b>	<b>12</b>
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Induction – Training – Methods and Techniques – Identification of Training Needs – Training and Development – Performance Appraisal – Transfer – Promotion – Termination of Services – Career Development.

<b>UNIT 3:</b>	<b>Remuneration</b>	<b>12</b>
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Remuneration – Components of Remuneration – Incentives – Benefits – Motivation – Welfare and Social Security Measures.

<b>UNIT 4:</b>	<b>Labour Relations</b>	<b>12</b>
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Labour Relations – Functions of Trade Unions – Forms of Collective Bargaining – Workers' Participation in Management – Types and Effectiveness – Industrial Disputes and Settlement Mechanisms (Excluding legal provisions).

<b>UNIT 5:</b>	<b>Human Resource Audit (HRA)</b>	<b>12</b>
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Human Resource Audit – Nature – Benefits – Scope – Approaches - Steps in Conducting HR Audit – Audit Tools and Techniques – HR Audit Report – Key Performance Indicators (KPIs) in HR Audit – HR Metrics and Benchmarking – Role of Technology in HR Audit – Challenges in HR Audit – Contemporary Trends in HR Auditing – Case Studies of HR Audit Practices in Organizations.

**60 PERIODS**

**COURSE OUTCOMES:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Define Human Resource Management (HRM) and explain its role in organizational success.
<b>CO2:</b>	Describe various components of employee development in HRM.
<b>CO3:</b>	Explain remuneration and its key components.
<b>CO4:</b>	Analyse labour relations within the HRM framework.
<b>CO5:</b>	Discuss the nature, scope, and benefits of Human Resource Audit (HRA).

**Text Books**

1.	C.B. Gupta – Human Resource Management, Sultan Chand & Sons
2.	L.M. Prasad – Human Resource Management, Sultan Chand & Sons

**References**

1.	Gary Dessler & Biju Varkkey – Human Resource Management, Pearson Education
2.	Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright – Fundamentals of Human Resource Management, McGraw Hill

**Web References**

1.	<a href="https://www.shrm.org/">https://www.shrm.org/</a>
2.	<a href="https://www.cipd.co.uk/">https://www.cipd.co.uk/</a>

## CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA208</b>	<b>FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Provide a comprehensive understanding of the meaning, types, and importance of financial services.
<b>2</b>	Analyze the role of financial services in the economic environment and identify key market players.
<b>3</b>	Explain the functions and significance of merchant banking and capital market operations.
<b>4</b>	Examine the concepts and differences between hire purchase, leasing, and factoring.
<b>5</b>	Provide insight into the structure, types, and functions of mutual funds and venture capital.

<b>UNIT 1:</b>	<b>Introduction to Financial Services</b>	<b>12</b>
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Meaning and importance of financial services – Types: Fund-based and Fee-based services – Role in economic development – Financial innovations – Financial services and economic environment – Key players: Banks, NBFCs, Mutual Funds, Insurance Companies, FinTech.

<b>UNIT 2:</b>	<b>Merchant Banking and Capital Markets</b>	<b>12</b>
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Merchant Banking – Functions – Role in new issue management – Underwriting – Book Building – Stock Exchange Operations – Capital Market Overview – SEBI: Powers and Functions – Recent trends in investment banking and capital markets – Role of technology in stock exchanges.

<b>UNIT 3:</b>	<b>Leasing, Hire Purchase &amp; Factoring</b>	<b>12</b>
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Hire purchase – Features, Process, Legal framework – Hire purchase vs. Instalment purchase – Leasing – Types of leases (Operating, Financial, Sale & Leaseback) – Process of leasing – Advantages and limitations – Leasing vs Hire purchase – Factoring: Concept, Functions, Types (Domestic, International, Recourse, Non-recourse), Forfaiting – Growth and challenges in India.

<b>UNIT 4:</b>	<b>Mutual Funds</b>	<b>12</b>
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Meaning and Concept – Structure of mutual funds in India – Types: Open-ended, Closed-ended, Equity, Debt, Hybrid – Functions and Benefits – NAV – Institutions Involved: UTI, LIC, Banks – Entry of Private Players – SEBI Guidelines – AMCs – Trends in SIPs and ETF growth – ESG-based Mutual Funds.

<b>UNIT 5:</b>	<b>Venture Capital, Portfolio Management &amp; Credit Rating</b>	<b>12</b>
Venture Capital – Stages of Investment – Nurturing methods – Exit strategies – Private equity – Portfolio Management Process in Mutual Funds – Diversification and Risk Analysis – Credit Rating Agencies (CRISIL, ICRA, CARE, Fitch, Moody's) – Credit Rating Process – Role in debt markets – Regulatory concerns – Emerging trends in credit scoring and AI-based assessment.		
<b>60 PERIODS</b>		
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Analyse the importance, role, and types of financial services.	
<b>CO2:</b>	Discuss the functions of merchant bankers, capital markets, and the regulatory role of SEBI.	
<b>CO3:</b>	Critically evaluate leasing, hire purchase, and factoring services in financial markets.	
<b>CO4:</b>	Compare and contrast types of mutual funds and explain SEBI guidelines and asset management.	
<b>CO5:</b>	Explain the venture capital system, portfolio management process, and credit rating mechanisms.	
<b>Text Books</b>		
1.	Bhole & Mahakud, Financial Institutions and Market, McGraw-Hill Education.	
2.	Vasant Desai, Indian Financial System and Development, Himalaya Publishing House.	
<b>References</b>		
1.	B.S. Bhatia & G.S. Batra, Management of Capital Markets, Financial Services and Institutions, Deep & Deep.	
2.	V.A. Avadhani, Marketing of Financial Services, Himalaya Publishing.	
<b>Web References</b>		
1.	<a href="https://www.rbi.org.in/">https://www.rbi.org.in/</a>	
2.	<a href="https://www.sebi.gov.in/">https://www.sebi.gov.in/</a>	

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA245</b>	<b>BASICS OF INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

<b>1</b>	Provide foundational knowledge of insurance, its purpose, and regulatory framework in India.
<b>2</b>	Familiarize students with the key concepts, policies, and processes in life, fire, marine, motor, and health insurance.
<b>3</b>	Understand the practical aspects of claims settlement, risk management, and policy servicing.
<b>4</b>	Introduce the latest trends in the insurance sector including digital transformation and inclusive insurance.
<b>5</b>	Enable students to critically evaluate different insurance products and their benefits for various sectors of society.

<b>UNIT 1:</b>	<b>Introduction to Insurance</b>	<b>9</b>
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Insurance – Meaning, Definition, Nature, and Functions – Principles of Insurance – Risk and Uncertainty – History and Evolution of Insurance – Insurance Act 1938 – Insurance Regulatory and Development Authority of India (IRDAI) Act, 1999 – Role of IRDAI – Recent reforms and developments in insurance regulation – Emerging trends in InsurTech and Digital Insurance.

<b>UNIT 2:</b>	<b>Life Insurance</b>	<b>9</b>
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Life Insurance – Meaning, Definition, Features, and Advantages – Types of Life Insurance Policies – Endowment, Whole Life, Term Insurance, ULIPs – Policy Assignment and Nomination – Surrender Value – Loans against Policies – Settlement of Claims – Revival of Lapsed Policies – Double Insurance – Digital platforms for Life Insurance – LIC and Private Life Insurers in India.

<b>UNIT 3:</b>	<b>Fire Insurance</b>	<b>9</b>
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Fire Insurance – Features and Functions – Types of Fire Insurance Policies – Principles Applicable: Indemnity, Insurable Interest, Contribution, Subrogation – Policy Conditions – Add-on Covers – Fire Hazards and Risk Assessment – Claims Procedure – Role of Fire Insurance in Industrial Risk Management.

<b>UNIT 4:</b>	<b>Marine Insurance</b>	<b>9</b>
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Marine Insurance – Meaning, Definition, Importance – Types of Marine Insurance (Hull, Cargo, Freight) – Marine Policies and Clauses – Types of Marine Losses: Total Loss, Partial Loss,

General and Particular Average – Settlement of Marine Claims – Marine Underwriting – Global Shipping Risks and Insurance.

<b>UNIT 5:</b>	<b>Motor, Rural, and Health Insurance</b>	<b>9</b>
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Motor Insurance – Types (Third Party, Comprehensive) – IRDAI Guidelines – Claims Process – No Claim Bonus (NCB) – Rural Insurance Schemes (Agriculture, Livestock, Weather Index Insurance) – Government Schemes (PMFBY, PMJJBY) – Health Insurance in India – Individual and Group Health Plans – TPA, Cashless Facility – Role of IRDAI in Health Insurance – Current trends: Telemedicine, AYUSH coverage, and HealthTech.

**45 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Define and explain the fundamental principles and types of insurance.
<b>CO2:</b>	Analyse the features and procedures involved in life insurance policies.
<b>CO3:</b>	Understand and apply knowledge of fire and marine insurance policies and claims.
<b>CO4:</b>	Evaluate the structure and settlement processes in motor, rural, and health insurance.
<b>CO5:</b>	Identify recent trends, technologies, and regulatory frameworks impacting the insurance industry.

**Text Books**

1.	Dr. A. Moorthy, Principles and Practice of Insurance, Margham Publications.
2.	Sharma, R.S. – Insurance: Principles and Practices, Vora & Co., Bombay.

**References**

1.	K.C. Mishra & C. S. Kumar – General Insurance: Principles and Practice, Cengage Learning.
2.	Kaninika Mishra – Fundamentals of Life Insurance: Theories and Applications, PHI Learning.

