RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

Bachelor of Business Administration

Programme Code: 017

Faculty of Management and Commerce

M. S. Ramaiah University of Applied Sciences ★ Bengaluru - 560054 ★

Batch 2022-2023 onwards

Approved by the Academic Council at its 23rd meeting held on 15th July 2021

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivate its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development, and a passion for lifelong learning. We serve the technical, scientific, and economic needs of our Society.

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Approved by the Academic Council at its 23rd meeting held on 15th July 2021

Programme Specifications: B.B.A.

Faculty	Management and Commerce
Department	Management Studies
Programme Code	436
Programme Name	Bachelor of Business Administration
Dean of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** Bachelor of Business Administration
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences (MSRUAS), Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** July 2022
7. **Date of Programme Approval by the Academic Council of MSRUAS:** 14 July 2022
8. **Next Review Date:** June 2026
9. **Programme Approving Regulating Body and Date of Approval:**
10. **Programme Accredited Body and Date of Accreditation:**
11. **Grade Awarded by the Accreditation Body:**
12. **Programme Accreditation Validity:**
13. **Programme Benchmark:**
14. **Rationale for the Programme**

Bachelor of Business Administration (B.B.A) is an undergraduate degree Programme designed to create motivated, energetic, thinking and creative graduates to fill the roles as entry and middle level Managers, Professionals, Administrators.

With the current trends National Education Policy (NEP) – 2020 and Self-Employment and Talent Utilization (SETU) program, there is a tremendous need for a young workforce with skillset that will make the students readily employable, for various entry level and managerial roles. The objective is to bridge the gap between the current system of education and what is required in the 21st century. It is to have Holistic and Multidisciplinary UG Education to produce employable graduates with integrated personality. The Government of Karnataka had constituted a Task to suggest an Implementation Framework for NEP-2020. It had also constituted two sub-committees, one on Curriculum Reforms in Higher Education and the other on Governance and Regulations.

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The growing Indian millennial generation can use the void to create new employment ventures and Startups. The atmosphere of enabling policies, ease of doing business, and the zest of India's aspiring youth needs to channelize towards Start-up India. The United Nations World Employment and Social Outlook 2017 report acknowledged that India was responsible for maximum job creation in 2016 in the Asia and Pacific region as the India's working age population surpasses one billion in ten years.

Currently, the Indian market is expanding in an accelerated rate. As existing companies expand in size, new start-ups have also arrived on the scene. All these companies require candidates with sound business and operations knowledge. The economic growth of India has created unprecedented demand for talented and trained workforce in Management. To meet this demand, the Government of India is encouraging private and public sectors to establish practical orientation in the Management Courses, keeping in mind the rapid digitization in the Global market.

With the economic liberalization of India in the recent times, need for candidates with adequate managerial and business knowledge is warranted. Organization require candidates with sound business knowledge who can facilitate between the operations team and senior management. These candidates would later be groomed into senior management roles. Realizing the vital need for adequately trained management professionals, MSRUAS provides an ideal platform for the students by exposing them to different aspects of business administration and thereby expanding their horizon in decision making and entrepreneurial intentions. Hence, MSRUAS is proposing to offer B.B.A Programme under Faculty of Management and Commerce.

B.B.A is an undergraduate degree Programme that addresses the core functions of business such as marketing, finance, strategy, decision making, with latest additions in Entrepreneurship Development and Business Analytics etc. The degree also focuses on managerial skills, team skills and communication skills. Some of the core subjects taught in B.B.A course are marketing and sales, organization behaviour, basic management skills, business strategy, market trends and competition, financial accounting, legal regulatory framework, entrepreneurship development, Business Analytics, financial management, E-commerce, communication, etc.

The Task Force has suggested NEP-2020 Implementation Framework for Karnataka. The State Government has accepted the action plan and initiated steps to implement NEP-2020, as per the Roadmap suggested by the Task Force. The curriculum is outcome based and it imbibes required theoretical concepts and practical skills in the domain. By undergoing this Programme, students develop critical, analytical thinking and problem solving abilities for a smooth transition from academic to real-life work environment. Special emphasis shall also be provided to Ability and Skill Enhancement/Vocational Courses as well as Value Added Courses. Opportunities are provided for the students to do internship in business organizations, research & development and also execute a well-defined project in a team to enhance practical skills and problem solving abilities. The students are required to submit a well written project report as partial fulfilment for the award of the degree, which will help develop skills of documenting business processes and operations. The Undergraduate Programme is meant to highlight systemic change in the higher education system in MSRUAS and align itself with the National Education Policy - 2020.

15. Programme Mission

The purpose of the Programme is creation of knowledgeable human resources with contemporary business management knowledge and skills to work in Government, Semi-Government, Private and Public sector organization and also to assume administration positions. With further progression in education, graduates should be able to become independent professional practitioners, business analysts, researchers and entrepreneurs

16. Graduate Attributes (GAs)

GA-1. **Business Management Knowledge:** Impart knowledge on fundamentals of Business Administration and Management

GA-2. **Problem Identification:** Identify business problems and collect suitable data for analysis

GA-3. **Design and Development of Solutions:** Ability to identify and apply appropriate statistical methods and tools to analyze business data, and arrive at meaningful solutions

GA-4. **Conduct Instigations of Complex Problems:** Analyze operations model for a stated business activity through simulations and validations

GA-5. **Efficient Management Practices:** Ability to apply appropriate business tools and management techniques by understanding optimal utilization of resources for business activity

GA-6. **Business Leader and Society:** Apply knowledge of labour welfare, economics, social sciences, legal and professional ethics, and interpersonal skills relevant to professional practice

GA-7. **Environment and Sustainability:** Ability to develop sustainable business solutions and their impact on society environment

GA-8. **Ethics:** Ability to apply ethical principles to business management practices for managerial and leadership responsibility

GA-9. **Individual and Teamwork:** Ability to work as a member of a team, to plan with an integrated approach of bringing together various functional business disciplines and to work in teams from multidisciplinary and multicultural environments

GA-10. **Communication:** Ability to make effective business presentations and communicate business ideas effectively

GA-11. **Entrepreneurial Skills:** Ability to conceptualize entrepreneurial ideas and establish entrepreneurial ventures

GA-12. **Life-long Learning:** Inculcate a spirit of lifelong learning to develop required competencies.

17. Programme Outcomes (POs)

B.B.A. graduates will be able to:

PO-1. **Knowledge and Understanding:** Gain knowledge of recognizing the functions of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities within the purview of legal and regulatory frameworks

PO-2. **Environment and Sustainability:** Understand the impact of the management decisions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development

PO-3. **Social Responsibility and Ethics**: Apply ethical principles and adhere to corporate ethics and social responsibilities of a business enterprise

PO-4. **Problem Identification and Solution:** Apply functional knowledge to identify and solve business management problems using appropriate qualitative and quantitative tools and techniques

PO-5. Management Decision Making: Analyse business opportunities and challenges using appropriate business data, relevant data analysis techniques and logical thinking to suggest suitable solutions for business decision making.

PO-6. Management Methodologies: Evaluate the use of management concepts for business decision making.

