ROYAL SCHOOL OF BUSINESS (RSB)

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

FOR

Bachelor of Business Administration (BBA)

(4 YEARS SINGLE MAJOR)

W.E.F
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Contents

Preamble

The National Education Policy (NEP) 2020 conceives a new vision for India's higher education system. It recognizes that higher education plays an extremely important role in promoting equity, human as well as societal well-being and in developing India as envisioned in its Constitution. It is desired that higher education, will significantly contribute towards sustainable livelihoods and economic development of the nation as India moves towards becoming a knowledge economy and society.

If we focus on the 21st century requirements, the higher education framework of the nation must aim to develop good, thoughtful, well-rounded, and creative individuals and must enable an individual to study one or more specialized areas of interest at a deep level, and also develop character, ethical and Constitutional values, intellectual curiosity, scientific temper, creativity, spirit of service, and twenty-first-century capabilities across a range of disciplines including sciences, social sciences, arts, humanities, languages, as well as professional, technical, and vocational subjects. A quality higher education should be capable enough to enable personal accomplishment and enlightenment, constructive public engagement, and productive contribution to the society. Overall, it should focus on preparing students for more meaningful and satisfying lives and work roles and enable economic independence.

Towards the attainment of holistic and multidisciplinary education, the flexible curricula of the University will include credit-based courses, projects in the areas of community engagement and service, environmental education, and value-based education. As part of holistic education, students will also be provided with opportunities for internships with local industries, businesses, artists, crafts persons, and so on, as well as research internships with faculty and researchers at the University, so that students may actively engage with the practical aspects of their learning and thereby improve their employability.

The undergraduate curriculums are diverse and have varied subjects to be covered to meet the needs of the programs. As per the recommendations from the UGC, introduction of courses related to Indian Knowledge System (IKS) is being incorporated in the curriculum structure which encompasses all of the systematized disciplines of Knowledge which were developed to a high degree of sophistication in India from ancient times and all of the traditions and practices that the various communities of India—including the tribal communities—have evolved, refined and

preserved over generations, like for example Vedic Mathematics, Vedangas, Indian Astronomy, Fine Arts, Metallurgy, etc.

At RGU, we are committed that at the societal level, higher education will enable each student to develop themselves to be an enlightened, socially conscious, knowledgeable, and skilled citizen who can find and implement robust solutions to its own problems. For the students at the University, Higher education is expected to form the basis for knowledge creation and innovation thereby contributing to a more vibrant, socially engaged, cooperative community leading towards a happier, cohesive, cultured, productive, innovative, progressive, and prosperous nation."

Abbreviations

1. Cr.   - Credit

2. Major   - Core Courses of a Discipline
3. Minor   - May/may not be related to Major.
4. SEC   - Skill Enhancement Course
5. VAC   - Value Addition Course
6. AECC   - Ability Enhancement Compulsory Course
7. GEC   - Generic Elective Course
8. IKS   - Indian Knowledge System
9. AICTE   - All India Institute of Technical Education
10. CBCS   - Choice Based Credit System
11. HEIs   - Higher Education Institutes
12. MSDE   - Ministry of Skill Development and Entrepreneurship
13. NAC   - National Apprenticeship Certificate
14. NCrF   - National Credit Framework
15. NCVET   - National Council for Vocational Education and Training
16. NEP   - National Education Policy
17. NHEQF   - National Higher Education Qualification Framework
18. NSQF   - National Skill Qualifications Framework
19. NTA   - National Testing Agency
20. SDG   - Sustainable Development Goals

21. UGC   - University Grants Commission

22. VET   - Vocational Education and Training

23. ME-ME   - Multiple Entry Multiple Exit

24. OJT   - On Job Training

25. NCH   - Notional Credit Hours

Section 1: Overview

1. Introduction:

The National Education Policy (NEP) 2020 clearly indicates that higher education plays an extremely important role in promoting human as well as societal well-being in India. As envisioned in the 21st-century requirements, quality higher education must aim to develop good, thoughtful, well-rounded, and creative individuals. According to the new education policy, assessments of educational approaches in undergraduate education will integrate the humanities and arts with Science, Technology, Engineering and Mathematics (STEM) that will lead to positive learning outcomes. This will lead to develop creativity and innovation, critical thinking and higher order thinking capacities, problem-solving abilities, teamwork, communication skills, more in- depth learning, and mastery of curricula across fields, increases in social and moral awareness, etc., besides general engagement and enjoyment of learning. and more in-depth learning.

The NEP highlights that the following fundamental principles that have a direct bearing on the curricula would guide the education system at large, viz.

    i. Recognizing, identifying, and fostering the unique capabilities of each student to promote her/his holistic development.

    ii. Flexibility, so that learners can select their learning trajectories and programmes, and thereby choose their own paths in life according to their talents and interests.

   iii. Multidisciplinary and holistic education across the sciences, social sciences, arts, humanities, and sports for a multidisciplinary world.

   iv. Emphasis on conceptual understanding rather than rote learning, critical thinking to encourage logical decision-making and innovation; ethics and human & constitutional values, and life skills such as communication, teamwork, leadership, and resilience.

    v. Extensive use of technology in teaching and learning, removing language barriers, increasing access for Divyang students, and educational planning and management. vi.

Respect for diversity and respect for the local context in all curricula, pedagogy, and policy.

vii.   Equity and inclusion as the cornerstone of all educational decisions to ensure that all students can thrive in the education system and the institutional environment are responsive to differences to ensure that high-quality education is available for all.

viii. Rootedness and pride in India, and its rich, diverse, ancient, and modern culture, languages, knowledge systems, and traditions.

1.2.   Credits in Indian Context:

1.2.1. Choice Based Credit System (CBCS) By UGC

Under the CBCS system, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be earned by the students. This framework is being implemented in several universities across States in India. The main highlights of CBCS are as below:

- The CBCS provides flexibility in designing curriculum and assigning credits based on the course content and learning hours.

- The CBCS provides for a system wherein students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

- CBCS also provides opportunity for vertical mobility to students from a bachelor's degree programme to master's and research degree programmes.

1.3.   Definitions

1.3.1. Academic Credit:

An academic credit is a unit by which a course is weighted. It is fixed by the number of hours of instructions offered per week. As per the National Credit Framework.

1 Credit = 30 NOTIONAL CREDIT HOURS (NCH)

Yearly Learning Hours = 1200 Notional Hours (@40 Credits x 30 NCH)

30 Notional Credit Hours		
Lecture/Tutorial	**Practicum**	**Experiential Learning**
1 Credit = 15 -22 Lecture Hours	10-15 Practicum Hours	0-8 Experiential Learning Hours

3.2. Course of Study:

Course of study indicates pursuance of study in a particular discipline/programme

Discipline/Programmes shall offer Major Courses (Core), Minor Courses, Skill Enhancement Courses (SEC), Value Added Courses (VAC), Ability Enhancement Compulsory Curses (AECCs) and Interdisciplinary courses.

1.3.3. Disciplinary Major:

The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline. Students may be allowed to change major within the broad discipline at the end of the second semester by giving her/him sufficient time to explore interdisciplinary courses during the first year. Advanced-level disciplinary/interdisciplinary courses, a course in research methodology, and a project/dissertation will be conducted in the seventh semester. The final semester will be devoted to seminar presentation, preparation, and submission of project report/dissertation. The project work/dissertation will be on a topic in the disciplinary programme of study or an interdisciplinary topic.

1.3.4. Disciplinary/interdisciplinary minors:

Students will have the option to choose courses from disciplinary/interdisciplinary minors and skill-based courses. Students who take a sufficient number of courses in a discipline or an interdisciplinary area of study other than the chosen major will qualify for a minor in that discipline or in the chosen interdisciplinary area of study. A student may declare the choice of the minor at the end of the second semester, after exploring various courses.

1.3.5. Courses from Other Disciplines (Interdisciplinary):

All UG students are required to undergo 3 introductory-level courses relating to any of the broad disciplines given below. These courses are intended to broaden the intellectual experience and form part of liberal arts and science education. Students are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class) in the proposed major and minor stream under this category.

i. *Natural and Physical Sciences:* Students can choose basic courses from disciplines such as Natural Science, for example, Biology, Botany, Zoology, Biotechnology, Biochemistry, Chemistry, Physics, Biophysics, Astronomy and Astrophysics, Earth and Environmental Sciences, etc.

ii. *Mathematics, Statistics, and Computer Applications:* Courses under this category will facilitate the students to use and apply tools and techniques in their major and minor disciplines. The course may include training in programming software like Python among others and applications software like STATA, SPSS, Tally, etc. Basic courses under this category will be helpful for science and social science in data analysis and the application of quantitative tools.

iii. *Library, Information, and Media Sciences:* Courses from this category will help the students to understand the recent developments in information and media science (journalism, mass media, and communication)

iv. *Commerce and Management:* Courses include business management, accountancy, finance, financial institutions, fintech, etc.,

v. *Humanities and Social Sciences:* The courses relating to Social Sciences, for example, Anthropology, Communication and Media, Economics, History,

Linguistics, Political Science, Psychology, Social Work, Sociology, etc. will enable students to understand individuals and their social behaviour, society, and nation. Students be introduced to survey methodology and available large-scale databases for India. The courses under humanities include, for example,

Archaeology, History, Comparative Literature, Arts & Creative expressions, Creative Writing and Literature, language(s), Philosophy, etc., and interdisciplinary courses relating to humanities. The list of Courses can include interdisciplinary subjects such as Cognitive Science, Environmental Science, Gender Studies, Global Environment & Health, International Relations, Political Economy and Development, Sustainable Development, Women's, and Gender Studies, etc. will be useful to understand society.

1.3.6. Ability Enhancement Courses (AEC)

Modern Indian Language (MIL) & English language focused on language and communication skills. Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity. They would also enable students to acquaint themselves with the cultural and intellectual heritage of the chosen MIL and English language, as well as to provide a reflective understanding of the structure and complexity of the language/literature related to both the MIL and English language. The courses will also emphasize the development and enhancement of skillssuch as communication, and the ability to participate/conduct discussion and debate.

1.3.7. Skill Enhancement Course (SEC)

These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students and should be related to Major Discipline. They will aim at providing hands on training, competencies, proficiency, and skill to students. SEC course will be a basket course to provide skill-based instruction. For example, SEC of English Discipline may include Public Speaking, Translation & Editing and Content writing.

A student shall have the choice to choose from a list, a defined track of courses offered from 1ˢᵗ to 3ʳᵈ semester.

1.3.8. Value-Added Courses (VAC):

i.   *Understanding India:* The course aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary India with its historical perspective, the basic framework of the goals and policies of national development, and the constitutional obligations with special emphasis on constitutional values and fundamental rights and duties. The course would also focus on developing an understanding among student-teachers of the Indian knowledge systems, the Indian education system, and the roles and obligations of teachers to the nation in general and to the school/community/society. The course will attempt to deepen knowledge about and understanding of India's freedom struggle and of the values and ideals that it represented to develop an appreciation of the contributions made by people of all sections and regions of the country, and help learners understand and cherish the values enshrined in the Indian Constitution and to prepare them for their roles and responsibilities as effective citizens of a democratic society.

ii. *Environmental science/education:* The course seeks to equip students with the ability to apply the acquired knowledge, skills, attitudes, and values required to take appropriate actions for mitigating the effects of environmental degradation, climate change, and pollution, effective waste management, conservation of biological diversity, management of biological resources, forest and wildlife conservation, and sustainable development and living. The course will also deepen the knowledge and understanding of India's environment in its totality, its interactive processes, and its effects on the future quality of people's lives.

iii. *Digital and technological solutions:* Courses in cutting-edge areas that are fast gaining prominences, such as Artificial Intelligence (AI), 3-D machining, big data analysis, machine learning, drone technologies, and Deep learning with important applications to health, environment, and sustainable living that will be woven into undergraduate education for enhancing the employability of the youth.

iv. *Health & Wellness, Yoga education, sports, and fitness:* Course components relating to health and wellness seek to promote an optimal state of physical, emotional, intellectual, social, spiritual, and environmental well-being of a person. Sports and fitness activities will be organized outside the regular institutional working hours. Yoga education would focus on preparing the students physically and mentally for the integration of their

physical, mental, and spiritual faculties, and equipping them with basic knowledge about one's personality, maintaining self-discipline and self-control, to learn to handle oneself well in all life situations. The focus of sports and fitness components of the courses will be on the improvement of physical fitness including the improvement of various components of physical and skills-related fitness like strength, speed, coordination, endurance, and flexibility; acquisition of sports skills including motor skills as well as basic movement skills relevant to a particular sport; improvement of tactical abilities; and improvement of mental abilities.

These are a common pool of courses offered by different disciplines and aimed towards embedding ethical, cultural and constitutional values; promote critical thinking. Indian knowledge systems; scientific temperament of students.

1.3.9. Summer Internship /Apprenticeship:

The intention is induction into actual work situations**.** All students must undergo internships / Apprenticeships in a firm, industry, or organization or Training in labs with faculty and researchers in their own or other HEIs/research institutions during the *summer term*. Students should take up opportunities for internships with local industry, business organizations, health and allied areas, local governments (such as panchayats, municipalities), Parliament or elected representatives, media organizations, artists, crafts persons, and a wide variety of organizations so that students may actively engage with the practical side of their learning and, as a by-product, further improve their employability. Students who wish to exit after the first two semesters will undergo a 4-credit work-based learning/internship during the summer term to get a UG Certificate.

1.3.9.1. *Community engagement and service:* The curricular component of 'community engagement and service' seeks to expose students to the socioeconomic issues in society so that the theoretical learnings can be supplemented by actual life experiences to generate solutions to real-life problems. This can be part of summer term activity or part of a major or minor course depending upon the major discipline.

1.3.9.2. *Field-based learning/minor project:* The field-based learning/minor project will attempt to provide opportunities for students to understand the different socio- economic contexts. It will aim at giving students exposure to development-related issues in rural and urban settings. It will provide opportunities for students to observe situations in ruraland urban contexts, and to observe and study actual field situations regarding issues related to socioeconomic development. Students will be given opportunities to gain a firsthand understanding of the policies, regulations, organizational structures, processes,

and programmes that guide the development process. They would have the opportunity to gain an understanding of the complex socio-economic problems in the community, and innovative practices required to generate solutions to the identified problems. This may be a summer term project or part of a major or minor course depending on study.

1.3.10. Indian Knowledge System:

In view of the importance accorded in the NEP 2020 to rooting our curricula and pedagogy in the Indian context all the students who are enrolled in the four-year UG programs should be encouraged to take an adequate number of courses in IKS so that the *total credits of the courses taken in IKS amount to at least five per cent of the total mandated credits* (*i.e., min. 8 credits for a 4 yr. UGP& 6 credits for a 3 yr. UGP*). The students may be encouraged to take these courses, preferably *during the first four semesters of the Program*. At least half of these mandated credits should be in courses in disciplines which are part of IKS and are related to the major field of specialization that the student is pursuing in the UG program. They will be included as a part of the total mandated credits that the student is expected to take in the major field of specialization. The rest of the mandated credits in IKS can be included as a part of the mandated Multidisciplinary courses that are to be taken by every student. All the students should take a Foundational Course in Indian Knowledge System, which is designed to present an overall introduction to all the streams of IKS relevant to the UG program. The foundational IKS course should be broad-based and cover introductory material on all aspects.

Wherever possible, the students may be encouraged to choose a suitable topic related to IKS for their project work in the 7/8th semesters of the UG program.

1.3.11. Experiential Learning:

One of the most unique, practical & beneficial features of the National Credit Framework is assignment of credits/credit points/ weightage to the experiential learning including relevant experience and professional levels acquired/ proficiency/ professional levels of a learner/student. Experiential learning is of two types:

a.　　　*Experiential learning as part of the curricular structure* of academic or vocational program. E.g., projects/OJT/internship/industrial attachments etc. This could be either within the Program- internship/ summer project undertaken relevant to the program being studied or as a part time employment (not relevant to the program being studied- up to certain NSQF level only). In case where experiential learning is a part of the curricular structure the credits would be calculated and assigned as per basic principles of NCrF i.e.,

40 credits for 1200 hours of notional learning.

b.   ***Experiential learning as active employment*** (both wage and self) post completion of an academic or vocational program. This means that the experience attained by a person after undergoing a particular educational program shall be considered for assignment of credits. This could be either Full or Part time employment after undertaking an academic/ Vocation program.

In cases where experiential learning is as a part of employment the learner would earn credits as weightage. The maximum credit points earned in this case shall be double of the credit points earned with respect to the qualification/ course completed. The credit earned and assigned by virtue of relevant experience would enable learners to progress in their career through the work hours put in during a job/employment.

Section 2: Award of Degree

The structure and duration of undergraduate programs of study offered by the University as per NEP 2020 include:

2.1. Undergraduate programs of either 3 or 4-year duration with Single Major, with multiple entry and exit options, with appropriate certifications:

    2.1.1. UG Certificate: Students who opt to exit after completion of the first year and have secured 40 credits will be awarded a UG certificate if, in addition, they complete one vocational course of 4 credits during the summer vacation of the first year. These students are allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.

    2.1.2. UG Diploma: Students who opt to exit after completion of the second year and have secured 80 credits will be awarded the UG diploma if, in addition, they complete one vocational course of 4 credits during the summer vacation of the second year. These students are allowed to re-enter within a period of three years and complete the degree programme within the maximum period of seven years.

    2.1.3. 3-year UG Degree: Students who will undergo a 3-year UG program will be awarded UG Degree in the Major discipline after successful completion of three years, securing 120 credits and satisfying the minimum credit requirement.

    2.1.4. 4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree program with 160 credits and have satisfied the credit requirements as given in Table 6 in Section 5.

2.1.5. 4-year UG Degree (Honours with Research): Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a Faculty Member of the University. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, will be awarded UG Degree (Honours with Research).

(Note: *UG Degree Programs with Single Major:* A student must secure a minimum of 50% credits from the major discipline for the 3-year/4-year UG degree to be awarded a single major. For example, in a 3-year UG program, if the total number of credits to be earned is 120, a student of Mathematics with a minimum of 60 credits will be awarded a B.Sc. in Mathematics with a single major. Similarly, in a 4-year UG program, if the total number of credits to be earned is 160, a student of Chemistry with a minimum of 80 credits will be awarded a B.Sc. (Hons. /Hon. With Research) in Chemistry in a 4-year UG program with single major. Also, the **4-year bachelor's degree program with Single Major** is considered as the preferred option since it would allow the opportunity to experience the full range of holistic and multidisciplinary education in addition to a focus on the chosen major and minors as per the choices of the student.)

2.2. The Post Graduate Program structure and duration of study offered by the University will include:

2.2.1. 2-year PG program(with the option of having the second year devoted entirely to research) for those who have completed a 3-year bachelor's program.

2.2.2. 1-year PG program for students who have completed a 4-year bachelor's degree; and

2.2.3. Integrated 5-year Bachelor's/master's programme.

2.2.3. 2-year PG program(with the option of having the second year devoted entirely to research) for those who have completed a 4-year bachelor's program may also opt for a 2-year PG.

2.3. **The Ph.D. program** shall require a PG degree or a 4-year bachelor's degree.

Table: 1: Award of Degree and Credit Structure with ME-ME

Award	Year	Credits to earn	Additional l Credits	Re-entry allowed within (Yrs.)	Years to Complete e
UG Certificate	1	40	4	3	7
UG Diploma	2	80	4	3	7
3-year UG Degree (Major)	3	120	x	x	X
-year UG Degree (Honors)	4	160	x	x	x
Award	**Year**	**Credits to earn**	**Additional l Credits**	**Re-entry allowed within (yrs.)**	**Years to Complete**
4-year UG Degree (Honors with Research):	4	160	Students who secure cumulative 75% marks and above in the first six semesters		

Section 3: Credit, Credit Points & Credit hours for different types of courses

3.1. Introduction:

'Credit' is recognition that a learner has completed a prior course of learning, corresponding to a qualification at a given level. For each such prior qualification, the student would have put in a certain volume of institutional or workplace learning, and the more complex a qualification, the greater the volume of learning that would have gone into it. Credits quantify learning outcomes that are subject achieving the prescribed learning outcomes to valid, reliable methods of assessment.

The *credit points* will give the learners, employers, and institutions a mechanism for describing and comparing the learning outcomes achieved. The credit points can be calculated as credits attained multiplied with the credit level.

The workload relating to a course is measured in terms of credit hours. A credit is a unit by which the coursework is measured. It determines the number of hours of instruction required per week over the duration of a semester (minimum 15 weeks).

Each course may have only a lecture component or a lecture and tutorial component or a lecture and practicum component or a lecture, tutorial, and practicum component, or only practicum component. Refer to the Section 1.3.1

A course can have a combination of *lecture credits, tutorial credits, practicum credits and experiential learning credits.*

The following types of courses/activities constitute the programs of study. Each of them will require a specific number of hours of teaching/guidance and laboratory/studio/workshop activities, field-based learning/projects, internships, and community engagement and service.

- **Lecture courses:** Courses involving lectures relating to a field or discipline by an expert or qualified personnel in a field of learning, work/vocation, or professional practice.

- **Tutorial courses:** Courses involving problem-solving and discussions relating to a field or discipline under the guidance of qualified personnel in a field of learning, work/vocation, or professional practice. Should also refer to the Remedial Classes, flip classrooms and focus on both Slow and Fast Learners of the class according to their merit.

- **Practicum or Laboratory work:** A course requiring students to participate in a project or practical or lab activity that applies previously learned/studied principles/theory related to the chosen field of learning, work/vocation, or professional practice under the supervision

of an expert or qualified individual in the field of learning, work/vocation or professional practice.