**Web References**

1.	<a href="https://www.irdai.gov.in/">https://www.irdai.gov.in/</a>
2.	<a href="https://www.insuranceinstituteofindia.com/">https://www.insuranceinstituteofindia.com/</a>

**CO's-PO's & PSO's Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

23CA281	CYBER SECURITY	L	T	P	C	TOTAL MARKS
		3	0	0	3	

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

1	Understand the features, development, and use of information systems
2	Identify the various types of information system risks, threats, and pitfalls.
3	Analyse the security approaches applied.
4	Compare the approaches in the context of achieving security goals.
5	Create awareness about cyber laws and cyber-crimes and cyber ethics.

<b>UNIT 1:</b>	Introduction to Information Systems:	<b>9</b>
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Introduction to Information Systems: components, categories, types, individuals involved, steps in developing information systems, Information Assurance, security challenges and need for cyber security, Information Security Risk analysis: use and benefits of risk analysis, risk analysis model, risk assessment, risk equation, risk management, trusted computing.

<b>UNIT 2:</b>	Cyber Security Threats and vulnerabilities	<b>9</b>
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Cyber Security Threats and vulnerabilities: types of threats, attacks, malwares, firewalls, hacking, network, and services attack, IDPS, honeypots, cryptography and cryptanalysis, network behaviour analysis, Intrusion Detection Systems: Types and components of IDS-Network based, Host Based, Hybrid IDS, wireless IDPS.

<b>UNIT 3:</b>	Security policies:	<b>9</b>
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needs and uses, policy development, types of security policies, steps in policy review process, Security Standards- ISO, Intellectual property rights, patents, trademarks, copyrights, software licensing, e-contracts. Cyber laws in India.

<b>UNIT 4:</b>	Security and Law:	<b>9</b>
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Regulations in India- IT Act 2000/2008, Cyber Crime- cyber law, Indian Copyright Act, Indian Contract Act , Consumer Protection Act, Future Trends –The Law of Convergence.

<b>UNIT 5:</b>	Cybercrimes and cyber ethics:	<b>9</b>
cyber space, cyber-crimes nature and scope of cyber-crimes, types and categories of cybercrimes, penalty for cybercrimes under IT Act, digital foot prints, cyber forensics, Cyber ethics- concerns and responsibilities.		
<b>45 PERIODS</b>		
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Understand the components, development processes, and roles associated with information systems and their security.	
<b>CO2:</b>	Identify and evaluate various types of risks, threats, vulnerabilities, and attack vectors in information systems.	
<b>CO3:</b>	Analyze security models, tools, and approaches including intrusion detection, firewalls, and cryptographic methods.	
<b>CO4:</b>	Compare the effectiveness of different cybersecurity frameworks, policies, and technical measures in achieving confidentiality, integrity, and availability.	
<b>CO5:</b>	Create awareness about cyber laws, cybercrimes, digital forensics, and ethical use of technology.	
<b>Text Books</b>		
1.	Michael E. Whitman & Herbert J. Mattord, Principles of Information Security, 7th Edition, Cengage Learning, 2023.	
2.	Surya Prakash Tripathi, Introduction to Information Security and Cyber Law, Dreamtech Press, 2014	
<b>References</b>		
1.	Mayank Bhushan, Fundamentals of Cyber Security, BPB Publications, 1st Edition, 2017	
2.	Charles P. Pfleeger & Shari Lawrence Pfleeger, Security in Computing, Pearson Education, 5th Edition, 2015	
<b>Web References</b>		
1.	<a href="https://www.irdai.gov.in/">https://www.irdai.gov.in/</a>	
2.	<a href="https://www.insuranceinstituteofindia.com/">https://www.insuranceinstituteofindia.com/</a>	

### CO's-PO's & PSO's MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA301</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites:** Nil

**Course Objectives:**

The main objectives of this course are to:

- 1** To provide a comprehensive understanding of strategic management processes in business organizations.
- 2** To develop analytical skills for strategy formulation, implementation, and evaluation.
- 3** To examine contemporary issues in strategic management including globalization, digitalization, and sustainability.
- 4** To familiarize students with various strategic tools and frameworks used in competitive business environments.
- 5** To cultivate decision-making abilities required for effective strategic leadership.

<b>UNIT 1:</b>	<b>Introduction to Strategic Management</b>	<b>12</b>
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Meaning, Nature, Scope, and Importance of Strategic Management - Vision, Mission, Goals, and Objectives - Levels of Strategy: Corporate, Business, and Functional - Strategic Intent and Strategic Fit - Strategic Decision Making - Role of Strategic Management in Global and Digital Business Environments

<b>UNIT 2:</b>	<b>Environmental and Organizational Analysis</b>	<b>12</b>
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External Environment Analysis: PESTEL, Porter's Five Forces - Internal Environment Analysis: Value Chain, VRIO Framework - SWOT Analysis and TOWS Matrix - Competitor Analysis  
Strategic Capability and Resource-Based View (RBV) - Balanced Scorecard Approach

<b>UNIT 3:</b>	<b>Strategy Formulation</b>	<b>12</b>
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Corporate Level Strategy: Growth, Stability, Retrenchment, and Diversification - Business Level Strategy: Cost Leadership, Differentiation, and Focus - Functional Level Strategies: Marketing, Operations, Finance, HR - Strategic Alliances, Joint Ventures, and Mergers & Acquisitions - Blue Ocean Strategy and Disruptive Innovation

<b>UNIT 4:</b>	<b>Strategy Implementation</b>	<b>12</b>
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Organizational Structures and Strategy - Strategic Leadership and Culture - Change Management and Strategy Implementation - Resource Allocation and Strategic Budgeting - Role of Technology and Innovation in Implementation- Issues and Challenges in Strategy Implementation

<b>UNIT 5:</b>	<b>Strategy Evaluation and Control</b>	<b>12</b>
Strategic Control Process and Techniques - Types of Strategic Control: Premise, Implementation, Strategic Surveillance, Special Alert - Evaluation Techniques: Benchmarking, KPIs, and Gap Analysis - Corporate Governance and Ethics in Strategy Recent Trends: ESG, Sustainability, AI and Strategy, Digital Transformation		
<b>60 PERIODS</b>		
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Explain the fundamental concepts and process of strategic management.	
<b>CO2:</b>	Analyse the internal and external environment of a business using strategic tools.	
<b>CO3:</b>	Formulate appropriate corporate, business, and functional strategies.	
<b>CO4:</b>	Evaluate and implement strategies effectively across various business functions.	
<b>CO5:</b>	Apply strategic concepts in real-time scenarios through case analysis and simulations.	
<b>Text Books</b>		
1.	Azhar Kazmi & Adela Kazmi – Strategic Management, McGraw Hill Education, Latest Edition.	
2.	Surya Prakash Tripathi, Introduction to Information Security and Cyber Law, Dreamtech Press, 2014	
<b>References</b>		
1.	Thompson, Strickland, Gamble – Crafting and Executing Strategy, McGraw Hill Education.	
2.	Hitt, Ireland, Hoskisson – Strategic Management: Competitiveness and Globalization, Cengage Learning.	
<b>Web References</b>		
1.	<a href="https://www.managementstudyguide.com/strategic-management.htm">https://www.managementstudyguide.com/strategic-management.htm</a>	
2.	<a href="https://www.strategy-business.com/">https://www.strategy-business.com/</a>	

## CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA302</b>	<b>BUSINESS REGULATORY FRAMEWORK</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Provide students with a clear understanding of the regulatory framework governing business operations in India.						
<b>2</b>	Equip students with knowledge of key business laws, their applications, and their impact on corporate behaviour.						
<b>3</b>	Enable students to understand the legal principles that govern the functioning of business entities, including contracts, competition, consumer protection, intellectual property, and labour laws.						
<b>4</b>	Familiarize students with regulatory bodies and their roles in enforcing business laws.						
<b>5</b>	Promote awareness about the ethical and legal responsibilities businesses face in the corporate environment.						
<b>UNIT 1:</b>	<b>Introduction to Business Laws and Regulatory Framework</b>						
Importance of Business Laws-Legal Environment and Business Environment-Nature and Scope of Business Regulations-Overview of Indian Legal System and Sources of Law Role of Regulatory Bodies in Business: SEBI, RBI, Ministry of Corporate Affairs, etc. Constitution of India and Business: Fundamental Rights, Directive Principles, and Fundamental Duties							
<b>UNIT 2:</b>	<b>Law of Contracts and Sales of Goods</b>						
General Principles of Contract Law (Indian Contract Act, 1872) - Types of Contracts: Valid, Void, Voidable, and unenforceable contracts - Offer, Acceptance, and Consideration in Contracts - Breach of Contract and Remedies - Sale of Goods Act, 1930 – Contract of Sale, Conditions, and Warranties - Rights and Duties of Buyers and Sellers							
<b>UNIT 3:</b>	<b>Companies Act, 2013</b>						
Formation and Registration of a Company - Types of Companies (Private, Public, Limited, etc.) Corporate Governance and Compliance under Companies Act - Management and Administration of Companies - Directors, Shareholders, and their Rights Corporate Social Responsibility (CSR) - Winding up of Companies							
<b>UNIT 4:</b>	<b>Competition Law and Consumer Protection</b>						