PO-7. Business Research: Critical review of research literature, identify and articulate the research problem, apply appropriate research methodologies, tools and techniques to solve research problem

PO-8. New Knowledge Creation: Create frameworks and models using specialized functional and statistical methodologies, tools and techniques for management decision making

PO-9. Leadership and Teamwork: Function effectively as an individual, and as a member or leader in diverse teams, in multidisciplinary settings, cross-cultural and global teams

PO-10. Communication: Effectively communicate with prospective employers, post-employment being able to convey management decisions to the organization and its stakeholders appropriately (comprehend and write effective reports, make effective presentations, and give and receive clear instructions, use of digital communication, social networking platforms and so on)

PO-11. Lifelong Learning: Analyse the need for ability to engage in independent and lifelong learning in broader business context and adapt according to the changes

PO-12. Ability Enhancement: knowledge enhancement through Language and Literature; Environmental Science and Sustainable Development; Constitution of India and Human Rights; Project Management

PO-13. Skill Enhancement/ Vocational Courses: Aimed at providing hands-on-training, competencies, skills, etc. like Computer Applications, Professional Communication

PO-14. Value Added Courses: Inculcate ethics, culture, soft skills, sports education and such similar values to students which will help in all round development of students

18. Programme Goal

The program goal is to produce business graduates having competencies and practical skills required for effective problem solving and right decision making in different activities relevant to business administration and pursue career in business administration/ management. The attributes of the Programme include:

- Promote holistic development in both academic and non-academic spheres
- Ability to choose learning trajectories and programmes
- Eliminate harmful hierarchies among disciplines/fields of study and silos between different areas of learning
- Multidisciplinary and holistic education to ensure unity and integrity of knowledge
- Promote creativity and critical thinking to encourage logical decision-making along with appreciating Ethics, Human & Constitutional values
- Promote multilingualism and power of language in learning and teaching
- Facilitate outstanding research as a co-requisite for outstanding education and development

19. Program Educational Objectives (PEOs)

The objectives of the B.B.A. Programme are to:

PEO-1. Provide students with a strong foundation in the fundamentals of business administration, management and corporate governance to enable them to devise and deliver efficient solutions to

business problems considering the different functional areas of business environment i.e, Marketing, Finance, Human Resource Management

PEO-2. Analyze business opportunities and convert into feasible products/services using statistical methods or tools for managing resources effectively to achieve optimal business decision making.

PEO-3. Provide sound theoretical and practical knowledge of functional areas of Business, Managerial and Entrepreneurial Skills to enable students to contribute to the well-being and welfare of the society through problem-solving and research initiatives.

PEO-4. Inculcate strong human values and social, interpersonal, communication and leadership skills required for professional success in evolving global professional environments.

20. Programme Specific Outcomes (PSOs)

At the end of the B.B.A. Programme, the graduate will be able to:

PSO-1. Apply the knowledge in Financial Management, Human Resource Management and Marketing Management to develop innovative and safe solutions to real-world business problems

PSO-2. Adapt to changing business environment and apply tools to analyse business problems and provide effective solutions

PSO-3. Demonstrate leadership qualities and strive for the betterment of Organization, Environment, and Society through practice of ethical business decision making.

PSO-4. Demonstrate an understanding of the importance of life-long learning through professional communication, practical training, specialized certifications and research.

21. Programme Structure:

SEMESTER 1

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC101A	Principles of Management	3			3	100
2	BAC102A	Marketing Management	3			3	100
3	BAC103A	Microeconomics	3			3	100
4	BAC104A	Accounting for Business	2		2	3	100
5	TSM101A	English for Communication 1	3			3	100
6	BAM101A	Computer Applications	1		2	2	50
7	---	Open Elective	3			3	100
Total			**18**	**0**	**4**	**20**	**650**
Total number of contact hours per week			**22 hours**				

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SEMESTER 2

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC105A	Macroeconomics	3			3	100
2	BAC106A	Organizational Behavior	3			3	100
3	BAC107A	Operations Management	2	2		3	100
4	BAC108A	Business Mathematics	3			3	100
5	BTN101A	Environmental Studies	2			2	50
6	AHU101A	Health & Wellness	1		2	2	50
7	BAU101A/ BAU102A	Internship/ Training			6	3	100
8	---	Open Elective	3			3	100
Total			**17**	**2**	**8**	**22**	**700**
Total number of contact hours per week			**27 hours**				

SEMESTER 3

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC201A	Cost accounting	2		2	3	100
2	BAC202A	Consumer behavior & Industrial marketing	3			3	100
3	BAC203A	Business Statistics	3			3	100
4	BAC204A	Human Resource Management	3			3	100
5	BAM102A	Current Trends in Information Technology	1		2	2	50
6	BAU201A	Innovation and Entrepreneurship	1	2	2	3	100
7	TSM102A	English for Communication 2	3			3	100
8	---	Open Elective	3			3	100
Total			**19**	**2**	**6**	**23**	**750**
Total number of contact hours per week			**26 hours**				

SEMESTER 4

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC205A	Banking, Financial Institutions & Insurance Services	3			3	100
2	BAC206A	Business Law	3			3	100
3	BAC207A	Logistics & Supply Chain Management	3			3	100

4	BAC208A	Services Marketing	3			3	100
5	LAN101A	Constitution of India and Human Rights	2			2	50
6	TSU202A	Professional communication	2			2	50
7	TSU203A	Ethics & Self Awareness	2			2	50
8	---	Open Elective	3			3	100
Total			**21**			**21**	**650**
Total number of contact hours per week			**21 hours**				

SEMESTER 5

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC301A	International business	3			3	100
2	BAC302A	Principles of Strategic Management	3			3	100
3	TSN301A	Project Management	3			3	100
4	BAM103A	Business Analytics & Quantitative Methods	2		2	3	100
5*	BAE301A BAE311A BAE321A	1. Security Analysis & Portfolio Management 2. Labour Legislations 3. Sales Management	3 4 4	2		4 4 4	100
6*	BAE302A BAE312A BAE322A	1. Financial Statement Analysis 2. HR Planning & Development 3. Advertising & Brand Management	4 4 4			4 4 4	100
7	DSU101A	Sports / Yoga / NSS			4	2	50
Total			**18 / 19**	**2/0**	**6**	**22**	**650**
Total number of contact hours per week			**26 /25 hours**				

SEMESTER 6

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC303A	Company law & Corporate governance	3			3	100
2	BAC304A	Business Taxation	3			3	100
3	BAD301A	Research Methodology	3			3	100

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4	TSN302A	Personality Development and Soft Skills	2			2	50
5	BAU101A/ BAU102A	Internship/ Training			6	3	100
6*	BAE303A BAE313A BAE323A	1. Financial management & project appraisal 2. Industrial Relations 3. Digital Marketing	3 4 4		2	4	100
7*	BAE304A BAE314A BAE324A	1. Financial Risk Management 2. Organisational Development & Change Management 3. Retail Marketing	4			4	100
Total			**18/19**		**8/0**	**22**	**650**
Total number of contact hours per week			**26/25 hours**				

SEMESTER 7

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAD401A	Data Analytics	3		2	4	100
2	BAC401A	Total Quality Management	4			4	100
3	BAD402A	E-commerce	4			4	100
4*	BAE305A BAE315A BAE325A	1. Python for Finance 2. Strategic HRM 3. Marketing Analytics	3			3	100
5	---	Vocational-1			6	3	100
6	---	Vocational-2			6	3	100
Total			**14**		**14**	**21**	**600**
Total number of contact hours per week			**28 hours**				

SEMESTER 8

S. No.	Code	Course Title	Theory (h/W/S)	Tutorials (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	BAC402A	Research Project			42	21	100
Total						**21**	**100**
Total number of contact hours per week			**42 hours**				

*** Discipline Specific Electives:** Students should choose one course out of the choices given

22. Ability and Skill Enhancement Courses

- **Ability Enhancement Compulsory Courses (AECC)**

  AECC courses are the courses based upon the content that leads to knowledge enhancement through various areas of study, which will be mandatory for all disciplines:

  1. Language and Literature
  2. Environmental Science and Sustainable Development/ Environmental Studies
  3. Constitution of India and Human Rights, Human rights
  4. Project Management

- **Skill Enhancement Courses (SEC)/ Vocational Courses:** These are skill-based courses in all disciplines and are aimed at providing hands-on-training, competencies, skills, etc. SEC courses may be chosen from the pool of courses designed to provide skill-based instruction:
  1. Digital Fluency
  2. Artificial Intelligence & ML
  3. Cyber Security
  4. Professional Communication

- **Value Added courses:** These courses are value based courses which are meant to inculcate ethics, culture, soft skills, sports education and such similar values to students which will help in all round development of students.
  1. Health & Wellness/ Social & Emotional Learning
  2. Sports/ Yoga/NCC/NSS
  3. Ethics & Self Aware-ness

In addition, several Open/General Elective Courses are offered from various Faculties/Schools of MSRUAS. Students can choose from the Open Electives on their own choice.