- **Seminar:** A course requiring students to participate in structured discussion/conversation or debate focused on assigned tasks/readings, current or historical events, or shared experiences guided or led by an expert or qualified personnel in a field of learning, work/vocation, or professional practice.

- **Internship:** A course requiring students to participate in a professional activity or work experience, or cooperative education activity with an entity external to the education institution, normally under the supervision of an expert of the given external entity. A key aspect of the internship is induction into actual work situations. Internships involve working with local industry, government or private organizations, business organizations, artists, crafts persons, and similar entities to provide opportunities for students to actively engage in on-site experiential learning.

- **Studio activities:** Studio activities involve the engagement of students in creative or artistic activities. Every student is engaged in performing a creative activity to obtain a specific outcome. Studio-based activities involve visual- or aesthetic-focused experiential work.

- **Field practice/projects:** Courses requiring students to participate in field-based learning/projects generally under the supervision of an expert of the given external entity.

- **Community engagement and service:** Courses requiring students to participate in field-based learning/projects generally under the supervision of an expert of the given external entity. The curricular component of 'community engagement and service' will involve activities that would expose students to the socio-economic issues in society so that the theoretical learnings can be supplemented by actual life experiences to generate solutions to real-life problems.

Table2: Course wise Distribution of Credits

Broad Category of Course	Minimum Credit Requirement	
	3-year UG	4-Year UG
Major (Core)	60	80
Minor Stream	24	32
Interdisciplinary	9	9
Ability Enhancement Courses (AEC)	8	8
Skill Enhancement Courses (SEC)	9	9
Value Added Courses common for all UG	6	6
Summer Internship	4	4
Research Project / Dissertation	NA	12
Total	**120**	**160**

Table 3: Credit Distribution for 3-year Course

Sem	Course Credits							
	Maj or	Min or	I D	AEC	SEC	VAC	SI	Total
I	6	3	3	2	3	3	0	**20**
II	6	3	3	2	3	3	0	**20**
III	8	4	3	2	3	0	0	**20**
IV	12	6	0	2	0	0	0	**20**
V	12	4	0	0	0	0	4	**20**
VI	16	4	0	0	0	0	0	**20**
	60	**24**	**9**	**8**	**9**	**6**	**4**	**120**

Table 4: Credit Distribution for 4-year Course

Sem	Course Credits								Total
	Major	**Minor**	**ID**	**AEC**	**SEC**	**VAC**	**SI**	**RP**	
I	6	3	3	2	3	3	0	0	**20**
II	6	3	3	2	3	3	0	0	**20**
III	8	4	3	2	3	0	0	0	**20**
IV	12	6	0	2	0	0	0	0	**20**
V	12	4	0	0	0	0	4	0	**20**
VI	16	4	0	0	0	0	0	0	**20**
VII	16	4	0	0	0	0	0	0	**20**
VIII	4	4	0	0	0	0	0	12	**20**
	80	**32**	**9**	**8**	**9**	**6**	**4**	**12**	**160**

Section 4: Level of Courses

4.1 NHEQF levels:

The NHEQF levels represent a series of sequential stages expressed in terms of a range of learning outcomes against which typical qualifications are positioned/located. NHEQF level 4.5 represents learning outcomes appropriate to the first year (first two semesters) of the undergraduate program of study, while Level 8 represents learning outcomes appropriate to the doctoral-level program of study.

Table: 5: NHEQF Levels

NHEQF level	Examples of higher education qualifications located within each level	Credit Requirements
Level 4.5	Undergraduate Certificate. Program duration: First year (first two semesters) of the undergraduate program, followed by an exit 4-credit skills-enhancement course(s).	40
Level 5	Undergraduate Diploma. Program duration: First two years (first four semesters) of the undergraduate program, followed by an exit 4-credit skills-enhancement course(s) lasting two months.	80
Level 5.5	Bachelor's Degree. Program duration: First three years (Six semesters) of the four-year undergraduate program.	120
Level 6	Bachelor's Degree (Honours/ Honours with Research). Program duration: Four years (eight semesters).	160
Level 6	Post-Graduate Diploma. Program duration: One year (two semesters) for those who exit after successful completion of the first year (two semesters) of the 2-year master's program	160
Level 6.5	Master's degree. Program duration: Two years (four semesters) after obtaining a 3- year bachelor's degree (e.g. B.A., B.Sc., B.Com. etc.).	80
Level 6.5	Master's degree. Program duration: One year (two semesters) after obtaining a 4 -year bachelor's degree. (Honours/ Honours with Research) (e.g. B.A., B.Sc., B.Com. etc.).	40
Level 7	Master's degree. (e.g., M.E./MTech. etc.) Program duration: Two years (four semesters) after obtaining a 4-year bachelor's degree. (e.g., B.E./B.Tech. etc.)	80
Level 8	Doctoral Degree	Credits for course work, Thesis, and published work

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4.2. Course Code based on Learning Outcomes:

Courses are coded based on the learning outcomes, level of difficulty, and academic rigor. The coding structure is as follows:

i.   **0-99:** *Pre-requisite courses* required to undertake an introductory course which will be a pass or fail course with no credits. It will replace the existing informal way of offering bridge courses that are conducted in some of the colleges/ universities.

ii. **100-199:** *Foundation or introductory courses* that are intended for students to gain an understanding and basic knowledge about the subjects and help decide the subject or discipline of interest. These courses may also be prerequisites for courses in the major subject. These courses generally would focus on foundational theories, concepts, perspectives, principles, methods, and procedures of critical thinking to provide a broad basis for taking up more advanced courses.

iii. **200-299:** *Intermediate-level courses* including subject-specific courses intended to meet the credit requirements for minor or major areas of learning. These courses can be part of a major and can be pre-requisite courses for advanced-level major courses.

iv. **300-399:** *Higher-level courses* which are required for majoring in a disciplinary/interdisciplinary area of study for the award of a degree.

v.   *400-499: Advanced courses* which would include lecture courses with practicum, seminar-based course, term papers, research methodology, advanced laboratory experiments/software training, research projects, hands-on-training, internship/apprenticeship projects at the undergraduate level or First year postgraduate theoretical and practical courses.

vi. **500-599:** *Courses at first-year PG degree level* for a 2-year post-graduate degree program.

vii. **600-699:** *Courses for second year of 2-year PG* or 1-year post-graduate degree program

viii.**700 -799 & above:** Courses limited to doctoral students.

Section 5: Course Structure of the Framework

Table 6. Semester wise and component wise distribution of credit (Four Year UGP - Single Major)

Year	Semester	Component	Couse code	Number of Courses	Credit per Course	Total credit in the component
F i r s t Y	I	Major (Core)	C-101, C-102	2	3	6
		Minor (May or may not be related to major)	M-101	1	3	3
		Interdisciplinary	IDC-1	1	3	3
		AEC1- Language	AEC-1	1	2	2
		SEC- (To choose from a pool of courses. To be related to Major)	SEC-1	1	3	3
		VAC- (To choose from a pool of courses)	VAC-1	1	3	3
				7		**20**
	II	Major (Core)	C-103, C-104	2	3	6
		Minor (May or may not be related to major)	M102	1	3	3
		Interdisciplinary	IDC-2	1	3	3
		AEC1- Language	AEC-2	1	2	2
		SEC (To choose from a pool of courses. To be related to Major)	SEC-2	1	3	3
		VAC- (Choose from a pool of courses)	VAC-2	1	3	3
				7		**20**
S e c o n d	II I	Major (Core)	C-201, C-202	2	4	8
		Minor (May or may not be related to major)	M-201	1	4	4
		Interdisciplinary	IDC-3	1	3	3
		AEC1- Language	AEC-3	1	2	2
		SEC- (To choose from a pool of courses. To be related to Major)	SEC-3	1	3	3
				6		**20**
	I V	Major (Core)	C-203, C-204, C- 205	3	4	12
		Minor (May or may not be related to major)	M-202, M-203	2	3	6
		AEC1- Language	AEC-4	1	2	2
				6		**20**

Year	Semester	Component	Couse code	Number of Courses	Credit per Course	Total credit in the component
Thrid	V	Major (Core)	C-301, C-302, C- 303	3	4	12
		Minor (May or may not be related to major)	M-301	1	4	4
		Internship		1	4	4
				5		**20**
	VI	Major (Core)	C-304, C-305, C-306, C-307	4	4	16
		Minor (May or may not be related to major)	M-302	1	4	4
				5		**20**
Fourth	VII	Major (Core)	C-401, C-402, C-403, C-404	4	4	16
		Minor (May or may not be related to major)	M-401	1	4	4
				5		**20**
	VIII	Major (Core)	C-405 (RM301)	1	4	4
		Research Methodology	M-402	1	4	4
		Dissertation/Research Project		1	12	12
		Or 400 level advanced course Core (in lieu of Dissertation/Research Project)	C-407, C-408, C- 409	3	4	
				3/5		**20**

Section 6: Graduate Attributes & Learning Outcomes

6.1. Introduction:

As per the NHEQF, each student on completion of a program of study must possess and demonstrate the expected *Graduate Attributes* acquired through one or more modes of learning, including direct in-person or face-to-face instruction, online learning, and hybrid/blended modes. The graduate attributes indicate the quality and features or characteristics of the graduate of a program of study, including learning outcomes relating to the disciplinary area(s) relating to the chosen field(s) of learning and generic learning outcomes that are expected to be acquired by a graduate on completion of the program(s) of study.

The graduate profile/attributes must include,

- capabilities that help widen the current knowledge base and skills,
- gain and apply new knowledge and skills,
- undertake future studies independently, perform well in a chosen career, and
- play a constructive role as a responsible citizen in society.

The graduate profile/attributes are acquired incrementally through development of cognitive levels and describe a set of competencies that are transferable beyond the study of a particular subject/disciplinary area and program contexts in which they have been developed.

Graduate attributes include,

- *learning outcomes that are specific to disciplinary areas* relating to the chosen field(s) of learning within broad multidisciplinary/interdisciplinary/ transdisciplinary contexts.
- *generic learning outcomes* that graduate of all programs of study should acquire and demonstrate.

6.2. Graduate Attributes:

Table: 7: The Learning Outcomes Descriptors and Graduate Attributes

Sl. No.	Graduate Attribute	The Learning Outcomes Descriptors *(The graduates should be able to demonstrate the capability to:)*
GA1	Disciplinary Knowledge	acquire knowledge and coherent understanding of the chosen disciplinary/interdisciplinary areas of study.
GA 2	Complex problem solving	solve different kinds of problems in familiar and non-familiar contexts and apply the learning to real-life situations.
GA 3	Analytical & Critical thinking	apply analytical thought including the analysis and evaluation of policies, and practices. Able to identify relevant assumptions or implications. Identify logical flaws and holes in the arguments of others. Analyse and synthesize data from a variety of sources and draw valid conclusions and support them with evidence and examples.
GA 4	Creativity	create, perform, or think in different and diverse ways about the same objects or scenarios and deal with problems and situations that do not have simple solutions. Think 'out of the box' and generate solutions to complex problems in unfamiliar contexts by adopting innovative, imaginative, lateral thinking, interpersonal skills, and emotional intelligence.
GA 5	Communication Skills	listen carefully, read texts and research papers analytically, and present complex information in a clear and concise manner to different groups/audiences. Express thoughts and ideas effectively in writing and orally and communicate with others using appropriate media.
GA 6	Research-related skills	develop a keen sense of observation, inquiry, and capability for asking relevant/ appropriate questions. Should acquire the ability to problematize, synthesize and articulate issues and design research proposals, define problems, formulate appropriate and relevant research questions, formulate hypotheses, test hypotheses using quantitative and qualitative data, establish hypotheses, make inferences based on the analysis and interpretation of data, and predict cause-and-effect relationships. Should develop the ability to acquire the understanding of basic research ethics and skills in practicing/doing ethics in the field/ in personal research work.
GA 7	Collaboration	work effectively and respectfully with diverse teams in the interests of a common cause and work efficiently as a member of a team.
GA 8	Leadership readiness/qualities	plan the tasks of a team or an organization and setting direction by formulating an inspiring vision and building a team that can help achieve the vision.

GA 9	Digital and technological skills	use ICT in a variety of learning and work situations. Access, evaluate, and use a variety of relevant information sources and use appropriate software for analysis of data.
GA 10	Environmental awareness and action	mitigate the effects of environmental degradation, climate change, and pollution. Should develop the technique of effective waste management, conservation of biological diversity, management of biological resources and biodiversity, forest and wildlife conservation, and sustainable. development and living.

6.3. Program Learning Outcomes (PLO)

The outcomes described through learning outcome descriptors in Table 6 are attained by students through learning acquired on the completion of a program of study relating to the chosen fields of learning, work/vocation, or an area of professional practice. The term 'program' refers to the entire scheme of study followed by learners leading to a qualification. Individual programs of study will have defined learning outcomes that must be attained for the award of a specific certificate/diploma/degree.

The Departments and Schools of the University are responsible for ensuring that individual program learning outcomes align with the relevant graduate attributes. Programme learning outcomes (PLOs) include outcomes that are specific to disciplinary areas of learning associated with the chosen field (s) of learning.

The program learning outcomes would also focus on knowledge and skills that prepare students for further study, employment, and responsible citizenship. The following are the program outcomes for Bachelor of Business Administration students.

PO1: Disciplinary knowledge of Business Administration: Demonstrate extensive and coherent knowledge of management and its applications in the real business world.

PO2: Complex problem solving: Assess and provide solutions to the difficult/unsolved business problems in rapidly changing environment, inculcating entrepreneurial skills.

PO3: Analytical & Critical thinking: Analyse the business situations from different perspectives and critically assess the situation for optimal results.

PO4: Creativity: acquire innovative managerial skills and develop a creative approach toward solving real life entrepreneurial and business problems.

PO5: Communication Skills: Acquire various soft skills (like business communication, public speaking etc.) and leadership skills required to manage complete business situations as well as life situations.

PO6: Research-related skills: Perform investigations by defining business problems,

collecting data and analyzing to gain insights for decision making.

PO7: Collaboration: Work in teams of diverse cultures, backgrounds, and cross functional areas.

PO8: Leadership readiness/qualities: acquire effective decision-making skills, problem solving, teamwork and ability to motivate and guide others.

PO9: Digital and technological skills: Demonstrate sufficient understanding of ICT tools in business decision making.

PO10: Environmental awareness and action: acquire heightened environmental awareness and consciousness of the impact of business decisions and develop a sense of responsibility toward sustainable practices.

PO11: Lifelong learning: Develop attitude necessary for participating in learning activities throughout life.

6.4. Course Learning Outcomes (CLOs)

The program learning outcomes are attained by learners through the essential learnings acquired on the completion of selected courses of study within a program of study. The term 'course' is used to mean the individual courses of study that make up the scheme of study for a program. The Departments and Schools of the University are expected to map the relevant program learning outcomes when setting the course learning outcomes for the undergraduate certificate/diploma, bachelor's degree, Bachelor's degree with honours/ honours with research or master's degree programs.

Course learning outcomes are specific to the learning for a given course of study related to a disciplinary or interdisciplinary/multi-disciplinary area of learning. Some courses of study are highly structured, with a closely laid down progression of compulsory/core courses to be taken at different phases/stages of learning.

Course-level learning outcomes are expected to be aligned with relevant program learning outcomes and should be designed based on the Cognitive Level based on Bloom's Taxonomy. At the course level, each course may well have links to some but not all graduate attributes as these are developed through the totality of student learning experiences across the period/ semesters of their study.

The course outcomes for each course are mentioned in the syllabi of program. Students attain the outcomes and attributes described in previously through learning acquired on completion of program of study.

6.5 The Qualification Specifications:

Table: 8: NHEQF Qualification Specifications

Qualification type	Purpose of the qualification
Undergraduate Certificate	The students will be able to apply technical and theoretical concepts and specialized knowledge and skills in a broad range of contexts to undertake skilled or paraprofessional work and/or to pursue further study/learning at higher levels.
Undergraduate Diploma	The students will be able to apply specialized knowledge in a range of contexts to undertake advanced skilled or paraprofessional work and/or to pursue further learning/study at higher levels.
Bachelor's degree	The students will be able to apply a broad and coherent body of knowledge and skills in a range of contexts to undertake professional work and/or for further learning.
Bachelor's degree (Honours/ Honours with Research)	The students will be able to apply the knowledge in a specific context to undertake professional work and for research and further learning.
	The students will be able to apply an advanced body of knowledge in a range of contexts to undertake professional work and apply specialized knowledge and skills for research and scholarship, and/or for further learning relating to the chosen field(s) of learning, work/vocation, or professional practice.
Master's degree (1 year/2 semesters of study)	The students will be able to apply an advanced body of knowledge in a range of contexts for professional practice, research, and scholarship and as a pathway for further learning. Graduates at this level are expected to possess and demonstrate specialized knowledge and skills for research, and/or professional practice and/or for further learning.
Master's degree (2 years /4 semesters of study)	The students will be able to apply an advanced body of knowledge in a range of contexts for professional practice, research, and scholarship and as a pathway for further learning. Graduates at this level are expected to possess and demonstrate specialized knowledge and skills for research, and/or professional practice and/or for further learning. Master's degree holders are expected to demonstrate the ability to apply the established principles and theories to a body of knowledge or an area of professional practice.

Doctoral degree	The Doctoral degree qualifies students who can ask relevant and new questions and develop appropriate methodologies and tools for collecting information in pursuit of generating new knowledge and new data sets; and apply a substantial body of knowledge to undertake research and investigations to generate new knowledge, in one or more fields of inquiry, scholarship or professional practice. Graduates at this level is expected to have a systematic and critical understanding of a complex field of learning and specialized research skills for the advancement of knowledge and/or professional practice and making a significant and original contribution to the creation of new knowledge relating to a field of learning or in the context of an area of professional practice.				

6.6 Teaching Process and Course Evaluation

The courses will be delivered using the following teaching-learning tools.

- Lecture
- Assignment
- Individual/ Group Presentation
- Tutorials
- Case Studies
- Numerical Problem Solving
- Role play
- Simulations
- Practical Classes on ICT
- Analysis of Relevant Videos

Course Evaluation is done in the following way.

Sl.No	Component of Evaluation	Marks	Frequency	CODE	Weightage (%)
A	Continuous Evaluation				
I	Class test	(2+5=7)	1	C	
	Pre-Mid Term		1	P	
I	Home Assignment/Case Study	(7+7=14)	2	H	
Iii	Presentation /Live Project	(7+7=14)	2	P	45%
iv	MSE	10	1	Q/ CT	
v	Attendance	5	1	A	5%
B	Semester End Examination	50		SEE	50%
	Project				100%

		Structure of Bachelor of Business Administration Program (BBA)			
		Program Structure			
		1ˢᵗ Semester			
Sl. No.	**Name of Subjects**	**Level of Course**	**Course Code**	**Credit**	
		Major (Core)			
1	Management Process and Organizational Behaviour	100	BSA032M101	3	
2	Marketing Management	100	BSA032M102	3	
		Minor			
3	Foundations of Management (Minor RGU Business Administration)	100	BSA032N101	3	
	Media Literacy and Critical Thinking (Management) (Track for RSB)	100	BSA032N102	3	
		Interdisciplinary			
4	Introduction to Indian Knowledge System - I	100	BSA032I01	3	
		AEC1			
5	Communicative English – I	100	CEN982A101	1	
6	Behavioral Science- I	100	BHS982A104	1	
		SEC			
7	IT tools in Management – I	100	BSA032S111	3	
		VAC			
8	Stress Management (VAC for RSB)	100	VAC992V1021	3	
Total Credit				**20**	
Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)				**3/4**	
		2ₙd Semester			
Sl.No.	**Name of Subjects**	**Level of Course**	**Course Code**	**Credi t**	
		Major (Core)			
1	Accounting for Managers	100	BSA032M201	3	
2	Human Resource Management	100	BSA032M202	3	
		Minor			
3	Organizational Behaviour(Minor RGU Business administration)	100	BSA032N201	3	
	Business Environment and Public Policy(Management (Track for RSB))	100	BSA032N202	3	

		Interdisciplinary			
4	Introduction to Indian Knowledge System - II	100	BSA032I02	3	
		AEC1			
5	Communicative English – II	100	CEN982A201	2	
6	Behavioral Science-II	100	BHS982A204	2	
		SEC			
7	IT tools in Management – II	100	BSA032S211	3	
		VAC			
8	Indian Constitution (VAC for RSB)	100	VAC-2	3	
	Total Credit			20	
	Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)			3/4	

3rd Semester

Sl.No.	Name of Subjects	Level of Course	Course Code	Credit
	Major (Core)			
1	Quantitative Techniques	200	BSA032M301	4
2	Financial Management	200	BSA032M302	4
	Minor			
3	Fundamentals of International Business (Minor Business Administration)	200	BSA032N301	4
	International Business (Management)(Track for RSB)	200	BSA032N302	4
	Interdisciplinary			
5	Innovation Management (IDC for RGU)	200	BSA032I301	3
6	Design Thinking and Innovation(IDC for RSB)	200	BSA032I303	3
	AEC1			
7	Communicative English – III	200	CEN982A301	1
8	Behavioral Science-III	200	BHS982A304	1
	SEC			
9	Basics of Tally	200	BSA032S311	3
	Total Credit			20

		Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)			3/4

4th Semester					
Sl.No.	**Name of Subjects**	**Level of Course**	**Course Code**	**Credit**	
Major (Core)					
1	Managerial Economics	200	BSA032M 01	4	
2	Business Research Methods	200	BSA032402	4	
3	Indian Ethos and Practices in Management	200	BSA032M403	4	
Minor					
4	Introduction to Human Resource Management(Minor Business Administration)	200	BSA032N401	3	
	Management information System(Management (Track for RSB))	200	BSA032N403	3	
5	Introduction to Financial Management(Minor Business Administration)	200	BSA032N402	3	
	Project Management (Management (Track for RSB)	200	BSA032N404	3	
AEC1					
6	Communicative English – IV	200	CEN982A401	1	
7	Behavioural Science -IV	200	BHS982A404	1	
Total Credit				**20**	
Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)				**3/4**	