<p>The Competition Act, 2002: Objectives, Regulation, and Practices - Anti-competitive Agreements and Abuse of Dominance - Competition Commission of India (CCI)</p> <p>Consumer Protection Act, 2019: Rights of Consumers and Grievance Redressal Mechanism</p> <p>E-commerce and Consumer Protection - Consumer Protection in Online Transactions</p>		
<b>UNIT 5:</b>	<b>Intellectual Property Laws and Labor Laws</b>	<b>12</b>
<p>Introduction to Intellectual Property Rights (IPR) - Types of Intellectual Property: Copyright, Patents, Trademarks, and Trade Secrets - The Patents Act, 1970; The Copyright Act, 1957; The Trademarks Act, 1999 - Industrial Relations and Labor Laws: Factories Act, 1948; Industrial Disputes Act, 1947 - Trade Unions and Labor Welfare Laws -Labor Rights and Dispute Resolution</p>		
<b>60 PERIODS</b>		
<p><b>Course Outcomes:</b></p> <p>Upon successful completion of the course, students will be able to:</p>		
<b>CO1:</b>	Understand the legal framework governing business operations in India.	
<b>CO2:</b>	Apply principles of contract law, and understand sales of goods regulations.	
<b>CO3:</b>	Comprehend the functions of the Companies Act and its provisions related to corporate governance.	
<b>CO4:</b>	Evaluate the impact of competition laws and consumer protection laws on businesses.	
<b>CO5:</b>	Demonstrate knowledge of intellectual property laws and labour laws, and their role in business.	
<p><b>Text Books</b></p>		
1.	Dr. Avtar Singh, Business Law, Eastern Book Company.	
2.	M.C. Kuchhal, Business Law, Vikas Publishing House.	
3.	P.K. Mishra, Business Regulatory Framework, S. Chand Publishing.	
<p><b>References</b></p>		
1.	V.S. Datey, Indirect Taxes – Law and Practice, Taxmann Publications	
2.	V.K. Agnihotri, Business Law, Himalaya Publishing House.	
<p><b>Web References</b></p>		
1.	<a href="https://www.indianexpress.com/article/explained/explained-business-laws-in-india-and-their-impact/">https://www.indianexpress.com/article/explained/explained-business-laws-in-india-and-their-impact/</a>	

2.	<a href="https://www.legalserviceindia.com/article/I345-Business-Law-in-India.html">https://www.legalserviceindia.com/article/I345-Business-Law-in-India.html</a>
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### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA303</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

- 1** Provide students with an understanding of key concepts and principles in financial management.
- 2** Equip students with the skills to analyze financial data and make informed decisions related to investment, financing, and dividends.
- 3** Familiarize students with contemporary tools and techniques used in financial decision-making, including risk management and capital budgeting.
- 4** Enable students to understand the role of financial management in corporate strategy and performance.
- 5** Develop critical thinking regarding the financial management of organizations, especially in the context of changing global markets.

<b>UNIT 1:</b>	<b>Introduction to Financial Management</b>	<b>12</b>
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Definition, Objectives, and Functions of Financial Management- Scope of Financial Management: Financial Planning, Capital Structure, and Working Capital Management- Financial Management and Strategy - Role of Financial Manager in Modern Business Basic Financial Concepts: Time Value of Money, Risk and Return -The Financial Environment: Financial Markets and Institutions

<b>UNIT 2:</b>	<b>Financial Statements Analysis</b>	<b>12</b>
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The Balance Sheet and Income Statement -Profitability, Liquidity, and Solvency Ratios Trend and Comparative Analysis - Common Size Statements and Financial Ratios DuPont Analysis and Return on Equity (ROE) - Cash Flow Analysis and Free Cash Flow Limitations of Financial Statement Analysis

<b>UNIT 3:</b>	<b>Capital Budgeting and Investment Decisions</b>	<b>12</b>
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Importance of Capital Budgeting - Techniques of Capital Budgeting: NPV, IRR, Payback Period, and Profitability Index - Risk Analysis in Capital Budgeting - Sensitivity and Scenario Analysis - Real Options in Investment Decisions - Cost of Capital: WACC and Its Use in Capital Budgeting - Financing of Projects: Debt vs. Equity Financing

<b>UNIT 4:</b>	<b>Working Capital Management</b>	<b>12</b>
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Concepts and Importance of Working Capital - Components of Working Capital: Cash,

Receivables, Inventories - Operating Cycle and Cash Conversion Cycle - Strategies for Managing Working Capital - Techniques for Managing Cash, Receivables, and Inventory Financing Working Capital: Short-term vs. Long-term Financing - Working Capital Financing in the Indian Context

<b>UNIT 5:</b>	<b>Dividend Policy and Corporate Financing</b>	<b>12</b>
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Dividend Policy: Theories and Practices (Gordon's Model, Walter's Model) - Factors Affecting Dividend Policy: Profitability, Liquidity, and Legal Restrictions - Dividend Models: Stable Dividend Policy, Residual Dividend Policy - Sources of Corporate Financing: Equity, Debt, Hybrid Instruments - Leverage and Its Impact on Financial Decisions (Operating, Financial, and Combined Leverage) - Corporate Restructuring: Mergers, Acquisitions, and Takeovers Corporate Governance and Ethical Issues in Financial Management

**60 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Understand the core principles and functions of financial management and their impact on business decision-making.
<b>CO2:</b>	Analyse financial statements and evaluate the financial health of an organization.
<b>CO3:</b>	Make informed investment decisions using capital budgeting techniques and understand risk management.
<b>CO4:</b>	Apply concepts of working capital management to ensure business liquidity and efficient operations.
<b>CO5:</b>	Evaluate the impact of dividend policies and corporate financing options on business performance.

**Text Books**

1.	Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education.
2.	I.M. Pandey, Financial Management, Vikas Publishing House.
3.	Eugene F. Brigham & Michael C. Ehrhardt, Financial Management: Theory & Practice, Cengage Learning.

**References**

1.	John J. Wild, Financial Accounting: Information for Decisions, McGraw Hill Education.
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2.	Richard A. Brealey, Stewart C. Myers, and Franklin Allen, Principles of Corporate Finance, McGraw-Hill Education.
<b>Web References</b>	
1.	<a href="https://corporatefinanceinstitute.com/resources/knowledge/finance/capital-budgeting/">https://corporatefinanceinstitute.com/resources/knowledge/finance/capital-budgeting/</a>
2.	<a href="https://www.investopedia.com/terms/c/capital-budgeting.asp">https://www.investopedia.com/terms/c/capital-budgeting.asp</a>

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

<b>23BA380</b>	<b>LEADERSHIP AND MANAGEMENT SKILLS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>

**Prerequisites: Nil**

**Course Objectives:**

The main objectives of this course are to:

- 1** Provide students with a comprehensive understanding of leadership and management principles.
- 2** Develop the skills necessary for effective leadership and management in various organizational contexts.
- 3** Enable students to analyse and apply leadership and management theories to real-world scenarios.
- 4** Equip students with the tools to assess their leadership potential and managerial effectiveness.
- 5** Foster an understanding of the dynamics of team building, motivation, and conflict resolution.

<b>UNIT 1:</b>	<b>Introduction to Leadership and Management</b>	<b>9</b>
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Definition and Importance of Leadership and Management - Key Differences Between Leadership and Management - Roles and Responsibilities of Leaders and Managers Evolution of Leadership Theories (Trait, Behavioral, Contingency, Transformational) The Concept of Managerial Effectiveness

<b>UNIT 2:</b>	<b>Leadership Styles and Strategies</b>	<b>9</b>
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Types of Leadership Styles (Autocratic, Democratic, Laissez-faire, Transformational, Servant Leadership)- Leadership in Decision Making -Emotional Intelligence in Leadership Leadership and Communication -Strategic Leadership

<b>UNIT 3:</b>	<b>Motivating and Leading Teams</b>	<b>9</b>
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Motivation Theories (Maslow's Hierarchy, Herzberg's Two-Factor, Vroom's Expectancy,- McGregor's Theory X and Y)- Team Building and Dynamics - Conflict Resolution and Negotiation Skills -Empowering Employees and Delegating Tasks -Leadership and Organizational Culture

<b>UNIT 4:</b>	<b>Ethical Leadership and Social Responsibility</b>	<b>9</b>
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Ethical Decision Making in Leadership- Corporate Social Responsibility (CSR) and Leadership Leading with Integrity and Building Trust - The Role of Ethics in Leadership Global Leadership and Cross-Cultural Leadership

<b>UNIT 5:</b>	<b>Managing Change and Innovation</b>	<b>9</b>
Theories and Models of Change Management (Lewin's Change Model, Kotter's 8-Step Change Model)- Leading Organizational Change - Overcoming Resistance to Change Fostering Innovation and Creativity -Leadership in Crisis Management		
<b>45 PERIODS</b>		
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Understand the key differences and connections between leadership and management.	
<b>CO2:</b>	Evaluate and apply different leadership styles and strategies in various organizational contexts.	
<b>CO3:</b>	Develop the skills required to motivate, build, and lead effective teams.	
<b>CO4:</b>	Exhibit ethical leadership practices and understand the role of social responsibility in leadership.	
<b>CO5:</b>	Effectively manage organizational change and foster a culture of innovation.	
<b>Text Books</b>		
1.	Peter G. Northouse, Leadership: Theory and Practice, Sage Publications.	
2.	Stephen P. Robbins & David A. Decenzo, Fundamentals of Management, Pearson.	
3.	John P. Kotter, Leading Change, Harvard Business Review Press.	
<b>References</b>		
1.	James M. Burns, Leadership, Harper & Row.	
2.	Warren Bennis, On Becoming a Leader, Addison-Wesley.	
<b>Web References</b>		
1.	<a href="https://www.forbes.com/sites/forbeshumanresourcecouncil/2020/05/12/the-10-most-important-leadership-skills-for-the-modern-manager/?sh=1bcf5eae6d70">https://www.forbes.com/sites/forbeshumanresourcecouncil/2020/05/12/the-10-most-important-leadership-skills-for-the-modern-manager/?sh=1bcf5eae6d70</a>	
2.	<a href="https://hbr.org/2018/01/the-leadership-challenge">https://hbr.org/2018/01/the-leadership-challenge</a>	

## CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>

<b>23BA311</b>	<b>PROJECT MANAGEMENT</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>100</b>
<b>Prerequisites: Nil</b>						
<b>Course Objectives:</b>						
The main objectives of this course are to:						
<b>1</b>	Provide a comprehensive understanding of the concepts, tools, and techniques of project management.					
<b>2</b>	Develop practical knowledge in planning, executing, and controlling projects effectively.					
<b>3</b>	Introduce contemporary practices such as Agile, Scrum, and risk-based project planning.					
<b>4</b>	Enable learners to manage cost, time, quality, and resources in project life cycles.					
<b>5</b>	Cultivate leadership, communication, and stakeholder management skills essential for project success.					
<b>UNIT 1:</b>	<b>Introduction to Project Management</b>				<b>15</b>	
Work Breakdown Structure (WBS) – Project Charter and Scope Statement- Project Scheduling: Gantt Chart, Network Diagrams - Critical Path Method (CPM), Program Evaluation and Review Technique (PERT) - Time Estimation Techniques – Milestone Planning - Resource Allocation and Leveling - Use of Project Management Software (MS Project, Primavera)						
<b>UNIT 2:</b>	<b>Project Planning and Scheduling</b>				<b>15</b>	
Types of Leadership Styles (Autocratic, Democratic, Laissez-faire, Transformational, Servant Leadership)- Leadership in Decision Making -Emotional Intelligence in Leadership Leadership and Communication -Strategic Leadership						
<b>UNIT 3:</b>	<b>Project Cost, Quality, and Risk Management</b>				<b>15</b>	
Estimating Project Costs – Budgeting – Cost Control Techniques (EVM)- Project Quality Planning, Assurance and Control – TQM in Projects- Project Risk Management: Risk Identification, Analysis (Qualitative & Quantitative), and Response Planning- Risk Mitigation and Contingency Planning-Tools: Monte Carlo Simulation, Decision Trees						
<b>UNIT 4:</b>	<b>Project Execution, Monitoring, and Control</b>				<b>15</b>	
Project Execution Process – Project Team Management- Communication Management – Stakeholder Engagement- Monitoring KPIs – Performance Measurement Baselines Earned Value Management (EVM) – Change Control Process- Conflict and Issue Management – Status Reporting -Agile Project Management and Scrum Framework						
<b>UNIT 5:</b>	<b>Project Closure and Contemporary Topics</b>				<b>15</b>	
Project Closure Activities – Final Report – Post Implementation Review- Lessons Learned –						

Knowledge Management in Projects - Contract and Procurement Management – Types of Contracts - Sustainability in Project Management - Project Audit and Ethics in Project Management -Introduction to PMO (Project Management Office) and Portfolio Management

**75 PERIODS**

**Course Outcomes:**

Upon successful completion of the course, students will be able to:

**CO1:** Understand the fundamental principles and frameworks of project management.

**CO2:** Prepare and manage project plans, schedules, and budgets using appropriate tools.

**CO3:** Analyse and respond to project risks, quality, and resource constraints.

**CO4:** Monitor and control project execution to meet stakeholder expectations.

**CO5:** Apply agile and contemporary project management practices and close projects systematically.

**Text Books**

1. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley.

2. Clifford Gray & Erik Larson, Project Management: The Managerial Process, McGraw-Hill.

3. PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide), PMI Standards.

**References**

1. Rory Burke, Project Management: Planning and Control Techniques, Wiley.

2. Jack Meredith & Samuel Mantel, Project Management: A Managerial Approach, Wiley.

3. Schwalbe Kathy, Information Technology Project Management, Cengage Learning.

**Web References**

1. <https://www.pmi.org/>

2. <https://asana.com/resources/project-management>

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	3	2	3	2	2	3	2	2
CO2	3	2	3	3	3	2	2	2	3	2	2
CO3	3	2	3	3	3	2	2	2	3	2	2
CO4	3	2	3	3	2	2	2	2	3	2	2
CO5	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

1 - low, 2 - medium, 3 - high,

23BA312	ENTREPRENEURIAL DEVELOPMENT	L	T	P	C	<b>TOTAL MARKS</b>
		6	0	0	5	
						<b>100</b>

<b>Prerequisites: Nil</b>		
<b>Course Objectives:</b>		
The main objectives of this course are to:		
<b>1</b>	Enable students to understand the fundamentals of entrepreneurship and entrepreneurial behaviour.	
<b>2</b>	Familiarize them with the process of business idea generation, feasibility analysis, and business planning.	
<b>3</b>	Equip them with skills to start, manage, and grow new ventures.	
<b>4</b>	Explore the entrepreneurial ecosystem, including funding, incubation, and support institutions.	
<b>5</b>	Instil entrepreneurial competencies and ethical practices in new-age ventures.	
<b>UNIT 1:</b>	<b>Introduction to Entrepreneurship</b>	<b>15</b>
Meaning, Nature, and Importance of Entrepreneurship - Entrepreneur vs. Manager vs. Intrapreneur -Types of Entrepreneurs – Qualities of Successful Entrepreneurs- Entrepreneurial Mindset and Motivation - Barriers to Entrepreneurship – Role of Creativity and Innovation Women and Social Entrepreneurs – Rural Entrepreneurship		
<b>UNIT 2:</b>	<b>Entrepreneurial Environment and Policies</b>	<b>15</b>
Entrepreneurial Ecosystem – MSME Sector in India- Start-up India, Make in India, Digital India initiatives - Institutional Support: DICs, MSME, SIDBI, NABARD, NSIC, TCOs, EDII Role of NIESBUD, EDI, and Entrepreneurship Development Cells - Legal Formalities for Starting a Business – Intellectual Property Rights (IPR) Business Incubators, Accelerators and Co-working Spaces		
<b>UNIT 3:</b>	<b>Business Idea and Opportunity Assessment</b>	<b>15</b>
Idea Generation Techniques – Design Thinking- Opportunity Identification – Feasibility Study Market Survey and Demand Analysis - SWOT Analysis – Business Model Canvas -Minimum Viable Product (MVP) – Prototype Development - Lean Start-up Principles		
<b>UNIT 4:</b>	<b>Business Planning and Financing</b>	<b>15</b>
Business Plan: Meaning, Importance, and Components - Preparing a Business Plan – Pitch Deck Preparation - Sources of Finance: Angel Investors, Venture Capital, Crowdfunding, Bank Finance - Bootstrapping – Government Financial Support Schemes - Break-even Analysis – Financial Forecasting - Cost-Benefit Analysis – Risk Management in Startups		
<b>UNIT 5:</b>	<b>Entrepreneurial Growth and Ethics</b>	<b>15</b>
Managing Growth – Scaling Strategies - Marketing for Entrepreneurs – Digital and Guerrilla Marketing - HR and Operational Challenges in Startups - Succession Planning – Exit Strategies		

Business Ethics – Sustainable and Responsible Entrepreneurship - Case Studies of Successful Entrepreneurs	
<b>75 PERIODS</b>	
<b>Course Outcomes:</b>	
Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Understand the role and traits of entrepreneurs in the economy.
<b>CO2:</b>	Evaluate the entrepreneurial environment and identify institutional support.
<b>CO3:</b>	Assess business opportunities and develop viable business ideas.
<b>CO4:</b>	Create a comprehensive business plan and explore funding avenues.
<b>CO5:</b>	Apply ethical principles and growth strategies in managing startups.
<b>Text Books</b>	
1.	S.S. Khanka, Entrepreneurial Development, S. Chand & Co.
2.	Rajeev Roy, Entrepreneurship, Oxford University Press
3.	Dr. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
<b>References</b>	
1.	Hisrich, Peters & Shepherd, Entrepreneurship, McGraw Hill.
2.	Kuratko & Hodgetts, Entrepreneurship: Theory, Process and Practice, Cengage
3.	Thomas W. Zimmerer, Essentials of Entrepreneurship and Small Business Management, Pearson
<b>Web References</b>	
1.	<a href="https://startupindia.gov.in/">https://startupindia.gov.in/</a>
2.	<a href="https://msme.gov.in/">https://msme.gov.in/</a>

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2

<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA313</b>	<b>BUSINESS TAXATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>

<b>Prerequisites: Nil</b>		
<b>Course Objectives:</b>		
The main objectives of this course are to:		
<b>1</b>	Provide students with the basic understanding of Indian taxation structure.	
<b>2</b>	Enable learners to compute income under various heads and determine total taxable income.	
<b>3</b>	Familiarize students with deductions and exemptions under the Income Tax Act.	
<b>4</b>	Introduce indirect taxation with emphasis on GST.	
<b>5</b>	Equip students with practical knowledge in filing returns and tax planning for businesses.	
<b>UNIT 1:</b>	<b>Basic Concepts and Residential Status</b>	<b>12</b>
Meaning and Types of Taxes: Direct and Indirect - Concept of Previous Year and Assessment Year - Assessee – Person – Income – Gross Total Income – Total Income - Residential Status and Incidence of Tax – Scope of Total Income - Exempted Incomes under Section 10		
<b>UNIT 2:</b>	<b>Income from Salaries and House Property</b>	<b>12</b>
Income from Salary – Features, Allowances, Perquisites, Gratuity, Provident Fund - Deductions from Salary – Taxable Salary Calculation - Income from House Property – Annual Value, Self-occupied and Let-out Properties - Deductions under Section 24		
<b>UNIT 3:</b>	<b>Profits and Gains of Business or Profession &amp; Capital Gains</b>	<b>12</b>
Income from Other Sources – Taxable and Exempted Items - Clubbing of Income, Set-off and Carry Forward of Losses - Deductions under Chapter VI-A – Sections 80C to 80U		
<b>UNIT 4:</b>	<b>Income from Other Sources and Deductions</b>	<b>12</b>
Business Plan: Meaning, Importance, and Components - Preparing a Business Plan – Pitch Deck Preparation - Sources of Finance: Angel Investors, Venture Capital, Crowdfunding, Bank Finance - Bootstrapping – Government Financial Support Schemes - Break-even Analysis – Financial Forecasting - Cost-Benefit Analysis – Risk Management in Startups		
<b>UNIT 5:</b>	<b>Introduction to Indirect Taxation and Tax Planning</b>	<b>12</b>
Basics of GST – Structure, Types, Rates, and Registration- Levy and Collection – Input Tax Credit – Tax Invoice - Filing of Returns – GST Forms and Deadlines - Tax Planning vs Tax Evasion – TDS, Advance Tax, E-filing - Overview of Digital Tax Tools and Portals		
<b>60 PERIODS</b>		

### **Course Outcomes:**

Upon successful completion of the course, students will be able to:

<b>CO1:</b>	Understand the structure and key concepts of the Indian tax system.
<b>CO2:</b>	Compute taxable income under different heads.
<b>CO3:</b>	Apply deductions and exemptions as per the Income Tax Act.
<b>CO4:</b>	Gain working knowledge of GST and indirect tax compliance.
<b>CO5:</b>	Apply tax planning strategies and understand digital filing procedures.