22.1.Innovation Courses in Lieu of Open Elective Courses

Students can take the following 3-credit innovation courses in lieu of Open Elective Courses.

a) Design Thinking and Innovation (20INO250A)
b) Skill Development (20INO251A)
c) Industrial Problem Solving and Hackathons (20INO252A)

23. Course Delivery: As per the Timetable

24. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Demonstrations
4. Guest Lectures
5. Laboratory work/Field work/Workshop
6. Industry Visit
7. Seminars
8. Group Exercises
9. Project Work
10. Project
11. Exhibitions
12. Technical Festivals

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25. Major Features

- 4 years option offered in all BBA programs for those who qualify (with 7.5 CGPA after completion of 3rd year)
- 1st year: Certificate
- 2nd year: Diploma
- 3rd year: Bachelors or Bachelor
- 4th year: Bachelor (Honours)

26. Assessment and Grading (Subject to endorsement of revised unified academic regulations for 2022-23-report submitted)

26.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1 and SC2) of learning and experiential assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have 60:40 weightage (CE: 60% and SEE: 40%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

26.2. Continuous Evaluation Policies

There shall be two subcomponents of CE (SC1 and SC2), namely Mid Term; Class Participation; Assignment; Laboratory/Presentation. Each subcomponent is evaluated individually accounting to 60% Weightage as indicated in Course Specifications. The experiential learning subcomponents can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Field Assignment
d) Open Book Test
e) Portfolio
f) Reports
g) Case Study
h) Group Task
i) Laboratory / Clinical Work Record
j) Computer Simulations
k) Creative Submission
l) Virtual Labs
m) Viva / Oral Exam
n) Lab Manual Report
o) Any other

After the two subcomponents are evaluated, the CE component marks are consolidated to attain 60% Weightage.

The Semester End Examination shall be a theory paper (50 marks) with a weightage of 40%.

In summary, the ratio of Formative (Continuous Evaluation-CE) Vs Summative (Semester End Examination-SEE) should be 60:40.

27. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Workshop Facility
8. Staff Support
9. Lounges for Discussions
10. Any other support that enhances their learning

Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)/Board of Examination

28.Programme Map (Course-PO-PSO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
1	Principles of Management	2	2	1					2	2	2					3	3	2	1
1	Marketing Management	3	2		2		2	3								3	3		
1	Microeconomics	1	2	2	1	3	3									3	2		
1	Accounting for Business	1	2		3	3								3		3	3		2
1	Computer Applications	1	3	2		3											3		2
1	English for Communication 1									2								2	
2	Health & Wellness																		
2	Macroeconomics	2	2	3				3			1					2	2		
2	Organizational Behaviour	1		2			1	2	2	2	1					2	3	2	2

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2	Operations Management	2		2	3		3							1		3		2	2
2	Business Mathematics	1	2	3	3											2	2		
2	Environmental Studies	2			3							2				1	2		2
2	Internship/Training	3	2	2	3	1	2	3	2	2	2	2					3	2	2
3	Cost Accounting	1		3	3											3	1		1
3	Consumer Behaviour and Industrial Marketing	1	2	2	2	1	1	2	3	2	3					2	2		
3	Business Statistics	1		2	3	3					1	1				1	3		
3	Human Resource Management	2	2	2					3	2	2					3	1	3	2
3	English for Communication 2								2	2								2	
3	Current Trends in Information Technology	1	2	3	4												3		1
3	Entrepreneurship Development and Startups	2	1	1	2		1	1		1	1	1				3	3	2	2
4	Banking, Financial Institutions and Insurance Services	3	2					3				1				3	2		1
4	Business Law	1	3	3	2				2	2	2					2	2	2	2
4	Logistics and Supply Chain Management	1	2	2		3	3										3	3	2
4	Services Marketing	1		2	3		3									3			
4	Constitution of India and Human Rights	2	2	3				3				3	2			2	2	2	2
4	Professional Communication	2							1	2	3					3	2		
4	Sports/Yoga/NSS etc.																		
5	International Business	3	2					2	2	1	1	1				3	2		
5	Principles of Strategic Management	3	2	3		2	3									2	3		
5	Business Analytics and Quantitative methods	2	2	1	2		3	3								2	3		
5	Project Management																		
5	Ethics & Self Awareness																		

Sem.	**Course Title**	**PO-1**	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**	**PO-9**	**PO-10**	**PO-11**	**PO-12**	**PO-13**	**PO-14**	**PSO-1**	**PSO-2**	**PSO-3**	**PSO-4**
5	Security Analysis and Portfolio Management	3	2	3	3	2	2	2				1				3	1		3
5	Financial statement analysis	2		3	3			3								3	2		
5	Labour Legislations	3	3									2				3			
5	Human Resource Planning and Development	2	3	2	1			1	2		1	2				2	2	3	2
5	Sales Management	1	2	2	3	1	2	2	2	3	3	2				3	2		
5	Advertising and Brand Management	1	2	2	3	2	2	3	3	3	3					2	3		
6	Company Law and Corporate Governance	3	3	2	3		3	3	2	3		2				2	2	2	2

6	Business Taxation	2	3	3								1				3	3	1	1
6	Research Methodology	3	3	3	3	3	3	3			3					3	3		
6	Personality Development and Soft Skills																		
6	Internship/Training	3	2	2	3	1	2	3	2	2	2	2				3	3	2	3
6	Financial Management and project appraisal	2	3	3												3	3	1	1
6	Financial Risk Management				3	2										3	3		
6	Industrial Relations	2	2	1				2		2	3	2				2	3	3	2
6	Organisational Development and Change Management	2		2	2		3	1	1	2	1					3	2	2	1
6	Digital Marketing	3	3	3	2			2				1				3	3		
6	Retail Marketing	3	2	3	3		3	3								2	3		
7	Data Analytics	2			3		3									2	3		
7	Total Quality Management	3	3	3	3	3	1			1	1					3	2	1	2
7	E-commerce																		
7	Vocational -1																		
7	Vocational - 2																		
7	Python for Finance	1	2	3												2	3		
7	Strategic HRM	3	2					2	2	1	1	1	1	1	2	3	2	2	
7	Marketing Analytics																		
8	Research Project			2	3	2	2	3		2	3	3	3	3		3	3	2	3

29. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

30. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

31. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Course Specifications

Programme: BBA (Hons)

Programme Code: 017

Faculty of Management and Commerce

Batch 2022-2023 onwards

Course Title	Principles of Management
Course Code	BAC101A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students the fundamentals of management concepts.
Students will learn the concept of efficiency and effectiveness in management. The course is intended to introduce the various functions of management. Students will also gain an appreciation of the roles of a Manager or Leader. Students will be trained to apply Strength, Weakness, Opportunity and Threat (SWOT) to analyze the organization.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the evolution, key concepts and principles of management
CO-2. Describe the importance of planning and its objectives
CO-3. Explain the concept and principles of organizing and staffing
CO-4. Discuss the concepts of leading and controlling
CO-5. Apply PEST and SWOT to analyze the organization

4. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Planning): Nature and purpose of planning - Planning process - Types of plans – Objectives - Managing by objective (MBO) Strategies - Types of strategies - Policies – Decision Making - Types of decision - Decision Making Process

Unit 3 (Organizing): Concept, Importance and Principles, Span of Management, Centralization and Decentralization, Patterns of Organisation, Line and Staff Relationships

Staffing: Nature & Scope of Staffing, Manpower Planning, Selection & Training, Performance Appraisal.