5th Semester				
Sl.No.	**Name of Subjects**	**Level of Course**	**Course Code**	**Credit**
Major (Core)				
1	Production and Operation Management	300	BSA032M501	4
2	Specialization-I	300	BSA032M50M1/BSA032M50H1/ BSA032M50F1	4
3	Specialization-II	300	BSA032M50M2/BSA032M50H2/	4

Sl.No.	Name of Subjects	Level of Course	Course Code	Credit
			BSA0M50F 2	
	Minor			
4	Introduction to Marketing Management(Minor Business administration)	300	BSA032N501	4
	Emerging Technologies and Applications(Management (Track for RSB)	300	BSA032N502	4
5	Internship	300	BSA032M521	4
Total Credit				**20**

	6th Semester			
Sl.No.	**Name of Subjects**	**Level of Course**	**Course Code**	**Credi t**
	Major (Core)			
1	Business Policy and Strategy	300	BSA032M601	4
2	Specialization-III	300	BSA032M60M 1/BSA032M60 H1/BSA032M6 0F1	4
3	Specialization-IV	300	BSA032M60M 2/BSA032M60 H2/BSA032M6 0F2	4
4	Specialization-V	300	BSA032M60M 3/BSA032M60 H3/BSA032M6 0F3	4
	Minor			
5	E-Commerce (Minor RGU Business Administration)	300	BSA032N601	4
	E-Commerce Management (Track for RSB)	300	BSA032N602	4
Total Credit				**20**

Specialization	**Marketing**	**HR**	**Finance**
Specialization - I	**Consumer Behaviour (BSA032M50M1)**	**Industrial Psychology (BSA032M50H1)**	**Management of Financial Markets (BSA032M50F1)**

Specialization - II	**Sales& Distribution Management (BSA032M50M2)**	**Labour Laws (BSA032M50H2)**	**Financial Services (BSA032M50F2)**
Specialization - III	**Integrated Marketing Communication (BSA032M60M1)**	**Talent Acquisition and Management (BSA032M60H1)**	**Working Capital Management (BSA032M60F1)**
Specialization - IV	**Digital Marketing (BSA032M60M2)**	**Performance Management (BSA032M60H2)**	**Security Analysis and Portfolio Management (BSA032M60F2)**
Specialization - V	**Services Marketing (BSA032M60M3)**	**Organizational Development and Change (BSA032M60H3)**	**Financial Derivatives (BSA032M60F3)**

Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
	7th Semester			
	Major (Core)			
1	Environmental Science and Sustainability	400	BSA032M701	4
2	Enterprise System and Platforms	400	BSA032M702	4
3	Technology & Innovation Management	400	BSA032M703	4
4	Social Entrepreneurship	400	BSA032M704	4
	Minor			
5	Managing Startups(Minor RGU Business Administration)	400	BSA032N701	4
	Data Analytics using R / Python(Management (Track for RSB)	**400**	BSA032N701	4
	Total Credit			**20**

Sl. No.	Name of Subjects	Level of Course	Course Code	Credit
	8th Semester			
	Major (Core)			
1	Business Ethics & Sustainability	400	BSA032M801	4
2	Advanced Research Methodology (Management (Track for RSB)	400	BSA032N801	4
	Minor RGU Business Administration			
3	Research Project / Dissertation	400	BSA032M826	12
	In lieu of Research Project / Dissertation, the following major courses offered			
3	Supply Chain Management	400	BSA032M802	4
4	Legal Aspects of Business	400	BSA032M803	4
5	Social Media and Web Analytics	400	BSA032M804	4
	Total Credit			**20**

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SEMESTER -I

Management Process and Organizational Behaviour

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

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

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

CO.	Course outcome	Bloom's Tax Onomy Level
CO1	Identify key management theories and their proponents.	BT-I
CO2	Interpret the significance of each management function in organizational effectiveness.	BT-II
CO3	Apply key concepts in organizational behaviour, such as motivation, leadership, and group dynamics.	BT-III
CO4	Analyze various theories and concepts to develop a comprehensive understanding of management process and organizational behavior.	BT-IV

Modules	Course Content	Periods
I	**Principles of Management –Introduction** Management- Definition, Importance, Role of managers, Skills of managers, Management and Administration, Management process, Levels of Management, Trends and Challenges of Management in the global scenario. Evolution of Management Thought.	17
II	**Management functions** Planning- Planning Premises, Types of Plans, Planning process Decision Making - Types of decisions - Decision Making Process, Organizing- Meaning, concept and types, Departmentation - Span of control, Delegation of authority, Staffing, Controlling process, types of control and techniques of control.	16
III	**Organizational Behaviour –Individuals** **Attitudes:** Concept**,** Components, Job related attitudes **Personality**- Meaning, Importance, Determinants of personality, Theories of Personality, Personality and Organizational behaviour. **Perception:** Concept, Perceptual process, Factors that influence perception **Learning**- Concept, Nature, Theories of Learning, Reinforcement-Types, use in organizations.	16
IV	**Organizational Behaviour – Group** **Interpersonal Behaviour**: Tools to improve interpersonal behaviour- Johari Window and Transactional Analysis. (Exercise based/ activity based) **Group Behaviour:** Concept of group, Types of groups, Stages of Group formation. **Leadership:** Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories.	17
	Total	66

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

Textbooks:

1. Vasishth &Vasishth(2019).Principles of Management-Texts and Cases, 5th Edition, Taxmann Publication.

2. Koontz &Weihrich(2020).Essentials of Management, Management-An International Perspective, 11th Edition, Tata McGraw Hill Education Pvt. Ltd, New Delhi,

Reference Book:

1. Prasad, L.M. (2021). Principles and Practice of Management, Sultan Chand and Sons, New Delhi.

2. Tripathi & Reddy (2017). Principles of Management, 6th edition,McGraw Hill.

Marketing Management

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

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	List the various marketing concepts adapted by the companies	BT-I
CO2	Summarize the factors influencing consumer Behaviour and marketing decisions.	BT-II
CO3	Apply marketing concepts to develop marketing strategies for different products and services.	BT- III
CO4	Analyse market trends and competitive landscapes to identify marketing opportunities and threats.	BT- IV

Modules	Course Content	Periods
I	**Introduction** Definition, Nature, Scope, functions and Importance, Evolution of Marketing; Core marketing concepts; Concept of customer and consumer, Different Marketing orientation, Holistic marketing concept, Marketing Environment: Micro and Macro, Marketing Mix (goods & services) - contemporary, New Marketing Realities, concept of customer value	17
II	**Consumer Behaviour and STP** Types of buyers, buying motives – Factors influencing buyer behaviour, buying decision process: Industrial and consumer market, Market segmentation – segmentation bases – Targeting –Positioning, Brand - definition, role & scope.	16
III	**Marketing Mix: Product &Pricing Decisions** Product concept, classification– New Product Development process – Product Life Cycle, Product mix – Packaging Labelling, Pricing – Factors influencing pricing decisions – pricing objectives –Types of Pricing Strategy	16
IV	**Marketing Mix: Place & Promotion Decisions** Distribution Strategy - Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Functions of Channel Members, Channel conflict, Concept of Promotion Mix, Factors determining promotion mix: Promotional Tools, Basics of online marketing, Integrated Marketing, Communication	17
	Total	66

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

Textbooks:

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

Reference Books:

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

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Foundations of Management (Minor for RGU Business Admistration)

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

Course Objective:

The aim of the course is to orient the students in theories and practices of Management so as to apply the acquired knowledge in actual business practices.
After the completion of the course, the students will be able to:

CO.	Course outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts and principles of management.	BT-I
CO2	Explain the significance of management in achieving organizational goals and functions	BT-II
CO3	Apply management concepts to real-world situations.	BT-III

Modules	Course Content	Periods
I	**Introduction** Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories-Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.	**17**
II	**Management Planning Process** Planning objectives and characteristics, Hierarchies of planning, the concept and techniques of forecasting, Decision-making-concepts & process, MBO, concept and relevance.	**16**
III	**Organization & Staffing** Organising-Meaning, Importance, Principles and process, Span of Control, Types of Organization, Authority &Delegation-concepts.Staffing-Meaning, concepts and process, Job analysis, Manpower planning, Recruitment & Selection, Training, Appraisals, Transfers and Promotions	**16**
IV	**Directing and Controlling** Directing- meaning and concept, Motivation- concept & theories-Need Hierarchy Theory and Two Factor theory, Communication- concept & process, Leadership –Concept and style Controlling-meaning and concept, types of control, control process	**17**
Total		**66**

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

Textbooks:

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

Reference Books:

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

Media Literacy and Critical Thinking(Minor for RSB)

Subject Code:BSA032N102	Course Level: 100
Credit Unit : 3	Scheme of Evaluation: (T)
L-T-P-C=2-1-0-3	

Course Objective:

This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

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

CO.	Course outcome	Bloom's Taxonomy Level
CO1	Define media literacy principles for navigating digital media landscapes and evaluating credibility.	BT-I
CO2	Outline the complexities of media production, distribution, and audience behavior.	BT-II
CO3	Identify ethical standards in media content creation and consumption	BT-III
CO4	Analyse responsible digital citizenship by navigating online information critically and combating misinformation.	BT-IV

Modules	Course Content	Periods
I	Foundations of Media Literacy and Critical Thinking: Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.	**17**
II	Deconstructing Media Texts: Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.	**16**

III	Media Consumption and Production Dynamics : Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns	**16**
IV	Ethics, Regulation, and Digital Media Literacy : Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.	**17**
Total		**66**

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

Textbooks:

- Potter, W. J. Media literacy (8th ed.). SAGE Publications.

- Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.

Reference Books:

- Hobbs, R. Media literacy in the digital age. Routledge

- Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge

Introduction to Indian Knowledge System–I

Subject Code:BSA032I01	Course Level: 100
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C=2-1-0-3	

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Recall about the natural endowments	BT I
CO2	Illustrate literature of Indian civilization-the Vedic–Itihasas ,languages, mathematics ,and Ayurveda.	BTII
CO3	Explain observation of the emotion of celestial bodies in the Vedic corpus	BTII

Modules	Course Content	Periods
I	Bharata Varsha—A Land of Rare Natural Endowments Demographical features of the ancient Bharat Varsha, Largest cultivable area in the world. Protected and nurtured by Himalayas. The Sindhu-Ganga plain and the great coastal plains. The great rivers of India. Climatic changes: Abundant rains, sunshine and warmth, vegetation, animals, and mineral wealth. Most populous country in the world.India'sprosperityheld theworld in thrall.Splen did geographicalisolationofIndiaandtheuniquenessofInd ianculture.	**17**

II	Foundational Literature of Indian Civilization: The Vedic Corpus. The Itihasas—Ramayana and Mahabharata, and their important regional versions. The Puranas. Foundational Texts of IndianPhilosophies,includingtheJainandBauddha. Foundational Texts of Indian Religious Sampradayas, from the Vedic period to the Bhakti traditions of different regions. i. The Vedangas and Other Streams of IndianKnowledgeSystem:TheVedicCorpus: Introduction to Vedas and synopsis of the four Vedas and Sub-classification of Vedas; Messages Vedas; Introduction to Vedangas : Siksha, Vyakarana, Chanda's, Nirukta, Jyotisha and Kalpa ; Vedic Life: Distinctive Features. Other streams of Indian Knowledge System such as Ayurveda, Sthapatya, Natyasastra, Dharma sastra, Artha sastra, etc. The Indian way of continuing the evolution of knowledge through commentaries, interpretationsandrevisionsofthefoundationaltexts.ThelargecorpusofliteratureinIn Indian languages. ii. Indian Language Sciences: Language Sciences and the preservation of the Vedic corpus. Varna Mala of Indian languages based on classification of sounds on the Basis of their origin and effort involved. The special feature of the scripts of most Indian languages, that each symbol is associated with a unique sound. Word formation inSanskritandIndianlanguages.MajorinsightsintheScienceofVyakaranaasestablis hedbyPanini.ImportanttextsofIndianLanguageSciences— Sikshaorphonetics,Niruktaoretymology,VyakaranaorGrammar,ChandasorProsod y.NavyanyayaandNavya- vyakaranainNavadvipa,VaranasiandWestandSouthIndia.	**17**	

	iii.IndianMathematics: Numbers, fractionsandgeometryintheVedas.Decimalnomenclature of numbers in the Vedas. Zero and Infinity. Simple constructions fromSulba-sutras. The development of the decimal place value system which resulted in asimplificationofallarithmeticaloperations.Linguisticrepresentationofnumbers.I important texts of Indian mathematics. Brief introduction to the development of algebra,trigonometry,andcalculus.HowIndianmathematicscontinuedtoflourishint he18/19/20thcenturies. Kerala School. Ramanujan.		
III	Indian Astronomy: Ancient records of the observation of the motion of celestialbodiesin theVediccorpus.Sun, Moon,Nakshatra&Graha. Astronomy as thescience of determination of time, place, and direction by observing the motion of thecelestialbodies. ThemotionoftheSunandMoon.Motion of equinoxes and solstices. Elements of Indian calendar systems as followed in different regions of India. Important texts of Indian Astronomy. Basic ideas of the planetary model ofAryabhata and its revision by Nilakantha. Astronomical instruments. How Indianastronomy continued to flourish in the 18/19th centuries. Astronomical endeavours ofJaisingh, Sankaravarman, Chandrasekhara Samanta.	16	

IV	Indian Health Sciences: Vedic foundations of Ayurveda. Ayurveda is concerned both with maintenance of good health and treatment of diseases. Basic concepts of Ayurveda.ThethreeGunasandThreeDoshas,Pancha-mahabhutaandSapta-dhatu.Theimportance of Agni (digestion). Six Rasas and their relation to Doshas. Ayurvedic viewofthecauseofdiseases. Dinacharyaordailyregimenfor the maintenance of good health. Ritucharya or seasonal regimen. Important Texts of Ayurveda. Selected extracts from Astāngahrdaya (selections from Sūtrasthāna)andSuśruta-Samhitā 15 (sectionsonplasticsurgery,cataractsurgeryandanalfistula).Thelargepharma copeiaof Ayurveda. Charaka and Sushruta on the qualities of a Vaidya. The whole world is a teacher of the good Vaidya. Charaka's description of a hospital. Hospitals in ancient and medieval India. How Ayurveda continued to flourish till 18/19th centuries. Surgicalpractices,inoculation. Current revival of Ayurveda and Yoga.	16
	Total		66

Credit Distribution		
L/T(Lecture/Tutorial l)	**Practicum(P)**	**Experiential Learning**
66 hrs.	**0**	**22 hrs.**

Textbooks:

1. Upadhyaya, B. (2010). SamskrtaŚāstromkaItihās,Chowkhambha,Varanasi.

2. Bose,D.M.,Senand, S.N.,Subbarayappa, B.V.,(Eds.).(2010).AConciseHistoryofScienceinIndia,2ndEd., UniversitiesPress,Hyderabad.

3. Astāngahrdaya,Vol.I,SūtrasthānaaandŚarīrasthāna,TranslatedbyK.R.SrikanthaMurthy,Vol.I,Krishnadas Academy,Varanasi,1991.

4. Dharampal, (1987). omespectsofEarlierIndianSocietyandPolityandTheirRelevanceToday,NewQuest

Publications, Pune.
5. Dharampal, IndianScienceandTechnologyintheEighteenthCentury: SomeContemporaryEuropeanAccounts, DharampalClassicsSeries, RashtrotthanaSahitya,Bengaluru, 2021
6. Dharampal,TheBeautifulTree:IndianIndigenousEducationintheEighteenthCentury,Dharampal ClassicsSeries, Rashtrotthana Sahitya, Bengaluru, 2021.

Refernce Books
1.J.K. BajajandM.D.Srinivas,IndianEconomyandPolityinEighteenthcenturyChengalpattu,inJ.

K.Bajajed.,IndianEconomyandPolity,CentreforPolicyStudies,Chennai,1995,pp.63-84.

2J.K.BajajandM.D.Srinivas,AnnamBahuKurvitaRecollectingtheIndianDisciplineofGrowingan dSharing Foodin Plenty, Centre for PolicyStudies,Chennai, 1996.
3.. D. Srinivas, The methodology of Indian sciences as expounded in the disciplines of Nyāya,Vyākarana, Ganita and Jyotisa, in K. Gopinath and Shailaja D. Sharma (eds.), The ComputationMeme:ExplorationsinIndicComputationalThinking,IndianInstituteofScience,Bengal uru,2022(in press)

AECI
BehaviouralSciences-1

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

Course Objective:

Toincreaseone'sabilitytodrawconclusionsanddevelopinferencesaboutattitudesandbehaviour,whenconfrontedwithdifferentsituationsthatarecommoninmodernorganizations.

COs	Course outcome	Bloom's Taxonomy Level
CO1	Understand self& process of self-exploration	BT I
CO2	Learn about strategies for development of a healthy self-esteem	BTII
CO3	Apply the concepts to build emotional competencies.	BTIII

Modules	Course Content	Periods
I	Introduction to Behavioral Science Definition and need of Behavioral Science,Self: Definition components ,Importance of knowing self, Identity Crisis, Gender and Identity, Peer Pressure, Self-image: Self Esteem, Johari Window, Erikson's model.	4
II	Foundations of individual behavior Personality- structure, determinants, types Of personalities. Perception: Attribution, Errorsin perception. Learning-Theories of learning: Classical, Operant and Social	6
III	Behaviour and communication. Defining Communication ,types of communication, barriers to communication, ways to overcome barriers to Communication, Importance of Non- Verbal Communication/Kinesics, Understanding Kinesics, Relation between behaviour and communication	4
IV	Time and Stress Management Time management:Introduction-the80:20,sense of time management, Secrets of time management, Effective scheduling. Stress management: effects of stress, kinds of stress sources of stress, Coping Mechanisms. Relation between Time and Stress.	8
Total		**22**

Credit Distribution		
L/T(Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs		**8 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management,P feiffer Company

2. BlairJ.Kolasa, Introduction to Behavioural Science for Business, John Wiley &Sons Inc.

Reference Books

1. Alex, K. (2010). *Soft Skills*. S. Chand Publishing.

2. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson Education.

CENI: Introduction to Effective Communication

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	**Identify** the elements and processes that make for successful communication and **recognize** everyday activities that deserve closer attention in order to improve communication skills	BT I
CO2	**Contrast** situations that create barriers to effective communication and **relate them** to methods that are consciously devised to overcome such hindrance	BTII
CO3	**Use** language, gestures, and paralanguage effectively to avoid miscommunication in**articulatio**n's thoughts and build arguments more effectively	BTIII
CO4	**Illustrate**withsuitableexamplesothatthestudentsinculcatethewriting skills	BTIV

Modules	Course Content	Periods

I	Introduction to Effective Communication
	● Listening Skills
	   ○ TheArt of Listening
	   ○ Factors that affect Listening
	   ○ Characteristics of Effective
	Listening Guidelines for improving Listening skills
		8

II	● Speaking Skills
	   ○ The Art of Speaking
	   ○ Styles of Speaking
	   ○ Guidelines for improving Speaking
	Skills Oral Communication: importance, guidelines, and barriers
		4

III	● Reading Skills
	   ○ The Art of Reading
	   ○ Styles of Reading: skimming, surveying,
	scanning Guidelines for developing Reading skills
		4

IV	● Writing Skills
	   ○ The Art of Writing
	   ○ Purpose and Clarity in Writing
	   ○ Principles of Effective Writing
		6

Total		**22**

Keywords: Communication**,** Listening, Speaking, Reading, Writing

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

Textbooks:
1. BUSINESS COMMUNICATION Essential Strategies for Twenty-first Century Managers Second Edition Prof. (Dr) Shalini Verma

References:
1. *Business Communication* by P.D. Chaturvedi and Mukesh Chaturvedi
2. Technical Communication by Meenakshi Ramanand Sangeeta Sharma

IT Tools in Management-I

Subject Code:BSA032S111	Course Level: 100
Credit Unit: 3	Scheme of Evaluation: (P)
L-T-P-C=2-0-2-3	

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

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

COs	Course outcome	Bloom's Taxonomy
CO1	Define the basic concepts of Information Systems and the key features of MS Word, MS PowerPoint, and MS Excel.	BT-I
CO2	Understand the significance of Information Systems in organizations and comprehend how MS Office applications support various business functions.	BT-II
CO3	Apply knowledge of MS Office applications to create, edit, and present information effectively in management scenarios.	BT-III
CO4	Analyse the functionalities of MS Excel for data management and evaluate the efficiency of MS Office tools in addressing management tasks.	BT-IV

Module	Course Content	Period
I	**Introduction to Information Systems :** Data, Information, Concept of IS and Types of Information Systems (TPS, MIS,DSS, ESS)	18
II	**MSWord:** Editingtext,Findingandreplacingtext,printingdocuments,CreatingandPrinting Merged Document Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphic Templates and Wizards	16
III	**Handling MSOffice Packages** **MS PowerPoint:** Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, with Slides ,Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Type Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Controlling Slideshow, Printing Presentation.	16

IV	**MS Excel**: Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work S Copying andMovingfromselectedcells,handlingoperatorsinFormulae,Functions: Mathematical Logical, statistical, text, financial, Date and Time function and using function wizard.	18
Total		**68**

Credit Distribution		
L/T(Lecture/Tutorial l)	**Practicum(P)**	**Experiential Learning**
22 hrs.	**68 hrs.**	

Textbook:

1. John, P. (2021). Microsoft Word & Excel 2021 For Beginners & Advanced Learners - A Step-By-Step Practical Guide to Mastering Word & Excel 2021.