### **Text Books**

1.	Gaur & Narang, Income Tax Law and Practice, Kalyani Publishers
2.	Vinod K. Singhania & Monica Singhania, Students' Guide to Income Tax, Taxmann
3.	Mehrotra & Goyal, Income Tax Law and Accounts, Sahitya Bhawan

### **References**

1.	T. N. Manoharan, Direct Tax Laws, Snow White Publications
2.	Dr. H.C. Mehrotra & Dr. S.P. Goyal, Indirect Taxes, Sahitya Bhawan
3.	B.B. Lal, Direct Taxes, Pearson

### **Web References**

1.	<a href="https://www.incometax.gov.in/">https://www.incometax.gov.in/</a>
2.	<a href="https://www.cbic.gov.in/">https://www.cbic.gov.in/</a>

### **CO's-PO's & PSO's Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
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<b>23BA314</b>	<b>INDUSTRIAL RELATION MANAGEMENT</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>
<b>Prerequisites: Nil</b>						
<b>Course Objectives:</b>						
The main objectives of this course are to:						
<b>1</b>	Provide an overview of the industrial relations framework in India.					
<b>2</b>	Explain the roles and functions of trade unions, management, and government in industrial relations.					
<b>3</b>	Discuss collective bargaining, grievance handling, and dispute resolution mechanisms.					
<b>4</b>	Familiarize students with key labor laws related to industrial relations.					
<b>5</b>	Develop skills to handle industrial relations issues in a professional manner.					
<b>UNIT 1:</b>	<b>Introduction to Industrial Relations</b>					<b>12</b>
Meaning, Scope and Objectives of Industrial Relations – Importance of Harmonious Industrial Relations – Approaches to Industrial Relations – Factors affecting IR – Role of State, Employers, and Workers – Industrial Relations Strategy in India.						
<b>UNIT 2:</b>	<b>Trade Unionism and Workers' Participation</b>					<b>12</b>
Meaning and Functions of Trade Unions – Types and Structure – Trade Union Act, 1926 – Registration and Rights – Issues and Challenges in Trade Unionism – Workers' Participation in Management – Forms and Levels of Participation – Role of Works Committees and Joint Councils.						
<b>UNIT 3:</b>	<b>Grievance Handling and Discipline</b>					<b>12</b>
Grievance: Meaning, Causes, and Procedure – Model Grievance Handling Procedure – Discipline: Meaning and Principles – Disciplinary Action – Domestic Enquiry and Principles of Natural Justice – Code of Discipline and Standing Orders.						
<b>UNIT 4:</b>	<b>Industrial Disputes and Settlement Mechanisms</b>					<b>12</b>
Industrial Dispute: Definition, Causes, and Impact – Industrial Disputes Act, 1947 – Authorities under the Act – Conciliation, Arbitration, and Adjudication – Strikes and Lockouts – Lay-off, Retrenchment, and Closure – Recent Trends in Dispute Resolution.						
<b>UNIT 5:</b>	<b>Contemporary Issues in Industrial Relations</b>					<b>12</b>
Contract Labour and Gig Economy – Code on Industrial Relations, 2020 – Role of Technology and Changing Work Culture – Role of HR in Industrial Relations – Case Studies on IR issues in Indian Industries.						

<b>60 PERIODS</b>											
<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Understand the fundamentals of industrial relations and its stakeholders.										
<b>CO2:</b>	Analyse the functions and challenges of trade unions and workers' participation.										
<b>CO3:</b>	Apply grievance and disciplinary procedures effectively.										
<b>CO4:</b>	Evaluate industrial dispute resolution mechanisms and legal frameworks.										
<b>CO5:</b>	Assess emerging issues and trends in the industrial relations landscape.										
<b>Text Books</b>											
1.	C. B. Mamoria & S. V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing.										
2.	Arun Monappa, Industrial Relations, Tata McGraw Hill.										
3.	P. R. N. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson.										
<b>References</b>											
1.	S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing.										
2.	Venkata Ratnam C. S., Industrial Relations, Oxford University Press.										
3.	P. K. Padhi, Labour and Industrial Laws, PHI Learning.										
<b>Web References</b>											
1.	<a href="https://labour.gov.in/">https://labour.gov.in/</a>										
2.	<a href="https://clc.gov.in/">https://clc.gov.in/</a>										

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA401</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Explain the fundamental concepts and process of business research.						
<b>2</b>	Develop skills to formulate research problems and design research strategies.						
<b>3</b>	Train students in data collection methods, sampling techniques, and measurement scales.						
<b>4</b>	Equip students with tools to analyse data using statistical techniques.						
<b>5</b>	Enable students to prepare and present a professional research report.						
<b>UNIT 1:</b>	<b>Introduction to Business Research</b>					<b>15</b>	
Definition and Scope of Business Research – Types of Research – Research Process – Research and Managerial Decision Making – Ethical Issues in Business Research – Emerging Trends in Business Research.							
<b>UNIT 2:</b>	<b>Research Design and Problem Formulation</b>					<b>15</b>	
Formulation of Research Problem – Research Objectives and Questions – Literature Review – Hypothesis: Definition and Types – Research Design: Exploratory, Descriptive, Experimental, and Diagnostic – Qualitative and Quantitative Research.							
<b>UNIT 3:</b>	<b>Sampling and Data Collection</b>					<b>15</b>	
Sampling Techniques: Probability and Non-Probability – Sample Size Determination – Methods of Data Collection – Primary and Secondary Data – Data Collection Instruments – Questionnaire Design – Validity and Reliability of Instruments.							
<b>UNIT 4:</b>	<b>Data Analysis and Interpretation</b>					<b>15</b>	
Editing, Coding, and Data Entry – Descriptive Statistics – Hypothesis Testing – Parametric and Non-Parametric Tests – Correlation and Regression – Use of Statistical Software (SPSS/Excel) – Interpretation of Results.							
<b>UNIT 5:</b>	<b>Report Writing and Presentation</b>					<b>15</b>	
Structure and Components of Research Report – Types of Reports – Report Writing: Guidelines and Format – Citations and Referencing Styles (APA/MLA) – Oral Presentation of Research Findings – Plagiarism and Research Integrity.							

<b>75 PERIODS</b>										
<b>Course Outcomes:</b>										
Upon successful completion of the course, students will be able to:										
<b>CO1:</b>	Understand key concepts and the process of business research.									
<b>CO2:</b>	Formulate research problems and design appropriate research strategies.									
<b>CO3:</b>	Apply appropriate sampling and data collection techniques.									
<b>CO4:</b>	Analyse data using statistical tools and interpret results.									
<b>CO5:</b>	Prepare professional research reports and effectively communicate findings.									
<b>Text Books</b>										
1.	Uma Sekaran & Roger Bougie, Research Methods for Business, Wiley.									
2.	Kothari C. R., Research Methodology: Methods and Techniques, New Age International.									
3.	Naresh K. Malhotra, <i>Marketing Research – An Applied Orientation</i> , Pearson Education									
<b>References</b>										
1.	Cooper D. R., Schindler P. S., Business Research Methods, McGraw Hill.									
2.	William G. Zikmund et al., Business Research Methods, Cengage Learning.									
3.	Ranjit Kumar, Research Methodology – A Step-by-Step Guide, Sage Publications.									
<b>Web References</b>										
1.	<a href="https://research-methodology.net/">https://research-methodology.net/</a>									
2.	<a href="https://www.questionpro.com/blog/business-research/">https://www.questionpro.com/blog/business-research/</a>									
3.	<a href="https://www.spss-tutorials.com/">https://www.spss-tutorials.com/</a>									

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL</b>
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<b>23BA402</b>	<b>GLOBAL BUSINESS MANAGEMENT</b>					<b>MARKS</b>	
		<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Understand the environment of global business and international trade theories.						
<b>2</b>	Explore the strategies and structures of multinational enterprises (MNEs).						
<b>3</b>	Familiarize with global market entry strategies and international business operations.						
<b>4</b>	Examine the role of culture, ethics, and regulatory systems in international business.						
<b>5</b>	Develop skills to manage international business challenges in a dynamic environment.						
<b>UNIT 1:</b>	<b>Introduction to Global Business</b>					<b>15</b>	
Globalization and its Drivers – Importance of Global Business – Differences Between Domestic and International Business – International Business Environment: Economic, Political, Legal, Technological, and Cultural – Trends and Challenges in Global Business – Role of International Institutions: WTO, IMF, World Bank.							
<b>UNIT 2:</b>	<b>International Trade and Investment</b>					<b>15</b>	
Theories of International Trade: Classical, Neoclassical, and Modern – Balance of Payments – Trade Barriers – Foreign Direct Investment (FDI): Types, Theories, and Trends – Internationalization Process of Firms – Regional Economic Integration: EU, NAFTA, ASEAN, SAARC.							
<b>UNIT 3:</b>	<b>Global Market Entry and Operations</b>					<b>15</b>	
Sampling Techniques: Probability and Non-Probability – Sample Size Determination – Methods of Data Collection – Primary and Secondary Data – Data Collection Instruments – Questionnaire Design – Validity and Reliability of Instruments.							
<b>UNIT 4:</b>	<b>Managing Global Business Functions</b>					<b>15</b>	
Cross-Cultural Management – International HRM: Staffing, Training, and Expatriate Management – Global Financial Management: Exchange Rate Mechanism, Currency Risk, International Capital Budgeting – Ethics and Corporate Social Responsibility in Global Business.							
<b>UNIT 5:</b>	<b>Contemporary Issues and Future Trends</b>					<b>15</b>	
Digital Transformation in International Business – Emerging Markets and MNC Strategies – Sustainable Global Business Practices – Impact of Geopolitical Changes – International Business Negotiation – Case Studies on MNCs and Global Business Strategy.							