Unit 4 (Leading): Introduction to Manager and Leader, Motivation and Satisfaction - Motivation Theories -

Leadership Styles - Leadership theories - Communication - Barriers to effective communication

Unit 5 (Controlling): Concept, Managerial Control, Control process, Control methods and tools

Unit 6 (SWOT and PEST Framework): Discussing external environments, segments and elements, corporate culture, industry analysis, SWOT analysis, PEST analysis

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														1			
CO-2		2	1					2	2						2			
CO-3	2	2	1					2	2	2					3	1		
CO-4		2	1					2	2								2	
CO-5		1	1					1				2	2			3		1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		32
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	

5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

9. Course Resources

a. Essential Reading

1. Course notes
2. Koontz Harold and Weihrich Heinz. (2015). 'Essentials of Management', 6th edition, Tata McGraw-Hill, New Delhi.
3. Prasad, L. M. (2015). 'Principles and practice of management'. 9th edition, S Chand and sons.
4. Stephen P. Robbins, Mary Coulter and Neharika Vohra (2013). 'Organisational Behavior', 13th edition, Pearson.

b. Recommended Reading

1. Haberberg, A. and Rieple, A. (2008). 'Strategic Management': 'Theory and Application', 1st edition, Oxford University Press.
2. Mc Shane and Steven. (2008). 'Organizational Behavior', 4th edition, Tata McGraw-Hill.

c. Magazines and Journals

1. Harvard Business Review
2. Sloan Management Review
3. Business World: ABP Group - Fortnightly business magazine
4. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue
5. Journal of Strategic Management, John Wiley & Sons: Emerald Publishing Limited – Quarterly issue
6. Business Strategy: PwC Strategy& Inc. - Quarterly issue
7. Technology Analysis and Strategic Management: Informa UK Limited – Yearly 10 issues

d. Websites

1. Harvard Business Review (2022), Available Online at https://hbr.org/topics (Accessed: 06 June 2022).
2. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

e. Other Electronic Resources

1. Coursera (2022) Available Online at https://www.coursera.org/learn/principles-of-management (Accessed: 06 June 2022).
2. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06 June 2022).

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Course Specifications: Marketing Management

Course Title	Marketing Management
Course Code	BAC102A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of Marketing Management.
Students are taught the concepts of Marketing Management and its importance. Students are taught concepts of Consumer Behaviour, Segmentation, Targeting, Positioning and Marketing Mix.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain key concepts of Marketing Management
CO-2. Describe the consumer buying behavior patterns in consumer and business markets
CO-3. Discuss the concepts and importance of Segmentation Targeting and Positioning
CO-4. Discuss the concepts and importance of the Marketing Mix
CO-5. Analyse the Marketing strategies for identified brands

4. Course Contents

Unit 1 (Introduction to Marketing Management): Marketing Concepts, Significance & functions of Marketing, Relevance of Marketing in a developing economy. Role & functions of Marketing Manager. Consumer needs and wants, Scanning the marketing macro-environment and micro-environment, Types of Markets.

Unit 2 (An Introduction to Consumer Buying Behavior): Consumer Markets and in Business / Industrial Markets, Model of Consumer behavior, Factors affecting Consumer Behavior, Buying Decision Process.

Unit 3 (Sales): Importance of Sales and Marketing, Sales Functions.

Unit 4 (Segmentation Targeting and Positioning and dealing with competition): Marketing process, Segmenting, Targeting, and Positioning. Study of competition and dealing with competition, Brands and introduction to branding.

Unit 5 (Marketing Mix): Products and Product strategy: Product Concept, Product levels, Product Mix, Packaging, Product Strategies, Product Lifecycle, Methods of product and services differentiation .
Pricing: Pricing Concepts - Factors affecting Pricing, Pricing Policies, Methods and Strategies. Process of setting price.
Distribution Channels: Design of channels, Role of marketing channels, channel design decisions, channel management decisions.

Unit 6 (Marketing Communications): Promotion mix and comparison of various communication channels. Role of Marketing Communications, Types of Marketing Communication, developing effective communications, Introduction to digital marketing, integrated marketing communication mix, Marketing budget, Marketing Plan.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3														3			
CO-2		1														2		
CO-3		2					2									3		
CO-4		2		2											3			
CO-5			3	2					3	3	3	3	3	3	3		3	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		33
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00

1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	03	07
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	**X**	**X**	**X**	**X**
CO-2	**X**	**X**	**X**	**X**
CO-3		**X**	**X**	**X**
CO-4			**X**	**X**
CO-5			**X**	**X**
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions
16.	Ability enhancement	
17.	Skill / vocational enhancement	

9. Course Resources

a. Essential Reading

1. Class Notes
2. Handouts and pre-reads, if any, given by the Course Leader.
3. Kotler Philip and Keller Kevin Lane. (2017). 'Marketing Management', Pearson Education, 15th edition.
4. Ramaswamy, V.S. and Namakumari, S. (2017). 'Marketing Management': 'A Strategic Decision Making Approach', Tata McGraw Hill Education Private Limited, 5th Edition.

b. Recommended Reading

1. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008). 'Principles of Marketing', 7th edition, Pearson Education.

c. Magazines and Journals

1. Asia Pacific International Journal of Marketing and Logistics, Barmarick Publications
2. Services Marketing, Emerald Group Publishing Limited

3. Business Line, supplement Catalyst , weekly.
4. Harvard Business Review, six issues annually

d. **Websites**

1. www.hbr.org
2. www.nptel.ac.in
3. www.swayam.gov.in

d. Other Electronic Resources

NA

Course Specifications: Microeconomics

Course Title	Microeconomics
Course Code	BAC103A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This module deals with basics micro economic principles and concepts of Economics.
This course is designed to expose the students to the basic principles of microeconomic theory. Students are given an introduction to supply and demand and the basic forces that determine equilibrium in a market economy. Further, it introduces a framework for learning about consumer behavior and analyzing consumer decisions.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Discuss different concepts of economics Describe the importance of planning and its objectives
- **CO-2.** Discuss supply and demand relationship
- **CO-3.** Analyze consumer's utility maximization
- **CO-4.** Illustrate the behavior of firms in a perfectly competitive market in the short-run and the long-run
- **CO-5.** Estimate producer and consumer surplus
- **CO-6.** Predict the behavior of firms in a monopoly or oligopoly, and calculate the resulting changes in producer or consumer surplus

4. Course Contents

Unit 1 (Economics): Introduction to the Principles of Micro Economics, Nature of Business Economics, Economic laws and Principles, Scope and Method of Economics; the Economic Problem: Scarcity and Choice, Science of Economics; Rationing; Opportunity sets. Approach to Managerial Decision Making, Theory of Firm.

Unit 2 (Demand Analysis): Definition, Determinants of Demand and Law of Demand, Demand Curve, Forces behind the Demand Curve, Difference in changes in Quantity Demanded and change in Demand, Law of Diminishing Marginal Utility, Consumer Surplus.

Unit 3 (Elasticity of Demand): Definition. Price, Income, Cross Elasticity and promotional Elasticity of Demand, Factors that determine the Elasticity of Demand, Measurement of Price Elasticity of Demand Practical Utility, Supply Definition, Determinants of Supply, Law of supply, Supply Curve, Elasticity of Supply, Factors that determine the Elasticity of Supply, Measurements of Elasticity of supply - Practical Utility. Producer Surplus and Market efficiency, Externalities and Market Inefficiency.