2. Lucas, H. (2009). Information Technology for Management (7th ed.). New Delhi: Tata McGraw Hill Education Pvt Ltd.

Reference Book

1. McFedries, P. (2023). Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365). Pearson Education.

2. Kanter, J. (2003). Managing with Information. New Delhi: Prentice Hall of India.

VAC: Stress Management (Track for Management)

Subject Code: VAC992V1021	Course Level: 100
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C= 2-1-0-3	

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define stress, its causes, and its impact on individuals and organizations.	BTI
CO2	Explain the relationship between stress and performance.	BTII
CO3	Apply stress management techniques to reduce stress in personal and professional life	BTIII

Modules	Course Content	Periods
I	**Introduction to Stress** Introduction to stress: Meaning, Definition, Eustress, Distress, Difference between eustress and distress ;Frustration ,conflict and pressure; Meaning of stressors; common stressors at workplace: Stressor unique to age and gender	17
II	**Cognitive appraisal of stress** General adaptation of stress; Consequences of stress; Physiological and psychological changes associated with the stress response. **Behavioural aspects of Stress** AdaptiveandMaladaptiveBehaviour;IndividualandCulturalDifferences:Sources of Stress-Across the Lifespan; College and Occupational Stress.	16
III	**Stress and Work performance.** role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.	16
IV	**Stress Response** 'Fight or Flight' Response ,Stress warning signals **Stress Reduction Techniques** 1. AutogenicTraining2.Biofeedback3.Relaxation4.YogaandMeditation	17
	Total	66

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

Textbooks:

1. Roy,S.(2012). Managingstress,SterlingPublication

2. MikeClayton(2011)BrilliantStressManagement:Howtomanagestressinanysituation(BrilliantLifeskills
),Pearson Education India;FirstEdition

Reference Books
- Lehrer, P. M., & Woolfolk, R. L. (Eds.). (2021). Principles and practice of stress management (4th ed.). Guilford Press

SEMESTER – II

Accounting for Managers

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

Course Objective:

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Describe the basic Concepts of Accounting	BT-I
CO2	Understanding the role of accounting in Business	BT-II
CO3	Apply the basic principles and procedures of accounting	BT-III
CO4	Analyse the transactions of a business for the preparation of financial statements.	BT-IV

Modules	Course Content	Periods
I	**Introduction to Financial Accounting:** Accounting- Meaning, objectives, advantages, and Limitations, Qualitative Characteristics of Accounting Information. Branches of Accounting, Bases of Accounting: cash basis and accrual basis. Accounting principles; Meaning and Nature. Accounting Concepts: Entity, Money Measurement, Going Concern, cost, Accounting Period, Dual Aspect, Realization, prudence(conservatism), materiality, and Full Disclosures. Accounting as an information system, the users and Uses of Financial Accounting Information and needs.	**17**
II	**Accounting Mechanics:** Accounting cycle, Source Documents and vouchers, Accounting Equation Approach, Rules of Debit and Credit. Recording of Transactions: Book of original entry- Journal, Special Purpose Books (i) cash book- simple, cash book with Bank Column; Ledger- meaning, utility, format; posting from Journal and Subsidiary books; Balancing of Accounts. Trial balance: Meaning, objectives, and preparation.	**16**
III	**Final Accounts -I** **Financial statements:** Meaning and Users. Capital Expenditure, Revenue Expenditure, and Deferred Revenue Expenditure. **Trading and Profit and Loss Account:** Gross Profit, Operating Profit; Net Profit Balance sheet: Need, Grouping of Assets and Liabilities in Balance sheet. Preparation of Financial Statements of Sole Proprietorship. **Partnership**: Features, Partnership Deed, Preparation of Profit and Loss Appropriation Account, division of Profit among Partners, Methods of Valuation of Goodwill. Preparation of Financial Statements of Partnership Firm.	**17**

IV	**Final Accounts -II** Features and types of companies. Share and share Capital: Nature and Types. Statutory Provisions relating to maintenance of Books of Accounts of companies. Financial Statements of Companies, Provisions relating to the preparation of Financial Statements of companies. Format and Presentation of Statement of Profit and Loss & Balance sheet.Preparation of the Company Final Accounts	16
	Total	**66**

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

Textbooks:

1. Dr S. N. Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari(2022). Financial Accounting, Vikas Publishing House, 7th Edition.

2. Dam &Gautam,(2023). Corporate Accounting, Gayatri Publications, Guwahati, 3rd edition.

Reference Books:

1. Tulsian,P.C.(2002). Financial Accounting, Pearson India Education Services, Pvt. Ltd. Noida, 1st edition

2. Goel, D. K., Goel, R. &Goel,S.(2024).Accounting for Partnership Firms, Arya Publications, New Delhi.20th edition.

Human Resource Management

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-I
CO2	Explain various tools required for the development, implementation, and evaluation of Human Resource Management practices in national and international contexts.	BT-II
CO3	Demonstrate the importance and essence of Human Resources and their Effective implementation in organizations	BT-III
CO4	Compare the various strategic HR methods for effective implementation in an organization	BT IV

Module	Course Content	Periods
I	**Introduction to Human Resource Management:** Evolution of HRM, Objectives of HRM, Functions, Strategic Human resource management- meaning, features, differences with traditional HRM, Barriers to effective SHRM, Future Role of HRM.	16
II	**Human Resource Procurement:** Human Resource Planning- Characteristics, Significance. Job Analysis and Design–Process, Techniques of Data collection in job analysis, Job Description and Job Specification. Recruitment-Definitions, Features, Recruitment process, Sources of Recruitment. Selection- Differences between Recruitment and Selection, Phases of Selection process, Selection Tests, Placement, Orientation, Induction.	17
III	**Human Resource Development:** Employee Training- Significance, Training wheel, Training need Analysis, Methods of Training, Evaluation of Training programme. Organization Development – Introduction, Characteristics of OD, OD intervention Programmes.	16
IV	**Human Resource Evaluation and Compensation** Performance Evaluation- Objectives, Uses, The Process of Performance Evaluation, Evaluation Methods Compensation Administration-Introduction, Objectives, Concept of Wages. Components of Compensation, Executive compensation.	17

Total	66

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

Textbooks:

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

Reference Books:

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

Organizational Behaviour (Minor for RGU Business Administration)

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

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to the basic concepts of organisation Behaviour	BT-I
CO2	Identify major theories and models used to explain behaviour in organizations	BT-II
CO3	Apply group dynamics principles to enhance team performance and evaluate the essence of interpersonal relationship and leadership.	BT-III

Modules	Course Contents	Periods
I	**Introduction to Organizational Behaviour:** Evolution of Organizational Behaviour, Need to Understand Human Behaviour, Contributing disciplines. Challenges and Opportunities for OB, Importance of organizational behaviour.	**16**
II	**Individual Behaviour and its influence on Organizational Behaviour** Personality- Concept, Determinants of personality, Theories of Personality Perception – concepts, Factors that influence perception, Learning- Concept, Theories of Learning. Attitudes: Components, attitude formation and change, Organizational Commitment.	**17**
III	**Interpersonal Behaviour:** Communication, Johari Window Transactional analysis: Meaning, Types of Transactions, Ego states, Emotional intelligence. Leadership: Definitions and Characteristics, Significance of Leadership, Leadership styles, Leadership Theories.	16
IV	**Organizational Behaviour and Group:** Group Behaviour: Concept, Types, Stages of Group formation, Group decision making, Teams: Types of teams. Conflict: Types, Process, sources and Management of Conflict. Power & Politics: Concept, Bases of power.	17
	Total	**66**

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

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

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

Business Environment and Public Policy(Minor RSB Management)

Subject Code: BSA032N202	Course Level: 100
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C=2-1-0-3	

Course Objective:
The objective of this course is to give an orientation to the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations. Additionally, delving into public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define business environment principles and strategies in relation to domestic and international business.	BT-I
CO2	Identify relationship between environment and business, different concepts & its implementation	BT-II
CO3	Apply the knowledge to current situations and take prudent decisions.	BT-III
CO4	Analyze public policies and reforms since independence.	BT-IV

Modules	Course Contents	Periods
I	**Theoretical Framework of Business Environment:** Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.	16
II	**Global Framework:** EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.	17
III	**Public Policies:** Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.	16
IV	**Problems and Challenges of Growth of Economy:** Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment. Emerging Trends in Business: Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.	17
	Total	**66**
	Credit Distribution	

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

		24 hrs
66hrs		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Courses/MOOCs

Textbooks:

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

Reference Book:

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

Introduction to Indian Knowledge System - II

Subject Code: BSA032I02	Course Level:200
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C=3-0-0-3	

Course Objective:

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Recall traditional Indian knowledge traditions constituting Indian culture	BT-I
CO2	Summarize differences between classical literature in Sanskrit and other Indian languages	BT-II
CO3	Compare knowledge traditions originating in NE India	BT-III
CO4	Appreciate the contribution of Indian Knowledge Systems to the world	BT-IV

Modules	Course Content	Periods
I	**Indian Classical Literature:** A Brief Introduction; Ancient Indian Spiritual Poetics – Kavya; Contribution of Kalidasa **Diversity and Indian Culture:** Indigenous Faith and Religion; Preservation of culture and indigenous knowledge The Purpose of Knowledge: **Understanding Self-Awareness and Spirituality;** Indian concept and purpose of Knowledge and Education; Understanding Spirituality and Materialism: Para and Apara Vidya	17
II	**Methodology of Indian Knowledge System** Shruti and Smriti traditions; Introduction to Shastras; Manuscriptology The art and science of documenting knowledge; Repositories of ancient manuscripts with special reference to the Northeast India Indian Architecture and Town Planning: Ancient Indian architecture; Shatapatha-Veda; Indigenous tools & techniques for town planning & temple architecture. Examples: Lothal, Mohan Jo Daro, Lepakshi Temple, Jagannath Puri, Konark Sun TempleVernacular architecture of Assam: Special reference to Bhamputati Village	17
III	**Indian Agricuture Han Civilization;** Sustainah Aerigultue: Historical siunifieatice of agriculture and sustainable farning in India;Step Cultivation of India Spocial reference to Northeast India; Wet rice cultivation ofAssam **Indian Textiles:** What is Textile?Tradition of cotton and silk textiles in India,Historical contribution of textile and weaving to Indian economy,Varieties of textiles and dyes developed in different regions of India,Special reference to Northeast India	16

IV	Indian Polity and Economy Understanding Kingship and Chiefdom: Role of a king Indian idea of decentralized polity and flourishing economy, The Chakravarti System: Administrative System of Ancient Bharatavarsha,Village governance system: Northeast India Arthashastra: Brief Synopsis, The Outreach of Indian Knowledge Systems Across Geographical Boundaries: Indian Languages, Scripts, Linguistics, Ayurveda, Yoga and Meditation Textile, Decimal value place system–based arithmetic, Algebra and Astronomy	16
Total		**66**

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

Textbooks:

1. Mahadevan, B., Bhat Vinayak Rajat, Nagendra Pavan RN. (2022). Introduction to Indian Knowledge System: Concepts and Applications. PHI Learning Private Ltd.

2. Mukul Chandra Bora. *Foundations of Bharatiya Knowledge System*. Khanna Book Publishing.

   Reference Books:

- Baldev Upadhyaya. *Samskrta Sāstron ka Itihās*. Chowkhambha, Varanasi, 2010.
- D. M. Bose, S. N. Sen, & B. V. Subbarayappa (Eds.). (2010). *A Concise History of Science in India* (2nd Ed.). Universities Press, Hyderabad.
- *Aṣṭādhyāyī*, Vol. I, *Sūtraṣṭhāna and Śāstraṣṭhāna*, translated by K. R. Srikantha Murthy. Vol. I, Krishnadas Academy, Varanasi, 1991.
- Dharampal. *The Beautiful Tree: Indian Indigenous Education in the Eighteenth Century*. Dharampal Classics Series, Rashtrotthana Sahitya, Bengaluru, 2021.
- J. K. Bajaj and M. D. Srinivas. *Indian Economy and Polity in Eighteenth-century Chengalpattu*. In J. K. Bajaj (Ed.), *Indian Economy and Polity*. Centre for Policy Studies, Chennai, 1995, pp. 63–84.

AEC II
CEN II: Approaches to Verbal and Non-Verbal Communication

Subject Code: CEN982A201	Course Level :100
Credit Unit: 1	Scheme Of Evaluation: (T)
L-T-P-C=1-0-0-1	

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

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

Modules	Course Content	Periods
I	**Technical Communication** Communicating about technical or specialized topics, Different forms of technology-enabled communication tools used in organizations Telephone, Teleconferencing, Fax, Email, Instant messaging, Blog, podcast, Videos, videoconferencing, social media	8
II	**Communication Barriers** Types of barriers: Semantic, Psychological, Organisational, Cultural, Physical, and Physiological. Methods to overcome barriers to communication.	4
III	**Conversation skills/Verbal Communication** Conversation – Types of Conversation, Strategies for Effectiveness, Conversation Practice, Persuasive Functions in Conversation, Telephonic Conversation and Etiquette Dialogue Writing, Conversation Control.	4
IV	**Non-verbal Communication** Introduction; Body language- Personal Appearance, Postures, Gestures, Eye Contact, Facial expressions Paralinguistic Features-Rate, Pause, Volume, Pitch/Intonation/ Voice/ modulation Proxemics, Haptics, Artifacts, Chronemics	6
	Total	**22**

Credit Distribution		
L/T(Lecture/Tuto rial)	**Practicum (P)**	**Experiential Learning**
22 hrs		**8 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

References:

1. Hair, Dan O., Rubenstein, Hannah and Stewart, Rob. (2015). *A Pocket Guide to Public Speaking.* (5th edition). St. Martin's. ISBN-13:978-1457670404

2. Koneru, Aruna. (2017) *Professional Communication*. New Delhi: Tata McGraw Hill ISBN- 13: 978-0070660021

3. Raman, Meenakshi and Singh, Prakash. (2012). *Business Communication* (2nd Edition): Oxford University Press

4. Sengupta, Sailesh. (2011) *Business and Managerial Communication*. New Delhi: PHI Learning Pvt. Ltd.

Behavioural Science II

Subject Code: :BHS982A204	Course Level :100
Credit Unit : 1	Scheme Of Evaluation: (T)
L-T-P-C=1-0-0-1	

Course Objective:

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Develop an elementary level of understanding of culture and its implications on personality of people.	BT-I
CO2	Understand the concept of leadership spirit and to know its impact on performance of employees.	BT-II
CO3	Understand and apply the concept of motivation in real life.	BT-II

Modules	Course Content	Periods
I	**Culture and Personality** Culture: Definition, Effect, relation with Personality, Cultural Iceberg, Overview of Hofstede's Framework, Discussion of the four dimensions of Hofstede's Framework.	6
II	**Attitudes and Values** Attitude's definition: changing our own attitudes, Process of cognitive dissonance Types of Values, Value conflicts, Merging personal and Organisational values	4
III	**Motivation** Definition of motivation with example, Theories of Motivation (Maslow, McClelland's theory& Theory X and Y)	4
IV	**Leadership** Definition of leadership, Leadership continuum, types of leadership, Importance of Leadership, New age leaderships: Transformational & transactional Leadership, Leaders as role models.	8
	Total	22

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs		**8 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management, Pfeiffer &Company
2. Blair J. Kolasa,Introduction to Behavioural Science for Business, John Wiley & Sons Inc
Refernce Books
    1. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson Education
    2. Alex, K. (2010). Soft Skills. S. Chand Publishing.

IT Tools in Management-II

Subject Code: BSA032S211	Course Level: 100
Credit Unit: 3	Scheme of Evaluation: (P)
L-T-P-C= 2-0-2-3	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO-1	Remember and recognize basic Excel features and functions.	BT-I
CO-2	Understand how to use Excel tools and functions.	BT-II
CO-3	Use Excel tools and functions to complete tasks.	BT-III
CO4	Evaluate and Analyse data using Excel to make decisions.	BT IV

Modules	Course Content	Periods
I	**Excel Introduction** • An overview of the screen, navigation, and basic spreadsheet concepts • Various selection techniques • Shortcut Keys • Formatting and Proofing	**18**
II	**Mathematical Functions** • SumIf, SumIfsCountIf, CountIfsAverageIf, AverageIfs, Nested IF, IF ERROR Statement, AND, OR NOT Protecting Excel • File Level Protection • Workbook, Worksheet Protection **What If Analysis** • Goal Seek • Scenario Analysis • Data Tables (PMT Function) • Solver Tool	**16**
III	**Logical Functions** • If Function • How to Fix Errors – if error • Nested If • Complex if and or functions **Data Validation** • Number, Date & Time Validation • Text and List Validation • Custom validations based on formula for a cell • Dynamic Dropdown List Creation using Data Validation – Dependency List **Lookup Functions** • Vlookup / HLookup • Index and Match • Creating Smooth User Interface Using Lookup • Nested VLookup • Reverse Lookup using. Choose Function • Worksheet linking using Indirect • Vlookup with Helper Column	**18**

IV	**Pivot Tables**	
	• Creating Simple Pivot Tables • Basic and Advanced Value Field Setting • Classic Pivot table • Choosing Field • Filtering PivotTables • Modifying PivotTable Data • Grouping based on numbers and Dates • Calculated Field & Calculated Items • Arrays Functions • What are the Array Formulas, Use of the Array Formulas • Basic Examples of Arrays (Using ctrl+shift+enter). • Array with if, len and mid functions formulas. • Array with Lookup functions. • Advanced Use of formulas with Array. **Charts and slicers** • Various Charts i.e. Bar Charts / Pie Charts / Line Charts • Using SLICERS, Filter data with Slicers • Manage Primary and Secondary Axis	**16**
	Total	**68**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs	**68 hrs**	

Textbook:

1.Excel 2019 All-In-One: Master-The New Features of Excel 2019, Lokesh Lalwani, 1st

edition. BPB Publications, 2019

2.McFedries, P. (2023). Microsoft Excel Formulas and Functions (Office 2021 and Microsoft

365). Pearson Education.

Reference Books:

1. Microsoft Office 365 All-in-one for Dummies, Weverka, Peter, Wiley Publications, 2019

2. Advanced Excel 2019 Training Guide: Tips and Tricks to kick start your Excel Skills,

   Manish Nigam, 1st Edition, BPB Publications, 2019

SEMESTER - III

Quantitative Techniques

Subject Code:BSA032M301	Course level: 200
Credit Unit : 4	Scheme of Evaluation: (T)
L-T-P-C= 3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define quantitative techniques and their applications in decision-making.	BT I
CO2	Interpret the results of quantitative analysis in a business context.	BT II
CO3	Apply mathematical and statistical methods to Analyse data and draw meaningful conclusions.	BT III
CO4	Analyse data using quantitative techniques to solve business problems	BT IV

Modules	Course Content	Periods
I	Basic Algebraic concepts, Indices and Logarithms, Quadratic Equations, Set, Relation and Function, Arithmetic, and geometric progressions. Determinants, Matrix Algebra	22
II	Differential Calculus: 1st order derivative, 2nd order derivative, Applications of derivatives to solve business problem- Maxima and Minima	22
III	Introduction to Statistics, Measure of Central Tendency-Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Simple Correlation and Regression, Time Series Analysis	22
IV	Theory of Probability-Meaning, basic concepts, Addition rule, Multiplication rule, conditional probability, Probability distributions – Discrete and Continuous Probability distributions - Binomial, Poisson, and Normal distribution	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

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

Financial Management

Subject Code: BSA032M302	Course Level: 200
Credit Units: 4	Scheme of Evaluation: (T)
L-T-P-C =3-1-0-4	

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define key financial management terms and concepts.	BT-I
CO2	Describe the relationship between risk and return in financial decision-making	BT-II
CO3	Analyse financial statements to assess the financial health of a company	BT-III
CO4	Evaluate investment opportunities using techniques like Net Present Value (NPV) and Internal Rate of Return (IRR)	BT-IV

Modules	Course Content	Periods
I	**INTRODUCTION** Nature, Scope, and Functions of Financial Management, Profit vs Wealt Maximization. Risk and Return, Time value of money. Calculating Present aFuture Value. Valuation of securities – Bonds and Equities	20
II	**INVESTMENT DECISIONS** The Capital Budgeting Process, Cash flow Estimation, Payback Period Method Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Uncertainty and Risk Adjusted Discount Rate.	22
III	**FINANCING DECISION** Cost of capital and Financing Decision: Sources of long-term financing Meaning & Significance of cost of capital, Factors affecting Cost of Capital Determining component Costs of capital & Weighted Average Cost of Capital, Defining Capital Structure, Determinants of Capital Structure, Relevance of Capital Structure- NI & Traditional Views, Irrelevance of Capital Structure- NO Approach and MM Theory, Optimum Capital Structure, Meaning of Financial Leverage & its Measures, Financial Leverages, and the Shareholder's Return, Combining Financial and Operating Leverage.	24
IV	**DIVIDEND DECISION & WORKING CAPITAL DECISION** Dividend Policy: Meaning and Kinds of Dividend, Theories on Dividend Policies, Practical Considerations in Dividend policy, Relevance of dividend policy on Firm's Value, Factors influencing a Firm's dividend policy. Working Capital Management: Concepts of Working Capital, Operating and Cas Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of Working Capital Needs, Cash management receivable management.	22
	Total	88

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

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

Fundamentals of International Business (Minor For RGU Business Administration)

Subject Code: BSA032N301	Course Level: 200
Credit Unit: 4	Scheme of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective: To impart and demonstrate amongst the students an understanding of the basic concepts and theoretical knowledge used in international business.
After the completion of the course, the students will be able to:

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define international business and its key concepts	BT I
CO2	Summarize the theories of international trade, framework, and international agreement.	BT II
CO3	Apply international business theories to analyse real-world international business situations.	BT III

Modules	Course Content	Periods
I	**Introduction to International Business:** Concepts of Globalisation, Dimensions, Factors influencing globalization, Concept of International Business, Reasons for International expansion, Modes of entry in international markets, Overview of world's trade and India's trade, Balance of Payments.	**22**
II	**Institution framework and Trade Agreements:** International economic institutions- WTO, IMF, UNCTAD, ADB etc. Institutional Framework for International Trade in India, Overview of WTO Agreements, Ministerial Conferences and Emerging issues, WTO and Developing countries. **International Economic Integrations:** Different Levels of Integration, Major Regional Trade Agreements, India's participation and role.	**22**
III	**International Environment and International Marketing:** Cultural, Political and Legal Environment Concept of Culture, Comparison of Cross-Cultural Behaviour, fundamentals of International Marketing Mix Decisions -Product, Pricing, International distribution channels, communication and Promotion Decisions	**22**
IV	**International Finance and Documentation:** International Monetary System. Foreign Exchange market, Exchange risk management, Modes of payment and international trade finance Export import procedure, Terms of Delivery. Documentation- Commercial documents, Regulatory documents.	**22**
	Total	**88**

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

88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

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

International Business (Minor For RSB Management)

Subject Code: BSA032N302	Course Level: 200
Credit Unit: 4	Scheme of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business.
After the completion of the course, the students will be able to:

COs	Course outcome	Bloom's Taxonomy Level
CO1	Demonstrate the fundamental theories of international business and trade	BT I
CO2	Explain the impact of political, legal, economic, and cultural environments on international business operations.	BT II
CO3	Develop an understanding of the concept of Foreign Direct Investment and its impact on various world economy	BT III
CO4	Analyse the significance of economic Integration in International Business	BT-IV

Modules	Course Content	Periods
I	**Introduction to International Business** Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses	**22**
II	**Introduction of Foreign Direct Investment** Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.	**22**
III	**Economic Integration :** Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.	**22**
IV	**Emerging Trends in International Business** International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues, Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.	**22**
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:
- Hill, C. W. L. (2023). International business: Competing in the global marketplace (13th ed.). McGraw-Hill Education.
- Wild, J. J., & Wild, K. L. (2023). International business: The challenges of globalization (9th ed.). Pearson.