<b>75 PERIODS</b>	
<b>Course Outcomes:</b>	
Upon successful completion of the course, students will be able to:	
<b>CO1:</b>	Understand the global business environment and its influence on managerial decisions.
<b>CO2:</b>	Analyse trade and investment theories and their application in real-world scenarios.
<b>CO3:</b>	Evaluate global market entry strategies and operations.
<b>CO4:</b>	Apply management functions in the context of global business.
<b>CO5:</b>	Assess contemporary issues, trends, and strategic challenges in global business.
<b>Text Books</b>	
1.	Charles W. L. Hill & G. Tomas M. Hult, International Business, McGraw-Hill Education.
2.	John Daniels, Lee Radebaugh, Daniel Sullivan, International Business: Environments and Operations, Pearson.
3.	Aswathappa K., International Business, McGraw-Hill Education.
<b>References</b>	
1.	Michael R. Czinkota, Ilkka A. Ronkainen, International Business, Cengage Learning.
2.	Vyuptakesh Sharan, International Business: Concept, Environment and Strategy, Pearson.
3.	Francis Cherunilam, International Business, PHI Learning.
<b>Web References</b>	
1.	<a href="https://www.wto.org/">https://www.wto.org/</a>
2.	<a href="https://www.imf.org/">https://www.imf.org/</a>
3.	<a href="https://unctad.org/">https://unctad.org/</a>

#### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
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<b>23BA411</b>	<b>GLOBAL BUSINESS ENVIRONMENT</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>
<b>Prerequisites: Nil</b>						
<b>Course Objectives:</b>						
The main objectives of this course are to:						
<b>1</b>	Provide an understanding of the macro environment in which global businesses operate.					
<b>2</b>	Analyse the impact of political, legal, economic, and socio-cultural factors on international business.					
<b>3</b>	Explore the significance of regional trade agreements and international institutions.					
<b>4</b>	Examine the role of technological and environmental factors in shaping global strategies.					
<b>5</b>	Prepare students to evaluate opportunities and risks in the global business environment.					
<b>UNIT 1:</b>	<b>Introduction to Global Business Environment</b>					<b>12</b>
Definition and Scope – Components of Global Business Environment – Globalization and its Dimensions – Drivers and Restraints – The Changing Global Business Landscape – Emerging and Developed Economies – Importance of Environmental Scanning.						
<b>UNIT 2:</b>	<b>Economic and Political Environment</b>					<b>12</b>
Types of Economic Systems – Economic Indicators – Inflation, Interest Rates, Exchange Rates, and Economic Cycles – Political Risk – Types of Government Systems – Role of State in Business – Nationalism vs. Globalism – Stability and Regulatory Impact on Business.						
<b>UNIT 3:</b>	<b>Socio-Cultural and Legal Environment</b>					<b>12</b>
Cultural Dimensions – Hofstede and Trompenaars Framework – Cross-Cultural Communication – Ethics and Social Responsibility in Global Business – International Law and Legal Systems – Intellectual Property Rights – Business Practices and Cultural Sensitivity.						
<b>UNIT 4:</b>	<b>Technological and Ecological Environment</b>					<b>12</b>
Global Technological Trends – Innovation and Knowledge Transfer – E-Commerce and Digital Globalization – Sustainability and Environmental Challenges – Climate Change Agreements – Role of Green Technology in Business Strategy – Corporate Environmental Responsibility.						
<b>UNIT 5:</b>	<b>Regional Integration and Global Institutions</b>					<b>12</b>
Regional Trade Blocs: EU, NAFTA/USMCA, ASEAN, SAARC, MERCOSUR – Role of WTO, IMF, UNCTAD, World Bank – Trade Policies and Protectionism – Free Trade vs. Fair Trade – Case Studies on Global Business Environment Analysis.						
<b>60 PERIODS</b>						

<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Understand the key components and influence of the global business environment.										
<b>CO2:</b>	Analyse how economic and political factors affect global business operations.										
<b>CO3:</b>	Evaluate the impact of socio-cultural and legal environments on international business.										
<b>CO4:</b>	Assess the role of technology and ecology in shaping business strategies.										
<b>CO5:</b>	Interpret global and regional institutional frameworks and their influence on trade and investment decisions.										
<b>Text Books</b>											
1.	Francis Cherunilam, Business Environment, Himalaya Publishing House.										
2.	Justin Paul, Business Environment: Text and Cases, McGraw Hill Education.										
3.	Adhikari M., Global Business Environment, Excel Books.										
<b>References</b>											
1.	Sundaram & Black, The International Business Environment, PHI Learning.										
2.	Charles Hill, International Business: Competing in the Global Marketplace, McGraw Hill.										
3.	Daniels, Radebaugh & Sullivan, International Business Environment, Pearson Education.										
<b>Web References</b>											
1.	<a href="https://www.wto.org/">https://www.wto.org/</a>										
2.	<a href="https://www.worldbank.org/">https://www.worldbank.org/</a>										
3.	<a href="https://unctad.org/">https://unctad.org/</a>										

### CO's-PO's & PSO's Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>
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<b>23BA412</b>	<b>INVENTORY MANAGEMENT</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>					
<b>Prerequisites: Nil</b>											
<b>Course Objectives:</b>											
The main objectives of this course are to:											
<b>1</b>	Explain the fundamental concepts and importance of inventory management in business operations.										
<b>2</b>	Introduce various inventory control techniques and classification systems.										
<b>3</b>	Analyse demand forecasting and inventory modelling strategies.										
<b>4</b>	Equip students with skills to manage and optimize inventory levels effectively.										
<b>5</b>	Apply inventory planning tools and techniques in supply chain and logistics decisions.										
<b>UNIT 1:</b>	<b>Introduction to Inventory Management</b>										
<b>12</b>											
Definition, Objectives and Importance of Inventory – Types of Inventory – Functions of Inventory – Inventory Costs – Inventory Management and Business Efficiency – Inventory in Manufacturing and Service Organizations – Role in Supply Chain Management.											
<b>UNIT 2:</b>	<b>Inventory Classification and Control Techniques</b>										
<b>12</b>											
ABC, VED, HML, FSN, SDE, and GOLF Classifications – Selective Inventory Control – Advantages of Classification – Inventory Control Techniques – Two Bin System – Min-Max System – Reorder Level – Perpetual Inventory System.											
<b>UNIT 3:</b>	<b>Inventory Forecasting and Demand Planning</b>										
<b>12</b>											
Types of Demand – Factors Affecting Demand – Qualitative and Quantitative Forecasting Methods – Moving Average, Exponential Smoothing, Trend Analysis – Forecasting Errors – Role of IT in Demand Forecasting.											
<b>UNIT 4:</b>	<b>Inventory Models and EOQ Analysis</b>										
<b>12</b>											
Deterministic and Probabilistic Models – Economic Order Quantity (EOQ) – Quantity Discounts – Lead Time Analysis – Safety Stock Determination – Reorder Point – Service Levels – Inventory Turnover Ratio – JIT and Kanban Systems.											
<b>UNIT 5:</b>	<b>Strategic Inventory Planning and Control</b>										
<b>12</b>											
Inventory Performance Metrics – Inventory Optimization – Role of ERP in Inventory Management – Materials Requirement Planning (MRP) – Distribution Requirements Planning (DRP) – Inventory Audit and Valuation – Sustainability in Inventory Practices – Case Studies.											