Unit 4 (Cost of Production): Cost of Production and Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Short Run and Long run Cost, Cost output: Relationship in the short run and long run, Economies of scale, Law of returns: Constant, Decreasing and Increasing returns. Law of variable proportions.

Unit 5 (Consumer Behavior): Analysis of Consumer Behavior, Decisions that Individuals make, what and how much to consume, Analysis of decisions in terms of their underlying preferences, modelling consumer preferences in a utility function, use of Utility Function to make predictions about Consumer Preferences, Basics of labor supply.

Unit 6 (Operation of Market Participants): Calculation of Producer and Consumer Welfare, Social Welfare Analysis. Perfectly Competitive Market Analysis, Non-Competitive Equilibrium, one firm operating (Monopoly), Monopolistic Competition, and a small number of firms (an Oligopoly).

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2										2			2			
CO-2			2	1												1		
CO-3						3										2		
CO-4					2	1							1			2		
CO-5		2			3								2		3			
CO-6					2	1										1		
						3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution												

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		05
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		00

1. Solving Numerical Problems	00	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	02	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X			X
CO-2	X	X		X
CO-3		X		X
CO-4		X	X	X

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CO-5			X	X
CO-6			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specification document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, assignments
2.	Understanding	Classroom lectures, assignments
3.	Critical Skills	Classroom lectures, assignments
4.	Analytical Skills	Classroom lectures, assignments
5.	Problem Solving Skills	Assignments
6.	Practical Skills	Classroom lectures, assignments
7.	Group Work	Assignments
8.	Self-Learning	Assignments
9.	Written Communication Skills	Classroom lectures, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Classroom lectures, assignments
14.	Personal Management	Achieve learning Outcomes
15.	Leadership Skills	Classroom lectures, assignments
16.	Ability Enhancement	Literature and Language
17.	Skill/Vocational Enhancement	Hand on training

9. Course Resources

a. Essential Reading

1. Course notes
2. Perloff, Jeffrey M (2008). 'Microeconomics', 'Theory and Applications', Pearson.
3. Froyen Richard T (2005). 'Macroeconomics', 'Theory and Policies', 8th edn.
4. Stockman. A. (1999). 'Introduction to Economics', 2nd edition, Dryden Press.
5. Dolan, E. G. and Lindsey, D.E. (2007). 'Microeconomics', The Dryden Press.

b. Recommended Reading

1. Lipsey and Chrystal (2007). 'Economics', Oxford University Press.
2. Rubunfeld Daniel L, Mehta Prem L, Pindyck Robert S (2009). 'Micro economics', 7th edition, Pearson.
3. Whinston, Michael B, Bernheim, Douglas B Sen, Anindya (2008). 'Microeconomics', 1st edition.

c. Magazines and Journals

1. The Economist
2. Business and Economy
3. Economics Today Magazine
4. The Indian Economic Journal
5. The Journal of Economics
6. Indian Journal of Economics and Research

d. Websites

https://economics.harvard.edu/undergraduate
https://www.eiu.com/
http://business.illinois.edu

Other Electronic Resources
MS Word

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Course Specifications: Accounting for Business

Course Title	Accounting for Business
Course Code	BAC104A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to provide students with essential knowledge and skill to analyse the business transactions, prepare and analyse the reforms in financial statements using appropriate software. This course deals with basic concepts and principles of accounting. Course is intended to train the student to identify, classify, record and summarize the business transactions.. Students will also be trained to prepare the final accounts for sole proprietary business and company using an Accounting software.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	2:1:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the concepts, principles and practices of accounting
CO-2. Describe the procedures and practices of accounting
CO-3. Apply accounting concepts to generate financial statements
CO-4. Create company and accounting ledgers under particular groups
CO-5. Categorize the business transaction and Pass the journal entry in respective vouchers

4. Course Contents

Unit 1 (Introduction): Financial Accounting- Definition and Scope, Objectives of Financial Accounting, Accounting v/s Book Keeping Terms Used in Accounting, Users of Accounting Information and Limitations of Financial Accounting.

Unit 2 (Accounting Framework): Accounting Concepts, Principles and Conventions, Accounting Standards-concept, Objectives, Benefits, Brief Review of Accounting Standards in India, Introductions to IFRS.

Unit 3 (Accounting Records): Accounting Process, Journals, Ledger, Petty Cash book, Trial Balance.

Unit 4 (Final Accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business.

Unit 5 (Introduction to Tally): Creation of Company, Configure and Features Settings, Creating Accounting Ledgers and Groups, Vouchers Entry, Generating Reports, Selecting and Shutting Company.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														3			
CO-2	1														2			
CO-3			3												3			1
CO-4	1	2		2									1			1		2
CO-5	1	2		2									1		2	3		
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		00
1. Demonstration using Videos	01	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		19
1. Solving Numerical Problems	18	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		01
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

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7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ▶	30	20	10	
CO-1	X			X
CO-2		X		X
CO-3		X		X
CO-4			X	
CO-5			X	
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No.	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Class room lectures, laboratory instructions and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, laboratory, assignment
5.	Problem Solving Skills	Laboratory, assignment
6.	Practical Skills	Laboratory, assignment
7.	Group Work	Assignment, laboratory
8.	Self-learning	Assignment

9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Laboratory
17.	Skill/Vocational Enhancement	Laboratory

9. Course Resources

a. Essential Reading

1. Class Notes
2. Gupta Ambrish. (2016). 'Financial Accounting for Management': An Analytical Perspective 3rd edition, Pearson Education.
3. Ramachandran N, Kakani, Ram Kumar. (2014). 'Financial Accounting for Management', McGraw Hill.

b. Recommended Reading

1. Shraddha Singh & Navneet Mehra. (2014). Tally ERP 9 (Power of Simplicity): 'Software for Business and Accounts'.
2. Rajesh Agarwal & R Srinivasan. (2005). 'Accounting Made Easy', Tata McGraw –Hill.
3. Dr. S. N. Maheshwari (2018). 'Financial Accounting For Management', 4th Edition, Vikas Publishing House.

c. Magazines and Journals

1. Chartered Secretary
2. Chartered Accounts Today
3. International Journal of Managerial and Financial Accounting
4. ICFAI
5. Emerald Group Publishing- Journal of Financial Reporting and Accounting

d. Websites

1. ICAI. 2022. ICAI - The Institute of Chartered Accountants of India. [online] Available at: <Http://www.icai.org/>
2. Econamist.com. 2022. econamist.com. [online] Available at: <Http://www.econamist.com>

e. Other Electronic Resources

MS Word and Accounting software

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Course Specifications: English for Communication 1

Course Title	**English for Communication** 1
Course Code	TSM101A
Course Type	Ability Enhancement Compulsory Course
Department	Directorate of Transferable Skills and Leadership Development
Faculty	FLAHS/FMC/FMPS/FAD/SSS

1. Course Summary

The course aims at equipping the students with skills essential for effective communication in terms of speaking, writing and comprehension.