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

Innovation Management(IDC for RGU)

Subject Code: BSA032I301	Course Level:200
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C=2-1-0-3	

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the innovation process and the various components involving Innovation Management.	BT I
CO2	Summarize the factors to achieve success and manage the uncertainties	BT II
CO3	Identify the different forms of protection from intellectual property and learn how to handle patents through its various components	BT III

Modules	Course content	Periods
I	**Introduction to Innovation Management:** Concepts, Innovation and Invention, Types of Innovation, Models of Innovation, Innovation as a Management Process.	17
II	**Market adoption and Technology diffusion:** Innovation and the market, Innovation diffusion theories, Adopting new products and embracing change.	16
III	**Managing Innovation within Firms:** Managing uncertainty, Organizational characteristics facilitating innovation process, Organizational structures and innovation, Management tools for innovation.	16
IV	**Managing Intellectual Property:** An introduction to patents, Expiry of a patent and patent extensions, Trademarks, Using brands to protect intellectual property, Remedy against infringement.	17
Total		**66**

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

Text Book:

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

2. Tidd, J., & Bessant, J. R. (2024). Managing innovation: Integrating technological, market and organizational change (8th ed.). Wiley.

Reference Books:

- Innovative Management, Strategies, Concepts and Tools for growth and profit, Sholomo Maital,

- Technology and Innovation Management. Shankar Dubey, Sanjiva, 2nd Edition, PHI learning, 2019

Design Thinking and Innovation (IDC for RSB)

Subject Code: BSA032NI303	Course Level:200
Credit Unit: 3	Scheme of Evaluation: (T)
L-T-P-C=2-1-0-3	

Course Objective : The primary focus of DTI is to help learners develop creative thinking skills and apply design-based approaches/tools for identifying and implementing innovation opportunities into implementable projects.

COs	Course outcome	Bloom's Taxonomy Level
CO1	Recall the fundamental concepts, principles, and stages of design thinking and innovation.	BT I
CO2	Explain wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development	BT II
CO3	Identify real-time innovative product designs and choose appropriate frameworks, strategies, techniques during prototype development.	BT III
CO4	Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products	

Modules	Course content	Periods
I	**Basics of Design Thinking :** Concept of innovation and its significance in business. Creative thinking process and problem-solving approaches. Know Design Thinking approach and its objective Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product. Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc. Stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement.	17
II	**Learning to Empathize and Define the Problem :** Importance of empathy in innovation process – how can students develop empathy using design tools. Observing and assimilating information. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences. Wicked problems- Definition, Identification of wicked problems and the potential impact of their solutions	16
III	**Ideate, Prototype and Implement** Templates of ideation like brainstorming, systems thinking. Concept of brainstorming – how to reach consensus on wicked problems. Mapping customer experience for ideation. Methods of prototyping, purpose of rapid prototyping. Implementation.	16
IV	**Feedback, Re-Design & Re-Create:** Feedback loop, focus on User Experience, address ergonomic challenges, user focused design, Final concept testing, Final Presentation – Solving Problems through innovative design concepts & creative solution.	17
	Total	**66**

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

Text Book:

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

2. Tidd, J., & Bessant, J. R. (2024). Managing innovation: Integrating technological, market and organizational change (8th ed.). Wiley.

Reference Books:

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

Behavioural Science - III

Subject Code: BHS982A304	Course Level:200
Credit Unit: 1	Scheme of Evaluation: (T)
L-T-P-C=1-0-0-1	

Course Objective : To increase one's ability to draw conclusions and develop inferences about attitudes and behaviour, when confronted with different situations that are common in modern organizations .To enable the students to understand the process of problem solving and creative thinking.

COs	Course outcome	Bloom's Taxonomy Level
CO1	Understand the process of problem solving and creative thinking	BT I
CO2	Develop and enhance of skills required for decision-making.	BT II
CO3	Apply creative thinking techniques and models	BT III

Modules	Course content	Periods
I	Problem Solving Process Defining problem, the process of problem solving, Barriers to problem solving(Perception, Expression, Emotions, Intellect ,surrounding environment)	8
II	Thinking as a tool for Problem Solving What is thinking: The Mind/Brain/Behaviour Critical Thinking and Learning: -Making Predictions and Reasoning. -Memory and Critical Thinking. -Emotions and Critical Thinking.	4
III	Creative Thinking - Definition and meaning of creativity , - The nature of creative thinking :Convergent and Divergent thinking, - Idea generation and evaluation (Brain Storming) - Image generation and evaluation. - The six-phase model of Creative Thinking: ICEDIP model	4
IV	Building Emotional Competence Emotional Intelligence – Meaning, components, Importance and Relevance Positive and Negative emotions Healthy and Unhealthy expression of emotions	6
	Total	**22**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs		**8 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Book:

1. J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3,

   Management; Pfeiffer &Company

   2. lair J. Kolasa, Introduction to Behavioural Science for Business, John Wiley Inc.

Reference Books:

1.Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (19th ed.). Pearson Education.

AEC III
CEN III: Fundamentals of Business Communication

Subject Code: CEN982 A301	Course Level :200
Credit Units: 1	Scheme of Evaluation: (T)
L-T-P-C=1-0-0-1	

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

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

Modules	Course Content	Periods
I	**Business Communication: Spoken and Written** • The Role of Business Communication • Classification and Purpose of Business Communication • The Importance of Communication in Management • Communication Training for Managers • Communication Structures in Organizations • Information to be Communicated at the Workplace Writing Business Letters, Notice, Agenda and Minutes	**4**

II	**Negotiation Skills in Business Communication**
	• The Nature and Need for Negotiation
	    • Situations requiring and not requiring negotiations.
	• Factors Affecting Negotiation
	    • Location, Timing, Subjective Factors
	• Stages in the Negotiation Process
	    • Preparation, Negotiation, Implementation Negotiation Strategies
		6

III	**Ethics in Business Communication**
	    • Ethical Communication
	    • Values, Ethics and Communication
	    • Ethical Dilemmas Facing Managers
	    • A Strategic Approach to Business Ethics
	    • Ethical Communication on Internet
	Ethics in Advertising
		8

IV	**Business Etiquettes and Professionalism**
	    • Introduction to Business Etiquette
	    • Interview Etiquette
	    • Social Etiquette
	    • Workplace Etiquette
	    • Netiquette
		4

	Total	22

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs		**8 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks
1. *Business Communication* by Shalini Verma

References:

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

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

SEC
Basics of Tally

Subject Code:BSA032S311	Course Level: 200
Credit Unit: 3	Scheme of Evaluation: (P)
L-T-P-C=2-0-2-3	

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

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

Module	Contents	Periods
I	ERP basic features – benefits – selection-implementation	18
II	Tally basic and advance features – Company Creation-configure and features settings-Ledger Creation with predefined primary Groups, Predefined Subgroup and New Subgroup – Creating Stock, Items and Groups.	16
III	Preparation of Ledger accounts on Tally- Preparation of Invoices- Vouchers Entry, Generating Reports.	18
IV	Preparation of Cash Books, Ledger Accounts, Trail Balance, Profit and Loss Accounts, Balance Sheet, Funds Flow Statement, Cash Flow Statement and Display of Final accounts- Ratios-Selecting and Shutting a company – Backup and Restore data of a Company	16
	Total	**68**
Credit Distribution		

L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
22 hrs	**68**	

Textbooks:
　　1. Tally ERP 9+ GST, Akshay Rajgaria, 1st Edition, BPB Publication 2022
Reference Book:
　　1. Tally ERP 9 training guide, Asok K. Nadhani,4thEdition,BPBPublication,2018
Reading materials to be provided

SEMESTER – IV

Managerial Economics

Subject Code: BSA032M401	Course Level:200
Credit Units: 4	Scheme of Evaluation: (T)
L-T-P-C=-3-1-0-4	

Course Objective: To enable the students to understand the laws of supply and demand and various contributing factors; various laws of production and costs; various types of market structures.
After the completion of the course, the students will be able to:

COs	Course outcome	Bloom's Taxonomy Level
CO1	List the basic concepts and importance of managerial economics	BT I
CO2	Describe various variables of consumer behaviour	BT II
CO3	Analyse how changes in supply and demand affect market equilibrium	BT III
CO4	Compare and contrast different market structures in terms of their efficiency and welfare implications.	BT IV

Modules	Course Content	Periods
I	Nature, Scope, Definitions of Business Economics, Contribution and Application of Business Economics to Business. Objectives of a firm. Opportunity Costs, Risk, Return and Profits. Demand- Demand function, Individual and Market demand, Law of demand and supply, exceptions to the law of demand, change in demand, Elasticity of demand- price, income and cross elasticity, Methods, and degrees of price elasticity, Point and arc elasticity	22
II	Consumer Behaviour: Consumer sovereignty-limitations. Approaches to the study of consumer behaviour - cardinal approach-the law of equip- marginal utility, ordinal approach – indifference curve analysis-properties – consumer surplus – meaning- analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve.	22
III	Modern cost concepts, Relationship between Marginal Cost and Average Cost, Cost of production: Short-run and long run, Production function-linear and homogeneous production function, stages of production; Isoquants, Iso-cost line, Returns to scale; Economies and diseconomies of scale	22
IV	Perfect competition: Basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, Monopoly: basic features& price determination; Monopolistic competition: basic features and price determination, Oligopoly: concepts and price determination	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88Hrs		**32 hrs.**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

Reference Books:
1. Salvatore & Rastogi, Managerial Economics, Principles, and world-wide applications.

    9thEdition,Oxford Publication.
2. Agarwal,V. (2018). Managerial Economics. 1st edition, Pearson New Delhi.

Business Research Methods

Subject Code: BSA032M402	Course Level: 200
Credit Units: 4	Scheme of Evaluation:(T)
L-T-P-C=-3-1-0-4	

Course Objective: To enable students to conduct business research to investigate, analyses and interpret data to understand the business problem using relevant tools.
After the completion of the course, the students will be able to:

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define business research and its importance in decision-making.	BT I
CO2	Summarize the steps involved in conducting a business research project.	BT II
CO3	Use statistical tools and techniques to Analyse research data.	BT III
CO4	Assess the impact of research on business decision-making.	BT IV

Modules	Course Content	Periods
I	**Introduction to Research** Meaning of Research, Types of Research, Process of Research, Research Dilemma, Defining Research Problem, Formulating the Research hypotheses, Developing Research problem, Research design	22
II	**Sampling, Measurement & Scaling and Data Collection** Population and Sample, Sampling for research, Type of Sampling Methods, Characteristics of a good Sampling Design. Types of data –sources, methods of data collection (Primary and Secondary Data) Questionnaire Design	22
III	**Data Analysis and Interpretation:** Descriptive Statistics, Univariate and Bivariate Analysis of Data, Testing of Hypothesis Process steps, Type-I & Type-II Error Parametric Test and Non-parametric test (using SPSS/ MS Excel/ any other statistical package as well)	22
IV	**Introduction to Advanced Data Analysis & Research Report** Introduction to Factor analysis, Correlation and Regression analysis techniques, Report writing and presentation- Layout, Contents, Qualities of research report, Ethical issues in Business Research	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs.		**32 hrs.**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

Reference Book:

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

Indian Ethos and Practices in Management

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

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

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Identify the concept of traditional knowledge and its importance	BT-1
CO2	Explain the relevance of Ancient Wisdom in Modern Times	BT-2
CO3	Develop analytical thinking by examining the Wisdom of IKSand their relevance to contemporary management	BT-3
CO4	Analyze the usage of ancient wisdom in modern business situation.	BT-4

Modules	Course Content	Periods
I	**Understanding Ethos and Ethics of Ancient Literature** Definition of Ethics, Basic principles of Indian management ethos, Management Perspective of ancient Indian literature.	22
II	**Management Lessons from Ancient Indian Mythology** Epics- Guide to Management, Purusharthas, Concept of Karma, Religions and Management, Management lessons from selected folk tales.	22
III	**Management lessons fromArthashashtra** 7 pillars of Management, Administration, Leadership- Models of Leadership and Motivation in Indian Thoughts, Management of the Self, Interpersonal and Group Effectiveness.	22
IV	**Cultural Heritage of India and its relevance for Modern Management:** Human Behavior: Guna Theory,Sanskara Theory --- Samskara(Values)Vs. SkillsSupremacyofValuesoverSkills,Moral Behavior. Indian ethos and Professionalism	22
	Total	**88**

Credit Distribution			
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**	
88 hrs.		**32 hrs.**	
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs	

Textbooks:
1. A.C. Fernando (2019) BusinessEthics:AnIndianPerspective, Third edition, Pearson Education.
2. Velasquez,BusinessEthics, Concepts&Cases,7th edition,2016,PHI

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

CENIV-Communicative English – IV:

Subject Code: CEN982A401	Course Level :200
Credit Unit: 1	Scheme Of Evaluation: (T)
L-T-P-C: 1-0-0-1	

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

COs	Course outcome	Bloom's Taxonomy Level
CO 1	Demonstrate understanding the importance of verbal and non-verbal skills while delivering an effective presentation.	BT -II
CO 2	Develop professional documents to meet the objectives of the workplace	BT -VI
CO 3	Define and identify different life skills and internet competencies required in personal and professional life.	BT -I
CO 4	Illustrate ways through which students can correlate and are well equipped with the state-of-the-art tools such as digital skills along with life skills in their day-to-day operations	BT IV

Modules	Course Content	Periods
I	• **Presentation Skills** Importance of presentation skills, Essential characteristics of a good presentation, Stages of a presentation, Visual aids in presentation, Effective delivery of a presentation	5
II	• **Business Writing** Report writing: Importance of reports, Types of reports, Format of reports, Structure of formal reports. Proposal writing: Importance of proposal, Types of proposal, structure of formal proposals. Technical articles: Types and structure	5
III	• **Preparing for jobs** Employment Communication and its Importance, Knowing the four-step employment process, writing resumes, Guidelines for a good resume, Writing cover letters. Interviews: Types of interviews, what does a job interview assess, strategies of success at interviews, participating in group discussions.	5

	Digital Literacy and Life Skills	
IV	**Digital literacy:** Digital skills for the '21st century', Collegestudentsand technology, information management using Webspace, Dropbox, directory, and folder renaming conventions. Social Media Technology and Safety, Web 2.0. **Life Skills**: Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem-solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Application of life skills: opening and operating bank accounts, applying for pan, passport, online bill payments, ticket booking, gas booking	**7**
Total		**22**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 hrs.		8Hrs
		• Movie/ Documentary screening • Field visits • Peer teaching • Seminars Library visits

Text:

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

References:

1. *Business Communication* by Shalini Verma References:

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

Behavioural Science IV

Subject Code : BHS982A404	Course Level :200
Credit Unit : 1	Scheme Of Evaluation : (T)
L-T-P-C: 1-0-0-1	

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Understand the importance of individual differences	BT-II
CO2	Develop a better understanding of self in relation to society and Nation	BT-VI
CO3	Correlate for a meaningful existence and adjustment in society	BT IV

Modules	Course Content	Periods
I	**Managing Personal Effectiveness** Setting goals to maintain focus, Dimensions of personal effectiveness (self-disclosure, openness to feedback and perceptiveness), Integration of personal and organizational vision for effectiveness, A healthy balance of work and play, Defining Criticism: Types of Criticism, Destructive vs Constructive Criticism, Handling criticism and interruptions.	8
II	**Positive Personal Growth** Understanding & Developing positive emotions, Positive approach towards future, Impact of positive thinking, Importance of discipline and hard work, Integrity and accountability, Importance of ethics in achieving personal growth.	4
III	**Handling Diversity** Defining Diversity, Affirmation Action and Managing Diversity, Increasing Diversity in Workforce, Barriers and Challenges in Managing Diversity.	4
IV	**Developing Negotiation Skills** Meaning and Negotiation approaches (Traditional and Contemporary) Process and strategies of negotiations. Negotiation and interpersonal communication. Rapport Building – NLP.	6
Total		**22**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
22 **hrs.**		**8** **hrs.**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Text Books:

1.J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3,

Management; Pfeiffer &Company

2.Blair J. Kolasa, Introduction to Behavioural Science for Business, John Wiley & Sons Inc

Reference Books

1.Alex, K. (2010). Soft Skills. S. Chand Publishing

2.Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (19th ed.). Pearson Education

Introduction to Human Resource Management (Minor for RGU Business Administration)

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

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the key issues related to administering the human element such as motivation, compensation, appraisal, career planning and training	BT-I
CO2	Summarize various tools required for the development, implementation, and evaluation of HRM practices in national and international contexts.	BT-II
CO3	Implement HRM strategies to enhance employee development and retention.	BT-III

Modules	Course Content	Periods
I	**Introduction to Human Resource Management:** Evolution of HRM, Objectives of HRM, Functions, HRM and Personnel Management, Future Role of HRM, Strategic Human resource management.	17
II	**Human Resource Procurement:** Human Resource Planning- Characteristics, Significance. Job Analysis and Design–Introduction, Process, Job Description and Job Specification, Job Design- Definition, Importance. Recruitment and selection Selection, Placement, Orientation, Induction.	16
III	**Human Resource Development:** Employee Training- Significance, Training wheel and Methods of Training, Organization Change- Definition, Change Agents, Organizational resistance, Organization Development.	16
IV	**Human Resource Evaluation and Compensation** Performance Evaluation-Process, Evaluation Methods, Compensation Administration-Introduction, Objectives, Components of salary, types of Incentive, Executive compensation.	17
	Total	66

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

Textbooks:

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

Reference Books:

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

Management Information System (Minor for Business Administration)

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

Course Objective:

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

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

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

Modules	Course Content	Periods
I	**Fundamentals concepts of MIS** Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	17
II	**Data base management system:** Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	16
III	**Information system applications:** MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.	16
IV	**Managing Projects :** Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User	17

		stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.	
		Total	**66**

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

Textbooks:

1.Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.

2.Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning

Reference Books:

- Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.

- Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.