<b>60 PERIODS</b>											
<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Understand the functions, costs, and types of inventory in business.										
<b>CO2:</b>	Apply classification techniques for efficient inventory control.										
<b>CO3:</b>	Use forecasting methods for inventory planning.										
<b>CO4:</b>	Analyse inventory models and EOQ for effective inventory decisions.										
<b>CO5:</b>	Evaluate inventory strategies in a supply chain context and use ERP-based tools.										
<b>Text Books</b>											
1.	Gopalakrishnan P. and Sundaresan M., Materials Management: An Integrated Approach, PHI Learning.										
2.	Sharma S. C., Inventory Management and Production Planning, Discovery Publishing.										
3.	Arnold, Chapman, & Clive, Introduction to Materials Management, Pearson.										
<b>References</b>											
1.	Tersine R. J., Principles of Inventory and Materials Management, Pearson Education.										
2.	David Simchi-Levi et al., Designing and Managing the Supply Chain, McGraw Hill.										
3.	Chopra S., Meindl P., Supply Chain Management: Strategy, Planning, and Operation, Pearson.										
<b>Web References</b>											
1.	<a href="https://www.cips.org/">https://www.cips.org/</a>										
2.	<a href="https://www.apics.org/">https://www.apics.org/</a>										
3.	<a href="https://www.supplychaindigital.com/">https://www.supplychaindigital.com/</a>										

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA145</b>	<b>BANKING AND INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Understand the structure and functions of the banking system and insurance sector.						
<b>2</b>	Examine various banking services, regulations, and risk management practices.						
<b>3</b>	Familiarize with different types of insurance, policies, and claims procedures.						
<b>4</b>	Analyse the role of technology and innovations in banking and insurance.						
<b>5</b>	Evaluate the significance of customer service and financial inclusion in the industry.						
<b>UNIT 1:</b>	<b>Introduction to Banking</b>					<b>9</b>	
Overview of Banking System – Functions of Commercial Banks – Types of Banks: Central Bank, Cooperative Banks, Development Banks, Private and Public Sector Banks – Role of RBI – Credit Creation Process – Banking Regulations in India.							
<b>UNIT 2:</b>	<b>Banking Operations and Services</b>					<b>9</b>	
Deposit Products – Loans and Advances – Priority Sector Lending – Retail Banking and Wholesale Banking – Core Banking Solutions – Digital Banking – Mobile and Internet Banking – UPI – Risk Management in Banks – Non-Performing Assets (NPA).							
<b>UNIT 3:</b>	<b>Introduction to Insurance</b>					<b>9</b>	
Life Insurance Products – Term, Whole Life, Endowment, ULIPs – General Insurance: Fire, Marine, Health, Motor, Travel – Policy Underwriting – Claims Settlement Process – Insurance Marketing – Reinsurance.							
<b>UNIT 4:</b>	<b>Insurance Products and Practices</b>					<b>9</b>	
Deterministic and Probabilistic Models – Economic Order Quantity (EOQ) – Quantity Discounts – Lead Time Analysis – Safety Stock Determination – Reorder Point – Service Levels – Inventory Turnover Ratio – JIT and Kanban Systems.							
<b>UNIT 5:</b>	<b>Contemporary Trends and Challenges</b>					<b>9</b>	
Technology in Banking and Insurance – FinTech and InsurTech – Cybersecurity in Financial Services – Financial Inclusion – Bancassurance – Microfinance and Microinsurance – Case Studies on Digital Transformation – Sustainability in Financial Services.							

<b>45 PERIODS</b>											
<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Understand the foundational concepts and structure of the banking system.										
<b>CO2:</b>	Apply knowledge of banking operations and services in real-world contexts.										
<b>CO3:</b>	Comprehend insurance principles and product classifications.										
<b>CO4:</b>	Analyse practices related to underwriting, claims, and policy management.										
<b>CO5:</b>	Evaluate innovations and regulatory developments in banking and insurance.										
<b>Text Books</b>											
1.	Sundaram K.P.M. & Varshney P.N., Banking Theory Law and Practice, Sultan Chand.										
2.	Mishra M.N. & Mishra S.B., Insurance: Principles and Practice, S. Chand Publishing.										
3.	Gordan E. & Natarajan K., Banking Theory, Law and Practice, Himalaya Publishing House.										
<b>References</b>											
1.	Vasant Desai, Banks and Institutional Management, Himalaya Publishing.										
2.	Tripathy N.P. & Pal P., Insurance: Theory and Practice, PHI Learning.										
3.	Justin Paul & Padmalatha Suresh, Management of Banking and Financial Services, Pearson.										
<b>Web References</b>											
1.	<a href="https://www.rbi.org.in/">https://www.rbi.org.in/</a>										
2.	<a href="https://www.irda.gov.in/">https://www.irda.gov.in/</a>										
3.	<a href="https://www.npci.org.in/">https://www.npci.org.in/</a>										

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA145</b>	<b>HRD – SYSTEMS &amp; STRATEGIES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100</b>	
<b>Prerequisites:</b> Nil							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Understand the concept, need, and framework of Human Resource Development (HRD).						
<b>2</b>	Explore various HRD subsystems and their strategic relevance.						
<b>3</b>	Analyse HRD mechanisms, outcomes, and organizational culture.						
<b>4</b>	Examine strategic HRD practices in talent management and leadership development.						
<b>5</b>	Evaluate the effectiveness of HRD interventions in driving organizational change and performance.						
<b>UNIT 1:</b>	<b>Introduction to HRD</b>					<b>9</b>	
Definition, Concept, and Objectives of HRD – Evolution and Scope of HRD – HRD Framework – HRD Functions – Role of HRD in Enhancing Organizational Capability – Challenges in HRD – Role of HRD Professionals.							
<b>UNIT 2:</b>	<b>HRD Subsystems and Processes</b>					<b>9</b>	
Training and Development – Career Planning and Development – Performance Management – Coaching and Mentoring – Potential Appraisal – Succession Planning – Competency Mapping – HRD Audit – Integration of HRD Subsystems.							
<b>UNIT 3:</b>	<b>Strategic HRD</b>					<b>9</b>	
Strategic Perspective of HRD – Linking HRD with Business Strategy – Strategic Talent Management – Developing Leadership Pipeline – Employee Engagement Strategies – High-Performance Work Systems – Organizational Learning and Knowledge Management.							
<b>UNIT 4:</b>	<b>HRD Climate and Culture</b>					<b>9</b>	
HRD Climate – Factors Influencing HRD Climate – Diagnosing and Improving HRD Climate – Role of Organizational Culture – Change Management – Learning Organizations – Creating an Innovative HRD Culture.							
<b>UNIT 5:</b>	<b>Evaluation and Impact of HRD</b>					<b>9</b>	
HRD Intervention Design and Implementation – Measuring HRD Effectiveness – ROI in HRD – HRD Scorecard – Global HRD Practices – Contemporary Issues in HRD – Case Studies on HRD Strategy and Practice.							

<b>45 PERIODS</b>											
<b>Course Outcomes:</b>											
Upon successful completion of the course, students will be able to:											
<b>CO1:</b>	Understand the principles, scope, and importance of HRD in organizations.										
<b>CO2:</b>	Apply HRD subsystems in developing individual and organizational capabilities.										
<b>CO3:</b>	Align HRD practices with strategic business goals.										
<b>CO4:</b>	Assess HRD climate and foster a culture of learning and innovation.										
<b>CO5:</b>	Evaluate the effectiveness of HRD strategies using metrics and tools.										
<b>Text Books</b>											
1.	T.V. Rao, Future of HRD, Macmillan.										
2.	M. Rao, HRD Practices in Indian Organizations, Excel Books.										
3.	Mankin D., Human Resource Development, Oxford University Press.										
<b>References</b>											
1.	Werner J.M. & DeSimone R.L., Human Resource Development, Cengage.										
2.	Pareek U. & Rao T.V., Designing and Managing Human Resource Systems, Oxford & IBH.										
3.	Justin Paul & Padmalatha Suresh, Management of Banking and Financial Services, Pearson.										
<b>Web References</b>											
1.	<a href="https://www.shrm.org/">https://www.shrm.org/</a>										
2.	<a href="https://www.hrhelpboard.com/">https://www.hrhelpboard.com/</a>										
3.	<a href="https://www.trainingindustry.com/">https://www.trainingindustry.com/</a>										

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2

<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA147</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Understand the foundations and significance of consumer behaviour in marketing.						
<b>2</b>	Analyse psychological, personal, and social influences on consumer decisions.						
<b>3</b>	Explore consumer decision-making processes and post-purchase behaviour.						
<b>4</b>	Examine group dynamics, culture, and lifestyle influences on buying behaviour.						
<b>5</b>	Apply consumer behaviour insights to develop effective marketing strategies.						
<b>UNIT 1:</b>	<b>Introduction to Consumer Behaviour</b>					<b>12</b>	
Definition and Scope of Consumer Behaviour – Evolution of the Field – Interdisciplinary Nature – Significance in Marketing – Customer vs. Consumer – Applications of Consumer Behaviour – Contemporary Consumer Trends.							
<b>UNIT 2:</b>	<b>Individual Determinants of Consumer Behaviour</b>					<b>12</b>	
Motivation – Personality – Perception – Learning Theories – Attitude Formation and Change – Self-Concept – Consumer Involvement – Consumer Needs and Buying Motives – Marketing Applications of Individual Differences.							
<b>UNIT 3:</b>	<b>Consumer Decision-Making Process</b>					<b>12</b>	
Stages in Buying Decision Process – Problem Recognition – Information Search – Evaluation of Alternatives – Purchase Decision – Post-Purchase Behavior – Consumer Satisfaction and Loyalty – Cognitive Dissonance – Models of Consumer Decision Making.							
<b>UNIT 4:</b>	<b>Social and Cultural Influences</b>					<b>12</b>	
Reference Groups – Family and Household Influence – Social Class – Opinion Leadership – Culture and Subculture – Cross-Cultural Consumer Behavior – Impact of Globalization – Role of Social Media and Digital Influencers.							
<b>UNIT 5:</b>	<b>Consumer Research and Applications</b>					<b>12</b>	
Consumer Research Process – Qualitative and Quantitative Methods – Consumer Insights – Segmentation, Targeting, and Positioning Based on Behavior – Consumer Trends and Technology – Ethical Issues in Consumer Behavior – Case Studies on Consumer Behavior Strategies.							