The course gives practical exposure to the students by equipping them to use appropriate body language and tone for conversation. It focusses on comprehension of words and building of the word repertoire for meaningful communication. Students are instructed on the ways to construct grammatically correct sentences and compose paragraphs and essays.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	15
Department Responsible	Directorate of Transferable Skills and Leadership Development
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Identify the nuances of communication skills
- **CO-2.** Apply the concepts of grammar in written communication
- **CO-3.** Apply professional etiquette as appropriate
- **CO-4.** Practice extempore and basic conversation skills
- **CO-5.** Practice comprehension skills
- **CO-6.** Compose precise paragraphs as per the given topic

4. Course Contents

Unit 1 (Communication Skills):

Process of communication, terminologies used in communication process, active listening, communication barriers, types of communication – verbal and non-verbal

Unit 2 (Grammar)

Sentence formation, sentence types, different parts of speech, adjectives and articles, verbs and preposition, present and past tense, future tense, use of participles in different tenses, usage of tenses, rules of subject verb agreement

Unit 3 (Essentials of Speaking Skills):

Importance of spoken skills, appropriate use of language, appropriate use of tone, pitch and volume

Unit 4 (Extempore):

Preparation for extempore, mind mapping for speaking readiness, Content of extempore – beginning, body and conclusion, Delivery of extempore – body language and paralanguage

Unit 5 (Conversation Skills)

Body language in conversation, tones in conversation, conversation manners, stages of conversation – introduction, feed forward, close, order of introduction, conversation barriers

Unit 6 (Reading and the Techniques)

Skimming, scanning and reading in details

Unit 7 (Paragraph Writing)

Structure of paragraph – topic sentence, supporting sentence, conclusion sentence, functions of paragraph, paragraph patterns, paragraph writing principles – coherence, unity, order, length

Unit 8 (Comprehension)

Purpose of comprehension, low-level comprehension, high-level comprehension

Unit 9 (Précis Writing)

Paraphrasing techniques, Usage of appropriate words

Unit 10 (Professional Etiquette and Goal Setting)

Etiquette and its importance, types of etiquette – workplace, meeting, telephone, dining, norms of etiquette, goals, types of goal, setting SMART goal

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5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3
CO-1									2						2
CO-2									2						2
CO-3									2						2
CO-4									2						2
CO-5									2						2
CO-6									2						2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		02
1.Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	
Practical Work		04
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	04	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		14
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	04	
5. Group Discussions	04	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**45**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the UG Programme (B.Sc. / B.Com/ BBA). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of CO's on each Component or Subcomponent of Evaluation:

	Component 1: CE (60% Weightage)		Component 2: SEE (40% Weightage)
Subcomponent▶	SC1	SC2	
Subcomponent Type ▶	Practical Assessment	Assignment	50 Marks
Maximum Marks▶	30	30	
CO-1	X	X	X
CO-2			X
CO-3		X	X
CO-4	X		
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Face to face lectures
2.	Understanding	Face to face lectures, group discussions
3.	Critical Skills	--
4.	Analytical Skills	Face to face lectures, activities, , group discussions, assignment
5.	Problem Solving Skills	--

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6.	Practical Skills	Face to face lectures, activities, , group discussions, course work
7.	Group Work	Course work, practice, assignment, group discussion
8.	Self-Learning	Course work, practice, assignment, group discussion
9.	Written Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
10.	Verbal Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
11.	Presentation Skills	--
12.	Behavioral Skills	Course work, practice, assignment, group discussion, presentation practice, role plays
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Class Notes
2. Raman M and Sharma S (2004) Technical Communication: Principles and Practice. New Delhi: Oxford University Press
3. Hory Sankar Mukherjee, (2013), Business Communication, Oxford University Press
4. Kroehnert, Gary (2004), Basic Presentation Skills, Tata McGraw Hill

b. Recommended Reading

1. Sathya Swaroop Debashish and Bhagaban Das, (2014), Business Communication, PHI, New Delhi
2. Young, Dona J (2006) Foundations of Business Communications: An Integrated Approach, Tata McGraw Hill
3. Kaul, Asha (2007) Effective Business Communication, Prentice Hall India
4. Bienvenu, Sherron (2008) The Presentation Skills Workshop, Prentice Hall
5. KavitaTyagi and Padma Misra (2011) Professional Communication, PHI Learning Private Limited, New Delhi

c. Websites

1. www.myenglishpages.com
2. www.britishcouncil.com
3. www.englishmagazine.com
4. www.justenglishmagazine.com

d. Other Electronic Resources

1. Electronic resources on the course area are available on RUAS library

10. Course Organization

Course Code	TSM101A		
Course Title	English for Communication 1		
Course Leader's Name		As per Timetable	
Course Leader's Contact Details		**Phone:**	+91-80-453666666
		E-mail:	director.tsld@msruas.ac.in
Course Specifications Approval Date		July-2022	
Next Course Specifications Review Date		July-2026	

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Course Specifications: Computer Applications

Course Title	Computer Applications
Course Code	BAM101A
Course Type	Skill Enhancement Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students with Information Technology tools which includes various Office Automation Tools for individuals and corporate.

The student will be trained on Advanced MS Office applications to create professional-quality documents.

Main emphasis will be given on Advanced Excel to perform arithmetic, financial and statistical operations and functions. The student will be trained to gain the skills necessary to use pivot tables, audit and analyze worksheet data using what-if analysis, utilize data tools, create record and manage macros.

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:0:1
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulation/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-7. Create professional-quality documents
CO-8. Identify, categorize, record, store and process the office data and records effectively
CO-9. Perform arithmetic, logical, referencing and financial functions using MS Excel
CO-10. Analyse data using pivot tables and what-if analysis
CO-11. Develop laboratory report in the prescribed format

4. Course Contents

Unit 1 (Word-Processing): Concept of Word Processor, creating a New Document, Formatting of a Document, Working with Tables, Creating Newspaper Columns, Indexes and Table of Contents, Creating

References, Reviewing the Documents, Applying Track Changes, Adding Hyperlinks, Mail Merge, Protecting the Document.

Unit 2 (Formulas and Functions in MS Excel): Arithmetic Formulas, Library, Financial, Statistical, String Functions and Logical Functions, Referencing Cells, Creating Charts and Graphics.

Unit 3 (Advanced Excel): Exchanging Data using Clipboard, Filter, Advanced Filter, Applying Conditional Formatting, Pivot Tables and Pivot Charts, What-if Analysis, Object Linking and Embedding, Macros, Recording and Managing Macros

Unit4 (PowerPoint Presentation): Creating, Managing, Viewing and Navigating a Presentation, Master Views, Slide Master, Hyperlinks, Animation and Multimedia, Slide Transition.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1		2											2		2			
CO-2				3									1			2		
CO-3			2													3		
CO-4	1																	1
CO-5										2	1		3					2
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
3. Engineering Workshop / Course/Workshop /	00	

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Kitchen		
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	00
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)		**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**	
Subcomponent Type ▶	**Lab Manual Report 1**	**Lab Manual Report 2**	**50 Marks**
Maximum Marks ▶	**30**	**30**	
CO-1	×		×
CO-2		×	×
CO-3	×		×
CO-4	×	×	×
CO-5		×	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Laboratory instruction
3.	Critical Skills	Laboratory work
4.	Analytical Skills	Laboratory work
5.	Problem Solving Skills	Laboratory work
6.	Practical Skills	Laboratory work
7.	Group Work	Laboratory work
8.	Self-Learning	Laboratory work
9.	Written Communication Skills	Laboratory work
10.	Verbal Communication Skills	Laboratory Viva
11.	Presentation Skills	Laboratory report
12.	Behavioral Skills	---
13.	Information Management	Laboratory report
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Laboratory instruction
16.	Ability Enhancement	Laboratory work
17.	Skill/Vocational Enhancement	Laboratory work, Laboratory report

9. Course Resources

a. Essential Reading

1. Laboratory Manual and Class Notes
2. Rajaraman, V. and Adabala Neeharika., (2014). 'Fundamentals of Computers', 6th edition, PHI Learning Pvt. Ltd.
3. Lambert, Joan. and Frye Curtis., (2016). 'Microsoft Office 2016 Step by Step', 2nd edition, India, Microsoft Press.
4. Bulsari, S., Sinha, S. and Pandya, K., (2012). 'SPSS in Simple Steps', New Delhi, DreamTech Press.