Introduction to Financial Management (Minor for RGU Business Admiration)

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

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define key financial management terms and concepts.	BT-I
CO2	Interpret financial data presented in statements and reports.	BT-II
CO3	Apply financial management techniques to solve real-world financial problems.	BT-III

Modules	Course Content	Periods
I	**INTRODUCTION** Nature, Scope, and Functions of Financial Management, Profit vs Wealth Maximization. Risk and Return, Time value of money. Calculating Present and Future Value. Valuation of securities – Bonds and Equities	**17**
II	**INVESTMENT DECISIONS** The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR).	**16**
III	**FINANCING DECISION** Defining Capital Structure, Determinants of Capital Structure, Relevance of Capital Structure- NI & Traditional Views, Irrelevance of Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure. Meaning of Financial Leverage & its Measures, Financial Leverages, and the Shareholder's Return, Combining Financial and Operating Leverage.	**16**
IV	**DIVIDEND DECISION & WORKING CAPITAL DECISION** Dividend Policy: Meaning and Kinds of Dividend, Theories on Dividend Policies, Practical Considerations in Dividend policy, Relevance of dividend policy on Firm's Value, Factors influencing a Firm's dividend policy. Working Capital Management: Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of Working Capital Needs.	**17**
	TOTAL	**66**

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

Textbooks:

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

Reference Books:

1. Gupta, S. & Sharma, R.K. (2015). Financial Management, Latest Edition, New Delhi: Kalyani Publishers

2. Khan & Jain. (2018). Financial Management. 8th Edition. Mc Graw Hill India.

Project Management (Minor for Management)

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

Course Objective:

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

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

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

Module	Course content	Period
CO1	**Fundamentals of Project Management** : This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.	17
CO2	**Project Planning and Tools:** Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.	16
CO3	**Executing and Monitoring Projects :** This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.	17
CO4	**Concluding Projects and Agile Methodologies:** The final unit discusses the closing phase of projects, including performance	16

measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.	
Total	66

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

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

Reference Books:

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

SEMESTER – V

Production and Operation Management

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

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Identify key concepts in production and operations management.	BT I
CO2	Summarize the factors influencing production and operations decisions.	BT II
CO3	Apply production planning techniques to optimize resource utilization.	BT III
CO4	Evaluate different production and operations strategies in terms of their impact on organizational performance.	BT IV

Modules	Course Content	Periods
I	**Introduction to Production and Operations Management** Introduction, Operations and Productivity, Types and Characteristics of Manufacturing systems, Services Systems, **Design of Work Systems** - Method study and work measurement, measuring productivity, ways of improving productivity. Recent trends in Production and Operations Management, Global Challenges of Production and Operations Management	**22**
II	**Designing of Production and Operations Management** Designing of Goods and Services – Product Design, Issues in product design, Service design, Facility Location analysis – steps, techniques, factors affecting location analysis. Facility Layout Analysis – types of layouts, factors affecting layout, assembly line balancing.	**22**
III	**Managing Production and Operations Management** Inventory Management: Basic Inventory models, EOQ Models, Concept of Safety Stock, Material Requirement Planning (MRP), Aggregate Planning: Different types of aggregate planning strategies.	**22**
IV	**Quality Management** Nature and Evolution of Quality Management, Contribution of Quality Gurus, Total Quality Management concepts, Quality control tools	**22**
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs.		**32 hrs.**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

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

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

Marketing Specialization

Consumer Behaviour

Subject Code: BSA032M50M1	Course Level 300
Credit Unit: 4	Scheme of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define thedifferent types of behavior and their inter-relationships.	BT I
CO2	Identify the factors leading to the consumers 'choices	BT II
CO3	Apply the consumer behaviour theories in real-life scenario	BT-III
CO4	Analyse consumerbehaviour in relation to marketing decision- making	BT-IV

Modules	Course Content	Periods
I	**Introduction:** Key concepts of Consumer Behaviour, Importance, characteristics, types of consumer behaviour, Market Segmentation, Targeting and Positioning	22
II	**Individual determinants of Consumer Behaviour:** Consumer needs and motivation: Concepts, self-concept & its importance, Personality and consumer behaviour, Consumer perception- Concept, importance, perceptual Process, Consumer learning- Concepts and Behavioural Learning Theories, Consumer attitude formation and change: Concept& importance	22
III	**Group & Family Influences on Consumer Behaviour** Group Dynamics & consumer reference groups: types, reference group influence, Opinion leaders, Consumer Roles, Family Life Cycle Stage, Cultural Influences on Consumer Behaviour	22
IV	**Consumer Decision-Making Process & Models of Consumer Behaviour** Consumer Decision-making process, Situational Influences. Model of Consumer Decision Making - Howard and Sheth Model, Nicosia Model, New Trends in Consumer Buying Behaviour- E- Buying Behaviour.	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs.		**32 hrs.**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

1.Hawkins, I., Del, M., David, L., &Mookerjee, A. (2010).Consumer Behaviour- Building Marketing Strategy,11thEdition. 2010, New Delhi: Tata McGraw-Hill Education Private Limited

2. Sahney, S. (2017). Consumer Behaviour. 1st ed. Oxford**.**

Sales and Distribution Management

Subject Code: BSA032M50M2	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the concept of sales and distribution management.	BT I
CO2	Identify the skills and qualities required for sales personnel.	BT II
CO3	Apply the concepts of sales and distribution management	BT III
CO4	Analyze the sales force management strategies	BT IV

Modules	Course Content	Periods
I	**Introduction to Sales Management** Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive, and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	22
II	**Sales Management Strategies and Process** Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling	22
III	**Sales Force Management** Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and Controlling the Sales force	22
IV	**Distribution Management** Distribution Channel Management, Channel Systems, Logistics and Marketing Channels, Channel Information System, Managing of Channel Members, Managing of Wholesalers and Retailers, Conflict Management, International Sales and Channel Management	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

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

Human Resource Specialization

Industrial Psychology

Subject Code: BSA032M50H1	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Identify the importance of applying the concepts of employee attitude, Behaviour, and motivation in organization.	BT-I
CO2	Summarize the knowledge required for applying the concepts of industrial psychology.	BT-II
CO3	Apply psychological concepts to enhance team performance and cooperation.	BT-III
CO4	Analyse the impact of human performance in the workplace, optimizing human resources and understanding organizational climate and process	BT-IV

Modules	Course Content	Periods
I	**Introduction to Industrial Psychology:** Major fields and development of Industrial psychology, Ethical considerations, and challenges in Industrial Psychology. Research in Industrial Psychology- Needs and considerations in conducting research in Industrial psychology	22
II	**Assessing Individuals in Workplace:** Effective Job analysis to determine employee profile, Determining Internal and External Pay equity and Gender equity to motivate employees effectively, understanding the psychology behind recruitment, selection, training and performance evaluation.	22
III	**Understanding Employee attitudes:** Work motivation-How concepts of Personality, Self-esteem, Motivation, Organizational Commitment , Job Satisfaction and Negative attitudes in the workplace affect the workplace culture and productivity.	22
IV	**Assessing and handling behaviour within a group:** Understanding the psychology behind the factors affecting group performance wrt Cohesiveness, Group Ability and Confidence. Importance of intragroup communication Structure. Maintaining Occupational Health and overall well -being of employees.	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

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

Labour Laws

Subject Code: BSA032M50H2	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define industrial relations and labour law principles in the Indian context.	BT-I
CO2	Interpret the administration of labour laws in India and thus, enhance their understanding	BT-II
CO3	Apply Indian labour legislations to resolve labour disputes and issues in organizations.	BT-III
CO4	Analyze evaluate real workplace scenarios regarding labour laws and employee relations in reference to applicable legislations.	BT-IV

Modules	Course Content	Periods
I	**Introduction to Industrial Relations:** Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining, Status of Industrial Relations in India, Role of State at the State IR Level, Concept, Nature and Legal Framework of Collective Bargaining,	**22**
II	**Introduction to Employee relations and Trade unionism.** Definition of trade unions. Types of trade unions, growth of trade unionism in India , functions of trade unions, Problems faced by trade unions in India, Introduction to the **Trade Unions Act 1926**-aim, scope, registration of trade unions, powers of registered trade unions. Managing Employee Grievance; Nature and Cause of Grievance; Grievance Procedure Workers' Education scheme.	**22**
III	**Legislations for maintenance of Industrial Relations:** Factories Act, 1948**:** Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons, Annual leave with wages; Penalties and procedure. Industrial Disputes Act 1947- dispute settlement machineries	**22**
IV	**Labour welfare and Social Legislations** Employees State Insurance Act 1948**:** Objectives and applicability of the scheme. Child Labour Prohibition and Regulation Act,1986-Meaning, Socio-Legal analysis. Sexual Harassment at Workplace-Meaning and definition, Legal Analysis.	**22**
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Padhi. (2012). *Labour and Industrial Laws.* 2nd Edition. New Delhi: PHI Learning Private Limited.

2. Sinha, Bala, Priyadarshini. (2017). Industrial Relations, Trade Unions and Labour Legislations. 3rd edition. Pearson.

Reference Book:

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

2. Sinha, Sinha and Shekhar (2013). *Industrial Relations*. Pearson.

Finance Specialization

Management of Financial markets

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

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the basic concepts of Indian financial system and its components.	BT-I
CO2	Illustrate the functions of different financial markets and their participants.	BT-II
CO3	Examine the process of money movement between various players in the financial system	BT-III
CO4	Analyse the need and functions of the financial regulators; RBI and SEBI	BT-IV

Modules	Course Content	Periods
I	**Introduction:** Financial System and Economic System, Meaning and Constituents of the Financial System, Structure and Interrelationships in a Financial System, Roelf the Financial System, The Evolution of the Financial System, Functions of the Financial System ,Financial System ,and Economic Development. **Macroeconomic Dimensions of Financial System:** Sectors of an Economy,MacroEconomicDimensions,SectorsofIndianEconomyandtheFinancialSystem Financial Development, and its Indicators.	**22**
II	**Financial Institutions:** **Money Market:** Money Market as an important part of the Financial System, Role of Money Market, Structure of Money Market, Functions of Money Market, Characteristics of Money Market,MoneyMarketReforms. **Reserve Bank of India:** It's Role in Bank Management and Regulation, The Functions of RBI, Techniques of Monetary Control, Monetary Policy of RBI,MonetaryPolicyDevelopments. **Capital Market:** Dimensions of Capital Markets, Constituents of Capital Market, Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments. **The New Issues Market –** The Concept, Distinctive Features& FunctionsoftheNewIssuesMarket, Types of Issues. **RaisingfundsinInternationalMarkets-** Instruments	**22**

III	**Commercial Banks:** Functions,LiabilitiesandAssetsofCommercialBanks,Classification ofCapitalofBanks,Normsfor CapitalAdequacy,CRR&SLR,ClassificationofBankAssets, an overview of banking since Nationalization till current times.	**22**
IV	**Financial Services:** **Mutual Funds:** Structure of MFsin India, Types of MF, Advantages of Investing in MFs, Mutual Funds Performance Evaluation Measures, Assets under Management of MFs**.** **Non-Banking Financial Companies:** Types of NBFCs, Services offered by NBFCs	**22**
	Total	**88**

Credit Distribution		
L/T **(Lecture/Tutorial)**	**Practicum** **(P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

Reference Books:

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

Financial Services

Subject Code: BSA032M50F2	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the regulations governing financial services and their implications.	BT-I
CO2	Explain the concept and types of financial services	BT-II
CO3	Identify the methods of issue management and rights issue	BT-III
CO4	Examine the methods of venture capital financing	BT-IV

Modules	Course Content	Periods
I	**Introduction:** An Overview of Financial System, Financial Markets and Financial Services, Financial services-concept, objectives, functions, characteristics, Classification of Financial services, Growth of Financial services in India, Regulatory Framework for Financial Services. Non- Banking Financial Services; Role of NBFCs in Financial System, RBI NBFCs Directions. Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, Obligations, and responsibilities of Lead Managers	22
II	**Leasing And Hire Purchase:** Concepts of leasing, Types of leasing – financial & operating Lease, direct lease, and sales & lease back, advantages and limitations of leasing, Tax aspects of leasing. Hire Purchase: Hire Purchase v/s Instalment payment, Lease Financing v/s Hire purchase Financing, parties to Hire purchase Contract. Factoring, forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, National housing bank (NHB)	22
III	**Venture Capital Financing, Insurance Services and Credit Rating:** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, international credit. rating practices.	

IV	**Issue Management & Right Issue**: Public Issue: classification of companies, eligibility, issue pricing, Promoter's contribution, minimum public offer, prospectus, allotment, preferential Allotment, private placement, Book Building process, designing, and pricing, Green Shoe Option. Right Issue: promoter's contribution, minimum subscription, advertisements, Contents of offer document, bought out Deals, Post issue work & obligations, Investor Protection, Broker, sub broker and underwriters		**22**
Total			**88**
Credit Distribution			

L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

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

Introduction to Marketing Management (Minor for RGU Business Administration)

Subject Code: BSA032N501	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the basic concepts of marketing	BT-I
CO2	Explain the behaviour of consumers and markets	BT-II
CO3	Relate and apply the concepts of product and pricing decisions in real life scenario	BT-III
CO4	Relate and apply the concepts of promotion and place decisions in real-life scenario	BT- IV

Modules	Course Content	Periods
I	**Introduction** Definition, Nature, Scope, functions and Importance, Evolution of Marketing concept; concept of exchange, Core marketing concepts; Different Marketing orientation, Holistic marketing concept, Marketing Environment: Micro and Macro Environment.	22
II	**Consumer Behaviour and STP** Understanding the consumer, consumer markets and business market, Factors influencing buying Behaviour, buying decision process, Market segmentation – segmentation bases – Targeting –Positioning.	22
III	**Marketing Mix: Product & Pricing Decisions** The Product Level– Characteristics – Benefits – classifications: consumer goods and industrial goods – New Product Development process – Product Life Cycle Pricing – Factors influencing pricing decisions – pricing objectives –Types of Pricing	22
IV	**Marketing Mix: Place & Promotion Decisions** Distribution Strategy - Introduction, Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Functions of Channel Members, Channel conflict. Concept of Promotion Mix, Factors determining promotion mix: Promotional Tools –Types - Advertisement, Sales Promotion, Public Relations, Personal Selling, Online marketing, social media marketing	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbook:

1. Philip Kotler and Keven Lane Keller(2017). Marketing Management, 15th Edition. Pearson Education.

2. Sherlekar & Krishnamoorthy. Marketing Management. 14th Edition. Himalaya Publishing House.

Reference Books:

1. V S Ramaswamy & S Namakumari. Marketing Management, 4th edition, Macmillan Education

2. Saxena, R. (2019). Marketing Management. 6th edition.

Emerging Technologies and Applications(Minor for RSB Management)

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

Course Objective:

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

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

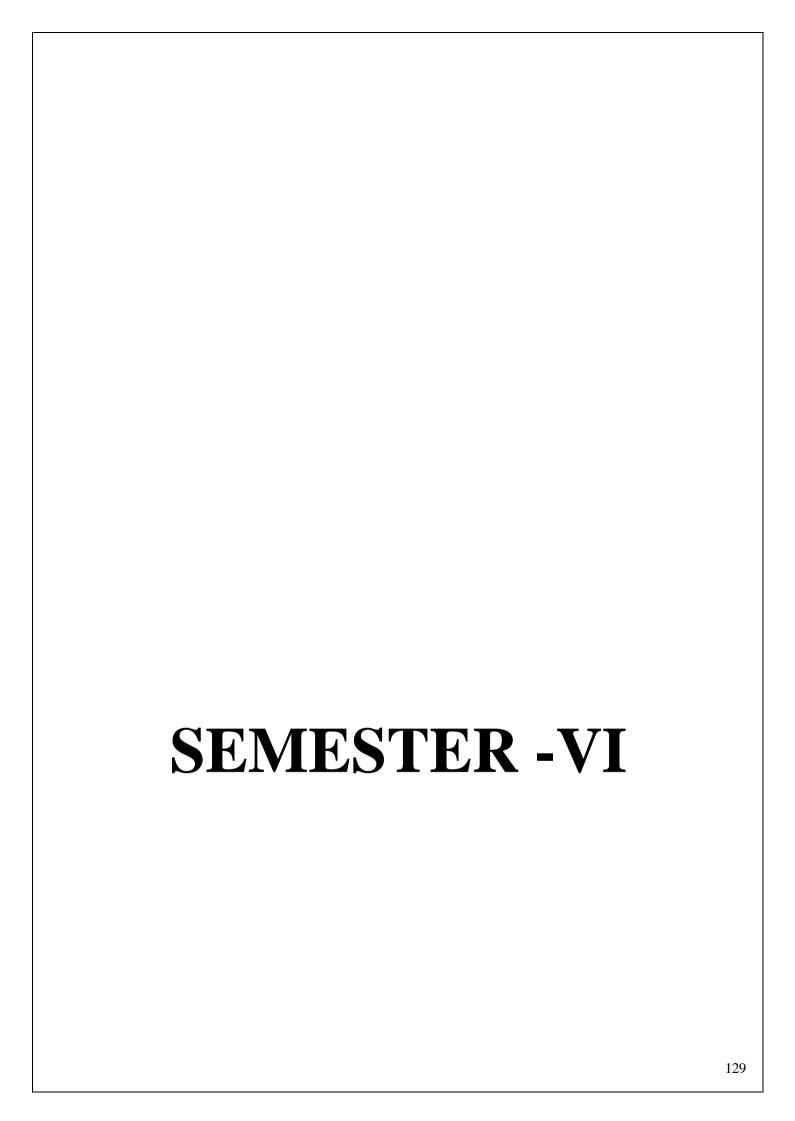| COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities	BT-I
CO2	Illustrate the strategic implications of adopting emerging technologies,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

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

	Augmented Reality (AR) and Virtual Reality (VR)	
IV	Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.	**22**

Total			**88**
Credit Distribution			
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**	
88 hrs		**32 hrs**	
		Live Projects, Industrial Visits, Guest Lectures, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs	

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

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

SEMESTER -VI

Business Policy and Strategy

Subject Code: BSA032M601	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the fundamental concepts of business strategy and business policy	BT-I
CO2	Classify the different types of strategies and examine their impact on business	BT-II
CO3	Apply the business policies in a practical situation	BT-III
CO4	Analyze the different strategies and policies of business	BT-IV

Modules	Course Content	Periods
I	**Introduction to Business Strategy** Introduction, Fundamentals of Strategy. Conceptual Evolution of Strategy, Scope and Importance of Strategies. Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Challenges of Strategic Management.	**22**
II	**Strategy Analysis, Formulation, and Implementation** **Strategic Analysis** - definition. Need for Strategic Analysis & Environmental Scanning, Role of Strategic Analysis in Policy making. **Strategy Formulation** - Introduction, Types of Strategies. Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Concepts of Stability, Expansion or Growth, Mergers and Acquisitions. **Strategy Implementation -** Introduction, Models of Implementation, Barriers in Implementation.	**22**
III	**Strategic Evaluation and Control** Introduction, Strategy Evaluation, Strategic Control, Types and techniques of Control	**22**
IV	**Business Policy and Decision Making** General concept of policy, importance, features, classification of policies, Policy Vs Procedure- evolution of policy, Strategy vs policy, Factors influencing policy formulation – Steps involved in framing business policies	**22**
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

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

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

Marketing Specialization

Integrated Marketing Communication & Branding

Subject Code: BSA032M60M1	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the concept of Integrated Marketing Communication	BT -I
CO2	Illustrate the concept of advertising and various alternative media of communication	BT-II
CO3	Identify the various types of promotion and e-marketing	BT -III
CO4	Categorize the ethical and environmental concerns in marketing communication	BT - IV

Modules	Course Content	Periods
I	**An Introduction to Integrated Marketing Communication and emerging trends** Concept, Objective, Role, Importance and Barriers to Integrated Marketing Communication models: AIDA, Innovation adoption and Hierarchy of Effect Model. Viral Marketing; Social Media Marketing; Mobile Marketing; Buzz Marketing and Event Marketing.	**22**
II	**Advertising and Types of Media** Concept of Advertising; Role of Advertising in the Current Age; Advantages and Disadvantages of Advertising, Types of Advertising; Advertising Research- Stages; Types; Importance, and Methods; Advertising Planning and Budgeting. Types of Media: Radio, Television, Internet.	**22**
III	**Sales Promotion and E-Marketing** Sales Promotion, Trade Promotion Tools- Trade shows; Sales contests, Public relation and Publicity; Personal Selling: Concept, Process, Salesmanship.	**22**
IV	**Environmental and Ethical Concerns in Integrated Marketing Communication** Concept of Green Marketing; Corporate Social Responsibility and Corporate Sustainability; Ethics in Advertising, Public Relations, Sales Promotion, Digital Marketing and Personal Selling.	**22**
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate, Course/MOOCs

Textbooks:

    1. Batra, Myers, and Aarker, A. (2009). Advertising Management (5th edition), Pearson Education

    2. Dutta, K. (2016). Integrated Marketing Communications(1st ed.). Oxford University Press.

Reference Books:

1. Kumar, D., Rehman, V and Rahman, Z.(2024). Integrated Marketing Communication in Digital Age, Willey.

2. Jethwaney and Jain (2018). Advertising Management. 2nd Edition. Oxford University Press Advertising and Integrated Marketing Communication, Kruti Shah, 1st Edition, McGraw-Hill, 2014

Digital Marketing

Subject Code:BSA032M60M2	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Identify the importance of digital marketing for marketing success.	BT-I
CO2	Interpret the importance of customer relationships across all digital channels and build better customer relationships,	BT-II
CO3	Implement basic digital marketing techniques such as SEO optimization or social media advertising	BT-III
CO4	Analyzing the situation for execution of reputation management, damage control, analytics, and legal aspects	BT-IV

Modules	Course Content	Periods
I	Introduction: The Basics of E-Marketing, Digital Marketing vs Traditional Marketing, Advantages and Limitations, Trends of Digital Marketing, Skills in digital marketing, Strategic E-marketing and models, E-marketing plan, E-marketing process	22
II	Digital marketing research, Online consumer behaviour, and its aspects, Segmentation, Targeting, Differentiation and Positioning strategies, Search engine advertising, Social Media Marketing, Mobile, Facebook, LinkedIn Marketing, and Google Ad words overview	22
III	Search Engine Optimization, social media and Online Commerce Engagement, Social Paradigm & Psychology, social media –Types, elements, online commerce engagement	22
IV	E-marketing tools, Online PR and Reputation Management, defining online PR Importance of Reputation management in a business, Handling negative comments and Damage control, Web analytics, Ethical and Legal Issues	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Gupta, S. (2018). Digital Marketing. 1st Edition. Chennai: McGraw Hill Education (India) Pvt. Ltd

2. Aslam K. (2017). The 7 Critical Principles of Effective Digital Marketing. The Stone Soup stler Publication.

Reference Books:

1. Strauss, J. & Frost, R. (2012). E-Marketing. 6th Edition. New Delhi: PHI Learning Private Ltd

2. Ryan, D. & Jones, C. (2009). Understanding Digital Marketing: Marketing strategies for engaging the Digital Generation, 1st edition. London: Kegan Page Ltd.