<b>60 PERIODS</b>										
<b>Course Outcomes:</b>										
Upon successful completion of the course, students will be able to:										
<b>CO1:</b>	Understand the relevance of consumer behaviour in marketing decisions.									
<b>CO2:</b>	Apply psychological principles to analyse individual buying behaviour.									
<b>CO3:</b>	Examine the consumer decision-making process and post-purchase responses.									
<b>CO4:</b>	Analyse social and cultural factors influencing consumer choices.									
<b>CO5:</b>	Use consumer research to develop effective marketing strategies.									
<b>Text Books</b>										
1.	Leon G. Schiffman & Leslie Lazar Kanuk, Consumer Behaviour, Pearson.									
2.	Loudon D.L. & Della Bitta A.J., Consumer Behaviour, McGraw-Hill.									
3.	Hawkins, Mothersbaugh & Mookerjee, Consumer Behaviour: Building Marketing Strategy, McGraw Hill Education.									
<b>References</b>										
1.	Blackwell, Miniard & Engel, Consumer Behaviour, Cengage.									
2.	Solomon M.R., Consumer Behaviour: Buying, Having, and Being, Pearson.									
3.	Assael H., Consumer Behaviour and Marketing Action, Cengage.									
<b>Web References</b>										
1.	<a href="https://www.ama.org/">https://www.ama.org/</a>									
2.	<a href="https://www.consumerpsychologist.com/">https://www.consumerpsychologist.com/</a>									
3.	<a href="https://www.marketingweek.com/">https://www.marketingweek.com/</a>									

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2

<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

<b>23BA147</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TOTAL MARKS</b>	
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100</b>	
<b>Prerequisites: Nil</b>							
<b>Course Objectives:</b>							
The main objectives of this course are to:							
<b>1</b>	Understand the fundamentals, scope, and significance of training and development in HRM.						
<b>2</b>	Analyse training needs and design effective training programs.						
<b>3</b>	Learn training methods and evaluation techniques.						
<b>4</b>	Explore career development and talent management strategies.						
<b>5</b>	Examine the role of technology and innovation in training and development.						
<b>UNIT 1:</b>	<b>Introduction to Training and Development</b>					<b>12</b>	
Concept and Scope of Training – Objectives of Training – Importance of Training in Organizations – Principles of Learning – Learning Curve – Training vs Development – Aligning Training with Organizational Goals – Training Challenges in the Modern Workplace.							
<b>UNIT 2:</b>	<b>Training Needs Assessment and Program Design</b>					<b>12</b>	
Training Need Analysis (TNA): Organizational, Task, and Individual Analysis – Methods of TNA – Setting Training Objectives – Designing a Training Program – Training Budget – Learning Styles and Instructional Design – Training Calendar.							
<b>UNIT 3:</b>	<b>Training Methods and Delivery</b>					<b>12</b>	
On-the-Job Training (OJT) – Off-the-Job Training – Simulation, Role Playing, Case Studies, Lectures, Vestibule Training, E-learning and Blended Learning – Management Development Programs – Experiential Learning – Mentoring and Coaching – Choosing the Right Training Method.							
<b>UNIT 4:</b>	<b>Evaluation of Training and ROI</b>					<b>12</b>	
Training Evaluation Models: Kirkpatrick's Four-Level Model, ROI Model – Criteria for Evaluation – Tools for Measuring Effectiveness – Pre- and Post-Training Assessments – Feedback Mechanisms – Barriers to Effective Evaluation – Continuous Improvement in Training.							
<b>UNIT 5:</b>	<b>Career and Talent Development</b>					<b>12</b>	

Career Planning and Development – Succession Planning – Talent Management Strategies – Competency Mapping – Leadership Development – Organizational Learning – Role of Technology in Training (LMS, AI in Training) – Trends and Innovations in Employee Development – Case Studies.		
		<b>60 PERIODS</b>
<b>Course Outcomes:</b>		
Upon successful completion of the course, students will be able to:		
<b>CO1:</b>	Understand the strategic importance of training and development.	
<b>CO2:</b>	Conduct training needs analysis and design relevant training programs.	
<b>CO3:</b>	Apply various training methods to meet organizational objectives.	
<b>CO4:</b>	Evaluate training effectiveness using established models and metrics.	
<b>CO5:</b>	Develop strategies for career development and talent management.	
<b>Text Books</b>		
1.	Raymond A. Noe, Employee Training and Development, McGraw Hill.	
2.	P. Nick Blanchard & James W. Thacker, Effective Training: Systems, Strategies, and Practices, Pearson.	
3.	B. Janakiraman, Training and Development, Wiley	
<b>References</b>		
1.	Rao P. L., Training and Development, Excel Books.	
2.	Lynton R. P. & Pareek U., Training for Development, Sage Publications.	
3.	Flippo E. B., Personnel Management, McGraw Hill.	
<b>Web References</b>		
1.	<a href="https://www.shrm.org/">https://www.shrm.org/</a>	
2.	<a href="https://trainingindustry.com/">https://trainingindustry.com/</a>	
3.	<a href="https://elearningindustry.com/">https://elearningindustry.com/</a>	

### CO's-PO's & PSO's Mapping

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	2	3	2	2	3	2	2
<b>CO2</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO3</b>	3	2	3	3	3	2	2	2	3	2	2
<b>CO4</b>	3	2	3	3	2	2	2	2	3	2	2
<b>CO5</b>	3	2	3	3	3	2	2	2	3	2	2
<b>TOTAL</b>	15	10	15	15	13	11	10	10	15	10	10
<b>AVERAGE</b>	3	2	3	3	2.6	2.2	2	2	3	2	2

**1 - low, 2 - medium, 3 - high,**

## Appendix – 1

### Course Title: Internship - BBA - V

Course Code	:	23BA310
Course Title	:	Internship
Number of Credits	:	2

#### **Course Objective(s):**

1. Provides students with an integrative learning experience.
2. Combines professional work in a real-world organisation with academic research.
3. Enables students to develop and apply theoretical knowledge to practical challenges.
4. Includes an action research project to enhance learning outcomes.
5. Strengthens problem-solving, critical thinking, and communication skills.
6. Bridges the gap between academic study and professional practice.
7. Prepares students for successful careers in their chosen fields.

#### **Internship Project Student Engagement Process:**

An internship project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

### **Step 1.**

**Orientation Session:** The orientation session for the internship project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

### **Step 2.**

**Identify an internship:** Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

### **Step 3.**

**Internship agreement Form:** The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

### **Step 4.**

**Start of Internship:** The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges,

providing a productive and enriching internship experience.

## **Step 5.**

### **Submission of Report:**

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form

Internship Certificate

Introduction & background of the Company

Roles & responsibilities as an Intern

Weekly work allotment & completion report

Challenges & Solutions

Learning from the

internship Conclusion

## **Step 6.**

**Internship Evaluation:** The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship

influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

### **Course Outcome:**

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.

- Hands-on experience in a chosen field.

## Appendix – 2

### BBA VI SEMESTER

Course Code	:	23BA315
Course Title	:	Mini Project
Number of Credits	:	2

#### Course Objective(s):

To provide students with hands-on experience in conducting independent field-based research on a relevant business or societal problem.

To enable students to apply research methodology and analytical tools to real-world issues.

To enhance students' abilities in problem identification, data collection, analysis, and interpretation.

To develop academic writing, presentation, and critical thinking skills.

To foster ethical research practices and professional responsibility.

**Mini Project Guidelines (Field-Based Research Study):** The mini project is an independent, supervised research project that involves identifying a real-time problem in a field setting, collecting primary or secondary data, and analysing it using appropriate research techniques. The project must

result in a well-documented report and be presented during a viva voce examination.

**Step 1.** Orientation Session Students attend a research orientation session covering research problem identification, hypothesis formulation, literature review, and data collection techniques.

The session introduces students to research ethics, project formatting guidelines, and timelines.

**Step 2.** Topic Selection & Approval Students select a relevant research topic based on their field of interest or societal/business needs.

Topics must be approved by the assigned faculty mentor to ensure academic rigour and feasibility.

**Step 3.** Field Study and Data Collection Students conduct surveys, interviews, observations, or other appropriate methods for primary data collection.

They may also use secondary data from organizational reports, publications, or databases.

Students must maintain a field diary/log for documenting activities, dates, and observations.

**Step 4.** Report Structure and Submission

#### **Part 1. Mini Project Report (Research Study)**

**Cover Page:** Title, Student Name, Register Number, Course, Semester, Institution, Faculty Guide

**Declaration & Certificate by Student and Guide**

**Acknowledgement**

**Executive Summary / Abstract**

#### **Chapter 1:**

Introduction

Background of the study

Statement of the problem

Objectives of the study

Scope and limitations

#### **Chapter 2:**

Literature Review

Review of related studies

Conceptual and theoretical framework

### **Chapter 3:**

Research Methodology

Research design

Data collection methods

Sampling techniques

Tools used for analysis

### **Chapter 4:**

Data Analysis and Interpretation

Presentation of data in tables, charts, graphs

Interpretation of findings

### **Chapter 5:**

Findings, Suggestions, and Conclusion

Key findings

Practical suggestions or implications

Conclusion

References (APA format)

**Annexure:** Questionnaire, survey forms, raw data, etc.

### **Step 5.**

**Viva Voce Evaluation** Students present their research findings in a formal viva voce examination.

The presentation includes research rationale, methodology, data insights, and conclusions.

Internal and external examiners will assess the report and oral defense.

**External Examiner:** 60 marks

**Internal Examiner:** 40 marks

### **Course Outcome (CO):**

Ability to conduct independent field research and apply methodological principles effectively.

Enhanced analytical skills for data interpretation and decision-making.

Effective communication through structured reports and oral presentations.

Critical evaluation of real-world problems using academic research tools.

Ethical conduct and adherence to professional research standards.