b. Recommended Reading

1. ITL Education Solutions Limited, (2011). 'Fundamentals of Computers', For Undergraduate Courses in 'Commerce and Management', India, Pearson Education.
2. House, Dorothy. (2015). 'Microsoft Word, Excel, and PowerPoint': Just for Beginners,

UK, Outskirts Press.
3. Meyers, L.S., Gamst, G.C. and Guarino, A.J., (2013). 'Performing Data Analysis', Using IBM SPSS, 1st edition, Wiley-Blackwell.

c. Magazines and Journals

1. Inside Microsoft Office Magazine, The Coding Institute, Monthly
2. Data Quest, Cyber Media India Ltd, Fortnightly

d. Websites

1. "what-is-powerpoint", (Retrieved on 5th June 2022) https://support.microsoft.com/en-us/office/what-is-powerpoint-5f9cc860-d199-4d85-ad1b-4b74018acf5b?wt.mc_id=otc_powerpoint#
2. "Excel 2013 - Getting Started with Excel", (Retrieved on 5th June 2022) https://edu.gcfglobal.org/en/excel2013/getting-started-with-excel/1/

e. Other Electronic Resources

MS Office

Course Specifications: Macroeconomics

Course Title	Macroeconomics
Course Code	BAC105A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to introduce the theories and principles of macroeconomics. This module is an introduction to the behavioral science of economics that focuses on the aggregate behavior of households, firms and the government. Students will be introduced to the concepts of economic growth and international trade. They will also be trained to determine the Gross Domestic Product (GDP) and national income and analyze the implications of changes in fiscal and monetary policies

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:.

- **CO-1.** Explain the concepts of macroeconomics
- **CO-2.** Discuss economic growth and productivity
- **CO-3.** Measure inflation and employment levels prevailing in the economy
- **CO-4.** Calculate and interpret GDP and national income
- **CO-5.** Analyze implications of changes in government fiscal and monetary policies
- **CO-6.** Application of sustainable scale, fair distribution and well being

4. Course Contents

Unit 1 (Macroeconomics): Objectives of Macroeconomics, National income Accounting, Three approaches to Calculate National Income, Nature of Business Cycles, use of Trends to Forecast Economy, Coping strategies for different stages of the Business Cycles- a) Contract of Indemnity and Guarantee b) Contract of Bailment and Pledge c) Contract of Agency.

Unit 2 (Measuring the Economy): The Circular Flow Model, Components of Gross Domestic Product, the Consumer Price Index, GDP Deflator, Cost-Push Inflation, Demand-Pull Inflation and Inflation, Inflation Measurement and Adjustment.

Unit 3 (Economic Growth and Productivity) : Real GDP Per Capita and the Standard of Living, Physical and Human Capital, Factors affecting Productivity, The Business Cycle, Real Output, Full Employment GDP, Recession and Depression, Aggregate Demand and Supply, Keynesian and Classical models of the Economy, the Aggregate Supply and Aggregate Demand Model, Marginal Propensity to Consume, Supply Shocks.

Unit 4 (Inflation and Employment): Employment, Unemployment Rate & Labor -Unemployment,

Investment: Determinants of the Market Interest Rate, the Unemployment Rate, Types of Unemployment, the Theory of Rational Expectations, Minimum Wage.

Unit 5 (Fiscal and Monetary Policies): Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary gaps, Inflows, Outflows, Exchange Rates, Currency Appreciation and Depreciation, Federal Reserve system, Open Market Operations.

Unit 6 (Corporate Social Responsibilities and Green Economy): Introduction, Meaning, Definition, need for Corporate Social Responsibility –Barriers and Overcome of Social Responsibilities and Ecological –Green Economy and Productivity and Economics Benefits.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)															Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	P-11	P-12	P-13	P-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2								1			1		2			
CO-2			2	1												1		
CO-3			2	3												2		
CO-4				3			3						2			2		
CO-5	1	2		2											2			
										3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution								

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		39
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		03
1. Case Study Presentation	03	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	

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Subcomponent ▶	SC1	SC2		Component 2: SEE (40% Weightage)
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ▶	30	20	10	
CO-1	X			X
CO-2	X	X		X
CO-3		X	X	X
CO-4		X	X	X
CO-5			X	X
CO-6		X		
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures and assignments
2.	Understanding	Classroom lectures and assignments
3.	Critical Skills	Assignments
4.	Analytical Skills	Assignments
5.	Problem Solving Skills	Classroom lectures and assignments
6.	Practical Skills	Assignments
7.	Group Work	Classroom lectures
8.	Self-Learning	Assignments
9.	Written Communication Skills	Assignments
10.	Verbal Communication Skills	Classroom interactions and assignments
11.	Presentation Skills	Assignments

12.	Behavioral Skills	---
13.	Information Management	Assignments
14.	Personal Management	---
15.	Leadership Skills	Activities
16.	Ability Enhancement	Activities
17.	Skill/Vocational Enhancement	Competencies

9. Course Resources

a. Essential Reading

1. Course notes
2. Paul A Samuelson (2014). 'Economics', Mc Graw Hill Education, 19e.
3. N Gregory Mankiw (2014). 'Principles of Macroeconomics', Cengage L earning, 6e.

b. Recommended Reading

1. Richard T Froyen (2014). 'Macroeconomics', Pearson, 10e.
2. Paul Krugman and Robin Wells (2015). 'Macroeconomics', Worth Publishers, 4e.

c. Magazines and Journals

1. Business and Economy, Monthly, Pearsons publications
2. Economics Today Magazine, Weekly, Pearsons publications
3. The Indian Economic Journal, Quarterly, Sage publications
4. Money today, Monthly, Time Inc. publications

d. Websites

1. https://economics.harvard.edu/
2. https://pll.harvard.edu/course/

e. Other Electronic Resources

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Course Specifications: Organisational Behaviour

Course Title	Organisational Behaviour
Course Code	BAC106A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of Organisational Behaviour. Students will learn the key concepts of Organisational Behaviour and its importance. The course is intended to familiarize students on organizational structure, culture, design and psychological processes involved. The students will also gain an appreciation of the relevance of organizational behaviour for managerial practices.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain key terms and concepts of Organisational Behaviour
- **CO-2.** Describe the factors affecting individual behavior at work place
- **CO-3.** Discuss the importance of group dynamics in organisations
- **CO-4.** Analyse the impact of perception, motivation, stress and emotional intelligence on Organizational Behavior
- **CO-5.** Assess the impact of Organisational change on the Organisational structure, design and culture

4. Course Contents

Unit 1 (Introduction to OB): Organizational behavior– nature and scope. Contributing disciplines. Basic organization behavior model. Framework of OB

Personality – definition, concepts of personality Determinants of personality, theories of personality – Erickson's Eight development stages, Big five personality types, Freudian theory and Trait, Personality types, Values - importance, types of values

Unit 2 (Attitudes): Attitudes - meaning, characteristics. Components and formation of attitude Relation between attitude and behavior, Positive attitude- Benefits and ways of developing a positive attitude, Cognitive dissonance theory, measuring of attitudes, changing attitude.

Learning-Meaning of learning, learning process, learning theory of organizational behavior, classical and Operant conditioning. Cognitive theory of learning.

Unit 3 (Perception): meaning and definition, need, Factors influencing perception, Understanding perception and judgment, Attribution theory, Perception errors.

Group Behavior: Meaning – types of groups in the organization, Functions of group, Formation/ stages of groups development, Group Properties: Group roles, Norms and status, Group Size and Cohesiveness, Group decision-making techniques.

Unit 4: (Organizational Culture): Elements and dimensions of organizational culture, Importance of organizational culture in shaping the behavior of employees.

Organizational Change: Meaning, nature of work change, Organizational change process, Factors influencing change, Resistance to change, Overcoming resistance to change.