Services Marketing

Subject Code:BSA032M60M3	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Explain the concepts of services and their marketing management processes	BT-I
CO2	Make use of the GAP model and SERVQUAL model of service quality for marketing services	BT-III
CO3	Analyse the marketing mix elements and formulate strategies for marketing services	BT-IV
CO 4	Evaluate different service industries and implement suitable marketing strategies	BT-V

Modules	Course Content	Periods
I	Introduction to Services Marketing: Importance of Services Sector - Classification of Services - concept of services - characteristics of services - goods vs services - Services Marketing Management Process: service triangle	22
II	Understanding Consumer Behaviour in Services; Consumer Decision Making in Services - Customer Expectations and Perceptions - Service Quality and Customer Satisfaction, SERVQUAL, GAPs Model; Service Recovery.	22
III	Services Marketing Mix - Service Segmentation, Targeting & Positioning, Services Design and Development; Service Blueprinting- Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services-Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.	22
IV	Services Marketing Applications in Select Service Industries: Health, Hospitality, Tourism and Financial services in India.	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum (P)	Experiential Learning
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Lovelock, C., Wirtz, J. & Chatterjee, J. Service marketing: people technology and strategy (9thedn). New Delhi: Pearson Education.

2. Zeithaml, V., Gremler, D., Bitner, M. J., &Pandit, A. Services marketing: integrating customer focus across the firm. New Delhi: McGraw Hill.

Reference Books:

1. Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books Bhattcharjee, C. Services Marketing: Concepts, planning and implementation, Excel Books Vinnie Jauhari& Kirti Dutta, ServicesMarketing: Text And Cases 2E, Oxford

2. Jochen Wirtz , Christopher Lovelock, et al., Essentials of Services Marketing, 3e, Pearson.

Human Resource Specialization

Talent Acquisition and Management

Subject Code:BSA032M60H1	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define about the latest development in the field of talent and performance management in organizational success.	BT-I
CO2	Interpret the impact of talent management practices on employee engagement, management, and retention	BT-II
CO3	Use talent management tools and techniques to develop employee skills and attract high-potential candidates.	BT-III
CO4	Assess the alignment of talent management practices with organizational goals.	BT-IV

Modules	Course Content	Periods
I	**Acquisition of Talent: Introduction** Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage. Best HRM Practices for managing talent/Hi-Pots.	**22**
II	**Insights into practices of talent acquisition** Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios. Employer branding and talent management; Role of social media in talent management, Diversity and Talent, Preparing a talent development plan.	**22**
III	**Process of managing talent in organization-Performance management** Shift of Performance appraisal to Performance management, Performance management model, Competency based performance management system, e-PMS, Goal theory and its' application in performance management, Performance criteria setting, Balance Score Card. Linking performance management with compensation management.	**22**

	Ethics and Performance Management:	
IV	Role of HR professionals while executing performance management, Strategic roles for HR professionals, Objectives, and significance of ethics in Performance management, Ethical Dilemmas in Performance Management, Principles of ethical performance management, Performance management in the perspective of Indian ethos.	**22**
	Total	**88**

		Credit Distribution	
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**	
88 hrs		**32 hrs**	
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs	

Textbooks:

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

Reference Books:

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

Performance Management

Subject Code:BSA032M60H2	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define the concepts of Performance management and its role in Improving organization's results.	BT-I
CO2	Interpret the concept of employee ranking systems and performance criteria inorganizations.	BT-II
CO3	Apply performance management methods to evaluate employee performance in an organizational setup.	BT-III
CO4	Analyse and have a better understanding of the ethical practices in performance management.	BT-IV

Modules	Course Content	Periods
I	**Foundations of Performance Management:** Introduction, Definition, Shift from Performance Appraisal to Performance Management, Prerequisites of Performance Management, Characteristics of Effective Performance Management System, Competency based Performance Management System.	22
II	**Performance Management Process:** Performance Planning-Meaning, Characteristics, Objectives, Importance, Barriers to Performance Planning, Performance criteria setting process, Introduction to Competency Mapping.	22
III	**Implementing performance management in organization:** Implementing performance management in organization: Bottlenecks in the Implementation of Performance Management, Strategies for effective implementation, Organizational changes through Performance Management.	22
IV	**HR, Ethics and Performance Management** Role of HR professionals in Performance Management- Effective Strategic Roles for HR Professionals, Future Roles of HR Professionals in Performance Management. Ethics in Performance Management- Objectives and Significance.	22
	Total	88

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Kohli, D. (2008). *Performance Management*, 1st Edition. New Delhi: Oxford University Press. Goel, D. (2012). *Performance Appraisal and Compensation Management: A Modern Approach,* 2nd Edition. New Delhi: Prentice Hall IndiaLearning Private Limited.

2. Goel, D. (2023) Performance Appraisal and Compensation Management: A Modern Approach. 3rd edition. PHI publication.

Reference Book:

1. Merchant, A. K. & Van der Stede, W. A. (2007). *Management Control Systems: Performance Measurement, Evaluation, and Incentives.* 2nd Edition. New Delhi: Pearson Education Limited.

2. Harvard Business Review. (2017). HBR Guide to Performance Management(HBR guideseries) paperback.

Organization Development and Change

Subject Code:BSA032M60H3	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C= 3-1-0-4	

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Identify the key concepts and theories related to OD and change	BT-I
CO2	Explain the principles and processes of OD and change management in enhancing the work life quality and Organisation Effectiveness.	BT-II
CO3	Apply OD theories and models to diagnose organizational issues leading to the improvement in the quality of work life and organisation effectiveness.	BT-III
CO4	Assess the outcomes of change initiatives in terms of organizational performance.	BT-IV

Modules	Course Content	Periods
I	**Organisational change: An overview** Introduction, Importance of change, imperative of change, Types of change, Models of change, change and its impact, overcoming resistance to change, Organisational culture and change, corporate culture, Organisational culture and dealing with diversity in workplace, challenges in maintaining an inclusive workforce	22
II	**Systematic approach to making change.** Effective change management, ten factors in effective change management, systematic approach, Keys to mastering change, Forces of change, External and internal, Levels of change,Designing Organisation for futuristic organisation, Types of Organizational structure, Bureaucracy- Centralization and Decentralization, Formal and informal organization	22
III	**Organisational Development** An introduction, Evolution of Organizational Development, Assumptions of Organizational Development, Diagnostic strategies and skills, methods, the change agent, client-consultant relations in Organizational development, Power, ethics and politics in OD	22
IV	**OD Interventions** Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organizational learning	22
	Total	88

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Book:

1. Nelson, Quick and Khandelwal. (2016). ORGB: An innovative approach to learning

and teaching Organizational Behaviour-A South Asian Perspective. New Delhi:

Cengage Learning

2. Bhattacharyya, D. (2011). Organizational Change and Development. Oxford Higher

Education,India.

Finance Specialization

Working Capital Management

Subject Code: BSA032M60F1	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

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

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

COs	Course outcome	Bloom'sTaxonomy Level
CO1	Define working capital and its components.	BT-I
CO2	Relate various methods of working capital estimation.	BT-II
CO3	Apply the cash requirements for working capital management	BT-III
CO 4	Analyse the impact of different working capital policies on profitability	BT-IV

Modules	Course Content	Periods
I	**Introduction:** Working Capital Meaning, components of working capital, Factors Influencing working capital requirements, estimation of working capital requirement, Characteristics of Current Assets, Current Assets cycle, Level of Current Asset, Current Assets Financing policy.	**22**
II	**Operating Cycle, Cash Cycle, Cash requirements and Liquidity Management:** Estimation ofinventory period, Accounts receivable period and accounts payable period, Calculation operating cycle and Cash cycle, Estimation of Cash Cost. Motives for holding Cash, Cash budgeting, Controlling and Monitoring, Collection and disbursements.	**22**
III	**Credit Management:** Credit Policy Variables, Credit Standards, Credit period, Cash discount and Collection efforts,Credit evaluation, Control of receivables.	**22**
IV	**Inventory Management:** Need for Inventories, Order quantity-EOQ Model, Order Point, Costing of raw materials and valuation of stock, Monitoring, and control of inventories- ABC analysis,Just-in-time inventory control, FSN analysis.	**22**
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Gupta, S.K., Sharma, R.K, Gupta, N. Financial Management, Theory and Practice (9th edition). Kalyani

2. Rutagi, R.P. (2023). Fundamentals of Financial Management(11th edition), Taxman.

Reference Books:

1. Chandra, P. Financial Management, Theory and Practice (10th edition). McGraw Hill

2. Khan,M.Y.(2019). Financial Management. 11th edition, McGraw Hill

Security Analysis &Portfolio Management

Subject Code: BSA032M60F2	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

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

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

COs	Course outcome	Bloom's Taxonomy Level
CO1	Define fundamental concepts and principles of securities analysis and portfolio management	BT-I
CO2	Explain the different models of portfolio construction and evaluation	BT-II
CO3	Apply equity and bond valuation techniques	BT-III
C04	Analyse the technical and fundamental concepts of stock market	BT-IV

Modules	Course Content	Periods
I	**Introduction to Investments**: Concept and Idea of an Investment, Investment Avenues, Differentiating Investments and Speculation, The Investment Process, Evaluating framework of Investments. **Risk Analysis**: Meaning and Elements of Risk, Measurement of Risk, Relationship between Risk & Return. **Securities Market**: Fundamentals of Primary market and Secondary market	**22**
II	**Fundamental Analysis**: Meaning, Importance, Idea of an Intrinsic Value; Economy Industry-Company Analysis Framework, Economic Analysis, Industry Analysis, Company Analysis: Financial Statements Analysis **Technical Analysis**: Meaning of Technical Analysis, Basic Principles of Technical Analysis **Efficient Markets Hypothesis**: Fundamental concepts, Importance	**22**
III	**Equity and Bond Valuation Techniques** **Equity Valuation**: Concept, Importance, fundamental theories, **Bond Valuation**: BondCharacteristics, Bond Prices & Yields, Risk in Bonds **Theories of Interest Rate**: Pureexpectation theory, liquidity preference theory, Interest Rate Risk theory.	**22**
IV	**Portfolio Management**: Introduction to Portfolio Management, Concepts of ExpectedRisk and Return of Portfolio, Alternative Measures of Risk. **Portfolio Selection**- Markowitz portfolio theory: Feasible Set of Portfolios, Single Index Model and Capital Asset Pricing model (CAPM), Pricing of Securities with CAPM. **Portfolio Evaluation**: Performance Evaluation, Mutual Funds, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.	**22**
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

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

Reference Books:

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

Financial Derivatives

Subject Code:BSA032M60F3	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:
The course aims to provide an understanding of the concept and type of derivatives, acquaint the knowledge of Options and Futures and know about Hedging and the development position of Derivatives in India.
After the completion of the course, the students will be able to:

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

Modules	Course Content	Periods
I	**Financial Derivatives -** Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India.	22
II	**Options and Swaps –** Concept of Options, Types of options, Option Valuation, Option Positions -Naked and Covered Option, Underlying Assets in Exchange- traded Options, Determinants of Option Prices SWAP: Concept, Evaluation and Features of Swap, Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap	22
III	**Futures and forwards -** Definition and types, Mechanism of futures market, Future Prices, and Spot Prices; Forwards Prices vs. Future Prices; Hedging using futures, Valuations of Forward and future prices.	22
IV	**Hedging and Stock Index Futures** – Concepts, Basic Long and Short Hedges, Cross Hedging, Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives & Management Concept of Stock Index, Stock Index Futures, Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.	22
	Total	88

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Hull JC and Basu (2018). Options, Futures and other derivatives 10th Edition, Pearson

2. Prafulla Kumar Swain (2015). Fundamentals of Financial Derivatives 7the

Edition, Himalaya Publishing House.

.

Reference Books:

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

E-Commerce (Minor for RGU Business Administration / Minor for RSB Management)

Subject Code:BSA032N601/ BSA032N602	Course Level :300
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

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

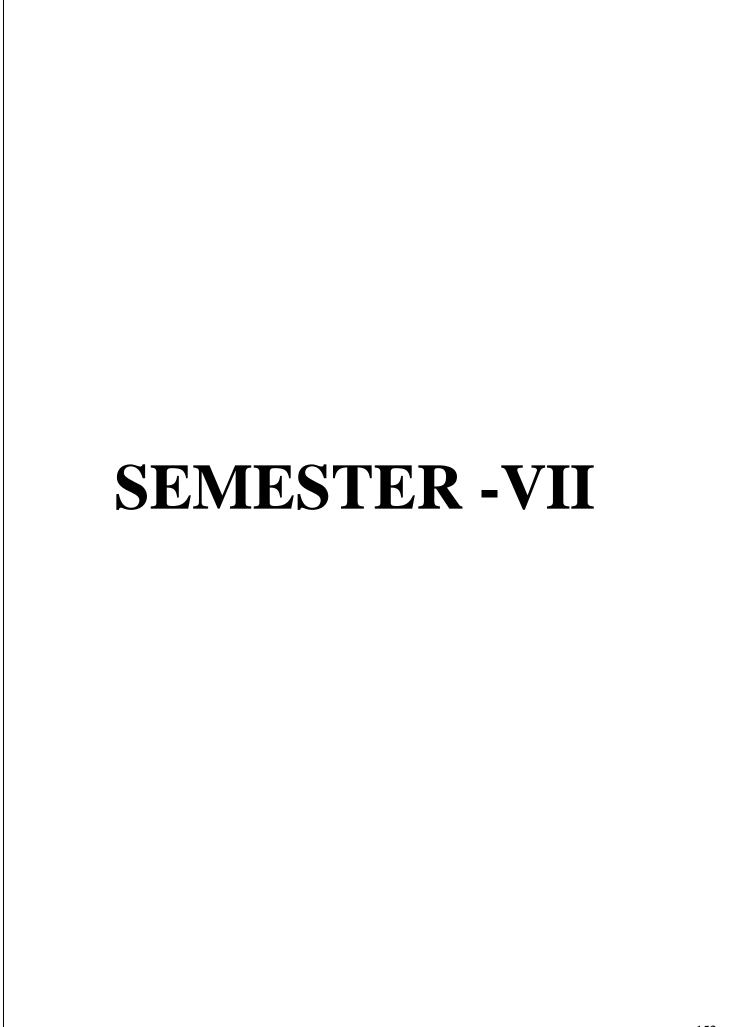| COs	Course outcome	Bloom's Taxonomy Level
CO1	Identify the various trends in e-commerce and business mechanisms	BT-I
CO2	Explain the significance of e-commerce in modern business environments	BT-II
CO3	Apply the tools of traditional and digital marketing channels	BT-III

Modules	Course Content	Periods
I	**E-Business Framework** Definition of E-Business, Origin of E-Business, History of the Internet, Emergence of World Wide web, E-Business Opportunities, Working of E- Business, E-Business Vs Traditional Business Mechanism, Advantages & Disadvantages of E-Business, Business models of E commerce	22
II	**E- Marketing** Traditional marketing vs. Online marketing, Internet marketing trends, Digital marketing research, Online consumer behaviour and its aspects, Marketing strategies - E – Customer Relationship Management, E-supply chain management, The value chain, Segmentation, Targeting, Differentiation and Positioning strategies, E branding	22
III	**Digital Marketing Channel** Types, advantages, limitations of Digital Marketing Channel - Website development, email marketing, display advertising, Search engine Marketing, SEO, PPC advertising, Affiliate marketing, Influencer Marketing, Content Marketing, Social Media Marketing - Facebook,LinkedIn Marketing, Google Ad words overview - Practical Classes	22
IV	**Information Systems for E-Commerce** Mobile E-Commerce, Wireless applications, Cellular network, Customer effective Web Design-requirement of intelligent website, Setting website goals and objectives, Strategies of website development, Legal and Ethical Issues-Ethical Issues in Digital Economy, Computers as Targets for Crime, Computers as storage device, Cyber stalking, The special nature of computer ethics	22
Total		**88**

Credit Distribution		
L/T (Lecture/Tutorial)	Practicm (P)	Experiential Learning
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

1. Joseph, P.T. (2019). E commerce- An Indian Perspective. 6th Edition, New Delhi: PHI Learning Pvt.Ltd.

2. Bandyopadhyay, K.(2012).E-commerce: Past, Present and Future(1st ed.), Vrinda Publications, New Delhi.

Reference Books:

1. Kotler, P. Kartajaya, H and Setiawan, I., Marketing 4.0: Moving from Traditional to Digital, Wiley

2. Gupta, S. (2018). Digital Marketing. 1st Edition. Chennai: McGraw Hill Education (India) Pvt.Ltd

SEMESTER -VII

Environmental Science and Sustainability

Subject Code:BSA032M701	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges. It will equip students to make decisions that consider environmental consequences and enable future business graduates to become environmentally sensitive and responsible managers.

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

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Recall the basic concepts of environment, ecology, biodiversity, and natural resources.	BT-I
CO2	Explain the interrelationship between human activities and environmental sustainability.	BT-II
CO3	Apply knowledge of environmental science to assess environmental issues and suggest sustainable solutions.	BT-III
CO4	Analyze environmental problems by evaluating scientific, social, and economic dimensions for sustainable development	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Understanding Environment, Natural Resources, and Sustainability :** Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.	22
II	**Ecosystems, Biodiversity, and Sustainable Practices :** Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.	22
III	**Environmental Pollution, Waste Management, and Sustainable Development:** Types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in	22

		mitigating disaster impacts.	
IV	**Social Issues, Legislation, and Practical Applications:** Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India	22
		Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum(P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments ,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Dave, D., & Katewa, S. S. (2024). Textbook of environmental studies (3rd ed.) Cengage Learning India Pvt Ltd.

- Poonia, M. P., & Sharma, S. C. (2021). Environmental studies (3rd ed.). Khanna Book Publishing Co. (P) Ltd.

Reference Books:

- Rajagopalan, R. (2016). Environmental studies: From crisis to cure (3rd ed.). Oxford University Press. .

Enterprise System and Platforms

Subject Code:BSA032M702	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to provide students with comprehensive knowledge and practical skills in the field of Enterprise Resource Planning (ERP). Students will learn to design, implement, and manage ERP systems, as well as understand advanced ERP features and future trends, using various free or student-accessible tools.

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

COs	Course Outcome	Bloom's Level
CO1	Define fundamental concepts and components of enterprise systems and platforms including ERP, SCM, and CRM.	BT-I
CO2	Explain the architecture, functionalities, and benefits of different enterprise platforms in supporting business processes	BT-II
CO3	Identify the use of enterprise resource planning (ERP) tools and platforms for solving real-world business problems.	BT-III
CO4	Analyze how integration of enterprise platforms like ERP, SCM, and CRM enhances decision-making and organizational efficiency.	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Introduction to Enterprise Resource Systems :** Overview of Enterprise Resource Planning (ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules (Finance, HR, Supply Chain, etc.), Common Challenges and Solutions	22
II	ERP System Design and Architecture ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions	22
III	**ERP Implementation and Management:** Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post-Implementation Activities, Training and Support, Continuous Improvement and Maintenance.	22

IV	**Advanced Topics and Future Trends in ERP :** Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, Emerging Trends in ERP, Internet of Things (IoT) and ERP Integration, Artificial Intelligence and Machine Learning in ERPs, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation	22
	Total	**88**

Credit Distribution		
L/T **(Lecture/Tutorial)**	**Practicu m(P)**	**Experiential** **Learning**
88 **Hrs**		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Leon, A. (2020). Enterprise resource planning (4th ed.). McGraw-Hill Education India

- Monk, E. F., & Wagner, B. J. (2012). *Concepts in enterprise resource planning* (4th ed.). Cengage Learning

Reference Book:

- Bradford, M. (2020). *Modern ERP: Select, implement, and use today's advanced business systems* (4th ed.). Marianne Bradford.

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Technology and Innovation Management

Subject Code:BSA032M703	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to develop students' capacity in creating and executing innovative strategies, overseeing innovation initiatives, and leading teams with diverse areas of expertise. They shall possess expertise in innovative systems, public programmers, and external finance, and have the ability to provide practical ideas and problem-solving skills.

COs	Course Outcome	Bloom's Level
CO1	Define the concepts and methodologies related to technology and innovation management	BT-I
CO2	Interpret the problems, employ critical analysis, and provide innovative solutions to challenges	BT-II
CO3	Apply the life cycle concept of technology manage innovation	BT-III
CO4	Analyze the innovation strategies for decision making.	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	Evolution of Markets: innovation adoption, diffusion, market growth, new product entry, competitor responses, understanding customer needs, product development as a problem-solving process, Key drivers of innovation, Sources of innovation, Types of Innovation, Scope and content of innovation management, strategic analysis frameworks of innovation management.	22
II	Introduction to Technology; Classification of technology; Management of Technology (MOT), Conceptual framework for MOT, Critical factors in managing technology – creativity factor, invention and innovation, technology-price relationship, change strategies	22
III	Management of Technology: New Paradigms, Issues in managing technology – resources ,business environment, structure and management of organizations, project planning and management, management of human resources	22
IV	Technology Lifecycle S curve of technology processes, technology and market interaction, competition at different phases of the technology lifecycle, diffusion of technologies Process of technological innovation, technology audit model and TAM.	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	Practicum(P)	Experiential Learning
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments, Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Joe Tidd, John R. Bessant: (2020) Managing Innovation: Integrating Technological, Market and Organizational Change, 7th Edition
- Tarek Khalil, Ravi Shankar; Management of Technology: The Key to Competitiveness and Wealth Creation; Tata McGraw; 2nd edition, 201

  Reference Books

- Ravi Jain, Harry C. Triandis, Cynthia W. Weick: (2010) Managing Research, Development and Innovation: Managing the Unmanageable, 3rd Edition, Wiley

Social Entrepreneurship

Subject Code:BSA032M704	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

Describe the concepts related to social entrepreneurship and demonstrate abilities to work towards social innovation.

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Define the idea and concepts of social entrepreneurship	BT I
CO2	Relate the strategies for the setting up of enterprise	BT-II
CO3	Apply the key strategies of valuation, funding and financing	BT-III
CO4	Analyze the growth strategies for social enterprises	BT-IV

Detailed Syllabus:

Module	Course Outcome	Periods
I	**Entrepreneurial Process and Development of Business Idea**: Key to Entrepreneurship Development- A discussion on opportunity identification, Resource organization and Value creation, Evolving concept of Entrepreneurship, Entrepreneurial process and Entrepreneurial Traits. Business Model, Key Elements of a business plan, Business Plan Drivers, Basics of a Business Plan, pitching a Business Plan, Evaluating business feasibility of ideas, Screening opportunities. Choosing the form of organization, Protecting Intellectual property, **Assessment of Financing Needs**: Financial planning through the venture's Life Cycle, Short term cash planning, Systematic forecasting, estimating sustainable growth rates and additional financing needed to support growth. Implicit and explicit financial costs, determining cost of debt and equity capital, Estimating Weighted average cost of capital.	**22**
II	**Financing Venture**: Different Stages of Financing, Sources of Finance - Bootstrapping, Crowd funding, Seed Funding, Angel Investors, Private Equity. Measuring Financial performance through Financial Statements and Ratios. **Venture Capital Financing (VCF):** Venture Capital & its characteristics, a comparison of Venture Capital Financing & Conventional Financing, Distinction between Venture Capital & Private Equity, Stages of Venture Capital Financing, Structure and Sources of VCF, Business Analysis of Project by VCF, Project Valuation Methods, Exit Routes for VCF, Venture Capital Financing in India, Government Initiatives, Regulatory Framework	22

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		for VCFs	
III		**Creating and Recognizing Venture Value:** Valuing Early-Stage Ventures Ventures' worth, Basic mechanism of valuation, Developing projected financial Statements for DCF valuation, Equity Valuation: Pseudo Dividends, Accounting vs Equity valuation cash flow., Importance of Real options in Valuing new ventures. **Venture Capital Valuation methods:** Basic Venture Capital Valuation method, Earnings multiplier and discounted dividends, Adjustment for multiple rounds and for incentive ownership, Adjustment for payment to senior security holders.	**22**
IV		**Structuring Financing for the Growing Venture:** Professional Venture Capital and Bank Loans, Going Public by Issuing Stock or Debentures. Financing by Other securities like Preferred shares, Convertible Debt, warrants and options Facilitators, consultants, and intermediaries, Commercial and venture bank lending, Government financing programs, Receivables lending and factoring Incentives for Start– Ups in India. Planning Exit strategy: Key strategies for turning around a company, Liquidation, Exit Strategy for Entrepreneurs.	**22**
		Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum(P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:
- Leach, C. & Melicher, R. (2023). Entrepreneurial Finance. 7th Edition. Ohio, USA: Cengag learning.
- Smith J.K., Smith L.R. and Bliss R.T (2019)." Entrepreneurial Finance: Strategy Valuation

and Deal Structure". 2nd Edition. Stanford University Press.

Reference Book:
- Rogers S. (2020). Entrepreneurial Finance: Finance And Business Strategies for the Serious Investor. 4th Edition., New York: Tata McGraw Hil

Managing Start-Ups(Minor for RGU Business Administrative)

Subject Code:BSA032N701	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course develops entrepreneurial, digital, and linguistic abilities and company creation and management.

COs	Course Outcome	Bloom's Level
CO1	Relate the ideation process and startups ecosystems	BT-I
CO2	Understand the design thinking process for creating the value proposition	BT-II
CO3	Apply the startup principles and startup prototypes	BT-III
CO4	Analyze the financing options and key managerial issues	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	Introduction: What is meant by startups? Role of digital technologies, Startup ecosystems, The startup movement in India	22
II	Value proposition: Generating a value proposition, how valuable are new ideas, Design thinking principles	22
III	Prototypes: Experimenting with the prototype, Lean startup principles, Learning and failing fast.	22
IV	Financing: Various financing options, Self-financing, Angel investors, Venture Capital How to scale up? Need for continuous innovation and feedback, Key managerial issue	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments ,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases, Eighth Edition, Wiley

Reference Books:

- Mootee I (2017), Design Thinking for Strategic Innovation, Wiley

Data Analytics using R/ Python (Minor for RSB Management)

Subject Code:BSA032N702	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

To provide students with a comprehensive understanding of the R programming language, enabling them to proficiently handle data analysis tasks, visualize data insights, and apply statistical methods using R's diverse functions and packages.

COs	Course Outcome	Bloom's Level
CO1	Recall basic data structures such as arrays, lists, and data frames, and recognize operations like sorting, merging, and sub-setting used in data preparation.	BT-I
CO2	Demonstrate proficiency in R programming essentials, including data types, vectors, matrices, and operators, establishing a strong foundation for advanced data manipulation.	BT-II
CO3	Apply control flow mechanisms, including decision-making and looping constructs, and develop custom functions to perform repetitive analytical tasks	BT-III
CO4	Analyze data sets and create appropriate visual representations, such as bar charts, histograms, line graphs, and pie charts, to support data-driven decision-making.	BT-IV

Detailed Syllabus:

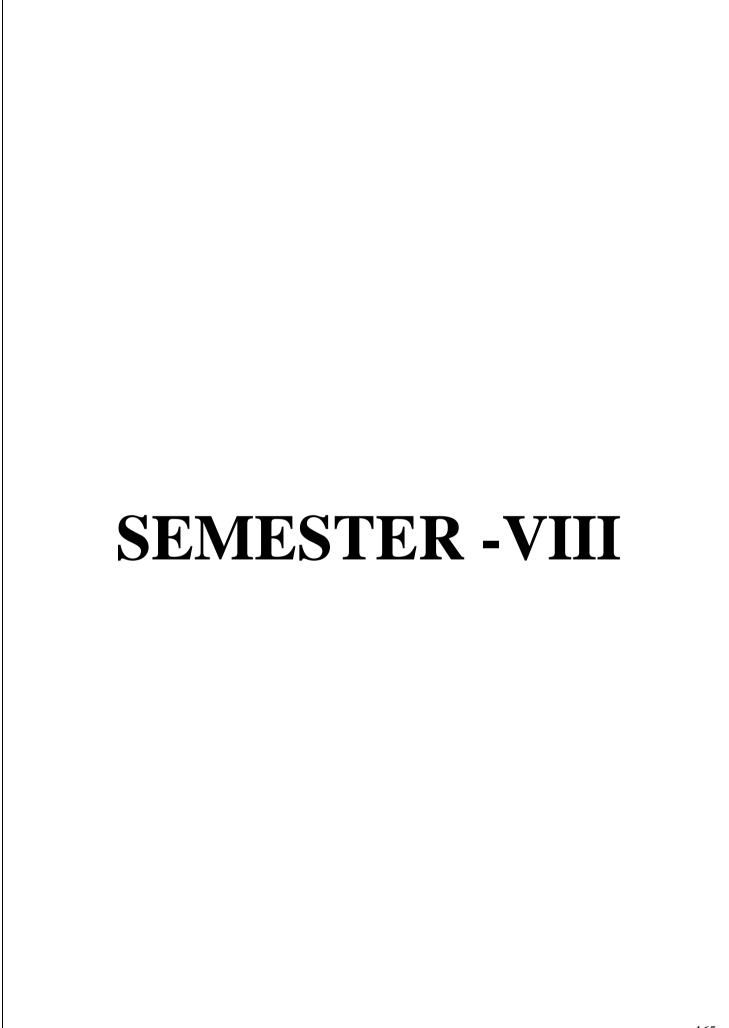| Module	Course Content	Periods
I	**Introduction:** Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists Accessing List elements – Updating List Elements – Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations	22
II	**Arrays, Factors and Data Frames :** Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion	22
III	**Flow Control & Functions:** Decision making (using if statement - if…else statement - Nested If…Else statement - ifelsefunction - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next	22

	statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)	
IV	**Charts & Graphs :** Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D pie charts)	22
	Total	**88**

Credit Distribution		
L/T **(Lecture/Tutorial)**	**Practicum** **(P)**	**Experiential** **Learning**
88 **Hrs**		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments ,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:
- Wickham, H., & Grolemund, G. (2017). R for Data Science: Import, tidy, transform, visualize, and model data (1st ed.). O'Reilly Media
- Motwani, B. (2020). Data analytics using Python (1st ed.). Wiley India..

Reference Books:
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning: With Applications in R (1st ed.). Springer

SEMESTER -VIII

Business Ethics and Sustainability Development

Subject Code: BSA032M801	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to impart abilities or practical skills to study, understand, analyze, criticize, and manage ethical problems related to business, sustainability issues, corporate social responsibility through corporate governance and laws and regulations.

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Define the theoretical frameworks of business ethics and values	BT-I
CO2	Interpret the ethical problems related to various functions of management	BT-II
CO3	Apply the key principles of sustainability in business practice	BT-III
CO4	Analyze the efficacy of sustainability initiatives/plans.	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Conceptual Framework of Business Ethics:** Business ethics, Nature of ethics as moral value, Ethics vs. Law, Culture vs. Universal Norms, Sustainability of eastern values to western business, Pragmatism ethics, Criticism of socialism, social market economy, Ethical decision-making, Decision-making process, Classification of decision making	22
II	**Ethical Foundation in Business:** Purpose of business: profit maximization to CSR, Western teleological, deontological and modern theories, Workplace ethics-hiring, employee promotion, discharge, gender and caste discrimination, sexual harassment, Marketing ethics-pricing, packaging, advertising, product promotion, consumer safety, financial ethics-transparent system, financial record keeping, financial disclosures, Organizational ethics-abuse of official position, bribes, gifts, entertainment, whistle blowing	22
III	**Introducing Sustainability:** Sustainability in relation to business organization, Issues related to environment, Conserving resources, Carbon footprint, Pollution & carbon emission, Safeguarding communities and bio-diversities.	22
IV	**Global Perspective of Sustainability:** MDGs and SDGs, UN's agenda for sustainable development for 2030, Creating sustainable and equitable economy, Creating environmentally sustainable economy, Triple bottom line approach, corporate environment responsibility.	22
	Total	**88**

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

Textbooks:

- Albuquerque, D. (2010). Business Ethics: Principles & Practices. New Delhi: Oxford University Press.

- Blowfield, M. (2019). Business and Sustainability. New Delhi: Oxford University Press.

Reference Books:

- Valasquez, M. G. (2012). Business Ethics: Concepts and Cases. 7th Edition. New Delhi: Prentice Hall of India

- Chatterji, M. (2014). Corporate Social Responsibility. 1st Edition. New Delhi: Oxford University Press.

Advance Research Methodology (Minor for RSB Management)

Subject Code: BSA032N801	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

To develop the understanding of the basic framework of research process and the ability to conduct the research independently.

COs	Course Outcome	Bloom'sTaxonomy Level
CO1	Relate the concepts and key terms of business research methods	BT-I
CO2	Compare the different theories, design, methods of business research	BT-II
CO3	Construct conceptual models based on theories	BT-III
CO4	Analyze the methods and techniques for the acquisition, analysis of data and reporting of the findings	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Introducing Research:** Meaning and overview of business research, Research Method and Research Methodology, Role of Business research, Types of Research, Research Process, Research Problem identification, Types of Research Design, Choosing a Research Design. Ethics in research.	22
II	**Data Sources, Measurement and Data Collection** Sampling Considerations- Methods, Size determination, Scales of Measurement, Scale Construction, Scale Evaluation – Reliability, Validity and Practicality. Observation: Different types of observation, Criteria of selection of an ideal method in different situations. Qualitative Research Methods, Quantitative Research Methods, Questionnaire-Variables identification, construction and design and Pilot testing	22
III	**Data handling and Analysis (with application of Software)** Editing, Coding, Decoding and Data entry, Descriptive statistics, hypothesis testing- steps, formulation. Parametric and Non parametric test-Normality test, Chi Square, difference t, Z, ANOVA, test of relationship, Wilcoxon Signed Rank, Maan-Whitney U test, Friedman test	22
IV	**Advanced Data Analysis, Interpretation and Reporting:** Introduction to Factor Analysis, Discriminant Analysis, Conjoint Analysis, MDS in business research Research Report writing: Content and layout, Quality of Reporting, Referencing and Bibliography.	22
	Total	**88**

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

Textbooks:

- Malhotra, N. K (2019). Marketing Research: An Applied Orientation. 7th Edition, New Delhi: PHI Learning Pvt. Ltd
- Churchill, A. G., Iacobucci, D. & Israel, D (2010). Marketing Research: A South Asian Perspective. India Edition. Delhi: Cengage Learning India Pvt Ltd

Reference Book:

- Beri, G.C. (2020). Marketing Research. 6th Edition. New Delhi: Tata McGraw Hill

Supply Chain Management

Subject Code: BSA032M802	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to develop an understanding of supply chain management practices and their inter-relationships with other organizational functions. This course provides students the necessary analytical tools and prepares them for managing the supply chain operations.

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Define the framework and scope of supply chain management	BT-I
CO2	Demonstrate an in-depth understanding of supply chain operating areas and their inter-relationships	BT-II
CO3	Construct a competitive supply chain using strategies, models, techniques and information technology	BT-III
CO4	Analyze the emerging trends and impact on supply chain	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Introduction to Supply Chain Management** Understanding the supply chain, historical perspective, objective of a supply chain, decision phases in a supply chain, enablers of supply chain performance, supply chain strategies, achieving strategic fit, expanding strategic scope, challenges of achieving strategic fit	22
II	**Management components of Supply Chain** Supply chain drivers and metrics, designing of distribution network, network design in the supply chain, coordination in a supply chain, bullwhip effect, sourcing decisions in supply chains	22
III	**Supply Chain Management techniques** Demand forecasting, Inventory management techniques, EOQ models, concept of safety stock, buffer stock, aggregate planning, transportation decisions in supply chain	22
IV	**Use of IT in Supply Chain Management** IT in supply chain management, supply chain IT framework, CRM and supply chain, IT enabled pricing and revenue management in supply chain, IT enabled collaborative planning forecasting and replenishment (CPFR), Role of IT in managing uncertainty in supply chain	22
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicum (P)**	**Experiential Learning**
88 Hrs		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments,Case Study Analysis, Online Certificate Course/MOOCs

Textbooks:

- Chopra, S., Meindl, P. &Kalra, D.V. (2016). Supply Chain Management; Strategy, Planning & Operation. 6th Edition. New Delhi: Pearson Publication

- Shah, J. (2016). Supply Chain Management-Test & Cases. 2ndEdition. New Delhi: Pearson Publications

Reference Book:

Chase, R. (2018). Operations and Supply Chain Management.15th Edition, New Delhi: McGraw Hill Education (India) Private Limited

Legal Aspects of Business

Subject Code:BSA032M803	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

The course aims to enhance students' understanding of legal issues in business, enabling business managers to make decisions in line with local laws, understanding the basic nature of law, dispute resolution, and its connection to various fields.

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Outline the various laws on business	BT-I
CO2	Explain the fundamental legal principles behind contractual Agreements	BT-II
CO3	Identify the rules and regulations impacting managerial functions	BT-III
CO4	Examine the legal aspects of business using cases.	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	Indian Mercantile Law – concept and elements - Law of contract: Nature – classification - Agreement and Contract - Offer and Acceptance - Consideration and Capacity to Contract - Free Consent, Performance & Discharge of Contract - Breach of Contract - Contract of Agency. **The Sale- of Goods Act :** **Contract of sale:** Essentials of a Contract of Sale, Sale & Agreement of Sale distinguished, Goods- Meaning and Classification, Effect of Perishing of Goods, Price & Mode of Fixation of Price. **Conditions & Warranties**: Conditions defined & Kinds of Conditions, Warranties defined & Kinds of Warranties, Doctrine of Caveat Emptor, Transfer of Ownership in Goods, Passing of Risk. **Unpaid Seller**: Unpaid Seller defined, Rights of unpaid seller.	22
II	**Law relating to Partnership:** **The Law of Partnership:** Definition of Partnership & its Essential Characteristics, True test of Partnership, Formation of Partnership. Registration of a firm, Effects of Non- Registration, Rights & Duties of a Partner, Liability of a Partner, Implied Authority of Partner. Distinction between Dissolution of a Partnership & Dissolution of a Firm, Reconstitution and Dissolution of a Firm. **Limited Liability Partnership (LLP):** Meaning & Nature of LLP, Advantages of LLP, Main Features of LLP, LLP Vs. Partnership, LLP Vs. Company, LLP Agreement, Incorporation of LLP, Accounts & Return, Winding UP & Dissolution.	22

		The Consumer Protection Act,2019: Genesis of Consumer Protection Law in India, Objects, Applicability, Basic definitions and Concepts, Rights of Consumers, Consumer Protection Councils, Central Consumer Protection Authority, Concept of Product Liability Redressal Mechanism under CP Law, Nature & Scope of Remedies available to Consumers. Intellectual Property Rights: Regulatory Structure and compliance, The Patent Act, 1970, The Copyright Act, 1957 and The Trade Mark Act, 1999	
III			22
IV		**Introduction to company law:** Scope of Company's Act, 2013, Machineries set up for company law administration, Meaning, Nature & features of a company, Kinds of Companies, Lifting the corporate veil. **Formation of a company:** Promotion of a company, Promoters & their Position, Incorporation of a company, Memorandum of Association, Articles of Association Conversion of companies already registered, Doctrine of Ultra-Vires. Prospectus and Allotment of Securities: Public offer Vs. Private Placement, Prospectus & its contents, Statement in lieu of Prospectus, Shelf Prospectus, Red herring prospectus, Golden rule of framing of Prospectus, Misstatement in Prospectus & Remedies for misstatement, Allotment of shares, Irregular Allotment & its effects. **Share Capital:** Kinds of share capital, Voting rights, Transfer and Transmission of Securities, Issue of Sweat equity shares, Issue of Right & Bonus shares, Power of company to purchase its own securities, Issue of shares at a premium. **Membership of a company:** Member & Shareholder, Eligibility for membership, Modes of acquiring membership, Termination of membership, Rights & Liabilities of members. **Company Administration & Meetings:** **Board of Directors:** Board Constitution & Powers, Board Composition, Board Committee Directors & Types of Directors, Appointment & Reappointment of Directors, , Disqualifications of Directors, Vacation of office, Resignation, Retirement & Removal of Directors , Removal& Resignation of Directors, Rights & Duties of Directors. Board Meetings & General Meetings: Requisites of a valid Meeting, Resolutions, Minutes, Types of General Meetings, Voting & its types. **Accounts of Companies**: Books of Accounts, Financial Statements, Annual Return, Annual Report.	22
		Total	**88**

Credit Distribution		
L/T **(Lecture/Tutorial)**	**Practicu** **m(P)**	**Experiential** **Learning**
88 **Hrs**		**32 hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments,Case Study Analysis, Online Certificate Course/MOOCs

Text Books:
- Kapoor, N.D (2022), Elements of Mercantile Law, New Delhi, Sultan Chand & Sons.
- Gupta, P. (2019). Legal Aspect of Business. Noida: Vikash Publishing House Pvt. Ltd.

Reference Book:
- Kumar, R. (2021). Legal Aspects of Business. 5th Edition. New Delhi: Cengage Learning.

Social Media and Web Analytics

Subject Code:BSA032M804	Course Level :400
Credit Unit: 4	Scheme Of Evaluation: (T)
L-T-P-C=3-1-0-4	

Course Objective:

This course aims to equip students with the knowledge and skills to effectively leverage social media for marketing. Students will learn to develop comprehensive social media marketing plans, utilize analytics tools, manage social media data, and execute campaigns across various platforms to drive engagement, lead generation, and conversions.

COs	Course Outcome	Bloom'sTaxonomy Level
CO1	Define key concepts and terminologies related to social media platforms and web analytics.	BT-I
CO2	Explain the working principles of social media tools and web analytics techniques used to assess user engagement and digital marketing performance	BT-II
CO3	Apply various social media strategies and analytics tools (such as Google Analytics, Facebook Insights) to monitor and improve campaign effectiveness.	BT-III
CO4	Analyze data collected from web and social platforms to extract actionable insights and optimize digital content strategy	BT-IV

Detailed Syllabus:

Module	Course Content	Periods
I	**Introduction:** Social media and its role within Marketing, Rules of engagement for Social media marketing Target audience – Influencers – Message/Content, Developing a Social media marketing plan Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars	22
II	**Social Media Data Management :** Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management.	22
III	**Social Media Measurements:** Pay per Click Marketing (PPC)-Definition, Need ,Google AdWords Account Structure, Facebook PPC Account Structure, CPC &"Click-through-Rate" (CTRs), "Cost/Conversion, Method of increasing CTR &Conversion, Tracking Code, Doing Keyword Research for PPC, Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Increase Position on Search, Conversion rates, 'Calls to Action' (CTA), Cost/Conversion, PPC reporting structure, Campaign Performance Reports	22
IV	**Introduction to Web Analytics** Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid	22

	Google Analytics Fundamentals: Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions	
	Total	**88**

Credit Distribution		
L/T (Lecture/Tutorial)	**Practicu m(P)**	**Experiential Learning**
88 Hrs		**32hrs**
		Live Projects, Industrial Visits, Guest Lecture, Home Assignments,Case Study Analysis, Online Certificate Course/MOOCs

Text Books:

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Reference Book

- Chandra, P. (2017). Projects- Planning, Analysis, Selection, Financing, Implementation and Review.8th Edition, New Delhi: McGraw Hill Education (India) Private Limited