Unit 5: (Stress management): meaning, Potential sources of stress, Consequences of Stress and Managing stress.
Emotional Intelligence (EI): Meaning and definition, dimensions of EI, theories of EI, importance of EI in workplace.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1							1							1		1	
CO-2								2	1						1	1	1	
CO-3									2	1					2		2	1
CO-4				1			2		1						2	2	2	
CO-5				2		1	2									3		2
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours

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Face to Face Lectures		37
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	01	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	

CO-1	X			X
CO-2	X	X		X
CO-3		X		X
CO-4		X	X	X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Role plays
6.	Practical Skills	---
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Role Plays
15.	Leadership Skills	Group Discussions
16.	Ability Enhancement	Group presentation
17.	Skill/Vocational Enhancement	Individual presentation

9. Course Resources

a. Essential Reading

1. Course notes
2. Stephen P. Robbins and Timothy A. Judge, Neharika Vohra (2016). 'Organisational

Behaviour', 16th Ed., Pearson.
3. Singh, K. (2015). 'Organizational Behaviour': Text and Case. 3rd edition, Pearson.

b. Recommended Reading

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2011). 'Organizational Behaviour', Pearson Education Asia.
2. Greenberg, J., & Baron, R. A. (2008). 'Behaviour in Organizations', Pearson Prentice Hall.
3. Nelson, D. L., & Quik, J. C. (2008). 'Organization Behaviour', Thomson South Western.
4. Fincham, Robin; Rhodes, Peter; (2010). 'Principles of Organizational Behaviour', Oxford University Press.

c. Magazines and Journals

1. Journal of Organizational Behavior (John Wiley & Sons Publishers, 8 times a year)
2. HBR Magazine (6 times a year)

d. Websites

1. https://hbr.org/
2. http://www.shrm.in/
3. https://www.peoplematters.in/
4. https://nptel.ac.in/

e. Other Electronic Resources

MS Office

10. Course Organization

Course Code	BAC106A		
Course Title	Organisational Behaviour		
Course Leader's Name	As per Timetable		
Course Leader's Contact Details	**Phone:**	080 4536 6666	
	E-mail:	As per Timetable	
Course Specifications Approval Date	15 July 2022		
Next Course Specifications Review Date	July 2024		

Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC107A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of Production and Operations Management (POM).
Students are trained on concepts of Production and Operations Management (OM) and its importance. Further, the course is intended to provide an understanding on concepts related to Quality Management, Capacity Planning and Work-System design, Forecasting, Aggregate Planning, Scheduling and Project Management.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	2:1:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the role of Operations Management in business organization
- **CO-2.** Explain the decision support tools used in capacity planning and the elements of work system design
- **CO-3.** Discuss forecasting of demand using data with different patterns such as level, trend, seasonality and cycles
- **CO-4.** Discuss aggregate planning, and evaluate the plan in terms of operations, marketing, finance, and human resources
- **CO-5.** Develop schedules for service applications and estimate the completion time of a project

4. Course Contents

Unit 1 (Operations Management Strategy): Operations Management, Differences between Manufacturing and Service Organizations, Operations Management Decisions, Operations

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Management in Practice, OM across the Organization, The Role of Operations Strategy, Developing a Business Strategy, Developing an Operations Strategy, Strategic Role of Technology, Productivity, Operations Strategy across the Organization.

Unit 2 (Capacity planning and Work system design): Capacity Planning, Making Capacity Planning Decisions, Decision Trees, Location Analysis, Making Location Decisions, Capacity Planning and Facility Location within OM, Capacity Planning and Facility Location across the Organization, Designing a Work System, Job Design, Methods Analysis, The Work Environment, Work Measurement, Setting Standard Times, Learning Curves, Work System Design across the Organization.

Unit 3 (Forecasting): Principles of Forecasting, Steps in the Forecasting Process, Types of Forecasting Methods, Time Series Models, Causal Models, Measuring Forecast Accuracy, Selecting the Right Forecasting Model, Focus Forecasting, Combining Forecasts, Collaborative Planning, Forecasting, and Replenishment (CPFR), Forecasting across the Organization, Using Spreadsheets for forecasting.

Unit 4 (Aggregate plans): The Role of Aggregate Planning, Types of Aggregate Plans, Aggregate Planning Options, Developing the Aggregate Plan, Aggregate Plans for Companies with Tangible Products, Aggregate Plans for Service Companies, Aggregate Planning across the Organization.

Unit 5 (Scheduling and Project Management): Scheduling Operations, Scheduling Work, Sequencing Jobs, Measuring Performance, Comparing Priority Rules, Scheduling Bottlenecks, Theory of Constraints, Scheduling for Service Organizations, Developing a Workforce Schedule, Project Life Cycle, Network Planning Techniques, Estimating the Probability of Completion Dates, Reducing Project Completion Time.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														**Programme Specific Outcomes (PSOs)**			
	PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**	**PO-9**	**PO-10**	**PO-11**	**PO-12**	**PO-13**	**PO-14**	**PSO-1**	**PSO-2**	**PSO-3**	**PSO-4**
CO-1	2														3			
CO-2			2	3		3							1		1	2		
CO-3			2	3		3							1		2			
CO-4			2	3		3									3			1
CO-5			2	3		3							1			1		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		26
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		04
1. Case Study Presentation	04	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ▶	25	25	10	
CO-1	X			X
CO-2		X	X	X
CO-3	X	X		X
CO-4		X	X	X
CO-5		X	X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Class room lectures, Assignment
3.	Critical Skills	Class room lectures, Assignment
4.	Analytical Skills	Case study discussions
5.	Problem Solving Skills	Solving Numerical problems
6.	Practical Skills	Case study discussions
7.	Group Work	Assignment, case study discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Group discussions

13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions
16.	Ability Enhancement	Group discussions, numerical problems
17.	Skill/Vocational Enhancement	Using spreadsheets for numerical solutions

9. Course Resources

a. Essential Reading

1. Course notes
2. Reid, R. D., & Sanders, N. R.(2013). 'Operations Management' - An Integrated Approach, 5e, John Wiley & Sons, Inc.
3. Richard B.Chase, (2006). 'Operations Management for Competitive Edge', 11e, McGraw Hill.
4. Kumar, S. A., & Suresh, N. (2006). 'Production and operations management', New Age International.

b. Recommended Reading

1. Kumar, S. A., & Suresh, N. (2009). 'Operations management', New Age International.
2. Stevenson, W. J. (2012). 'Operations Management', McGraw Hill, 11E.
3. Heizer, J. (2016). 'Operations Management', 12e. Pearson Education India.
4. Brown, S., Blackmon, K., Cousins, P., & Maylor, H. (2013). 'Operations management', – 'policy, practice and performance improvement'.

c. Magazines and Journals

1. Journal of Operations Management
2. International Journal of Operations & Production Management Information
3. International Journal of Services and Operations Management

d. Websites

1. Reid, R. D., & Sanders, N. R.(2013). 'Operations Management' - An Integrated Approach, 5e, John Wiley & Sons, Inc. Available at: https://archive.org/details/OperationsManagement5thEditionR.Dan (Accessed 6th June 2022)
2. Stevenson, W. J. (2012). 'Operations Management', McGraw Hill, 11E. Available at: https://highered.mheducation.com/sites/0073525251/information_center_view0/index.html (Accessed 6th June 2022)

e. Other Electronic Resources

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Course Specifications: Business Mathematics - I

Course Title	Business Mathematics - I
Course Code	BAC108A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students to use basic concepts in mathematics and apply them to business problems. The students are trained on basic procedures of business mathematics with the help of simple formulations in mathematics. Students are also trained on applications of Graphing, Functions, Inequalities, Ratio and Proportion. Further, financial functions including simple and compound interest are also taught to help the student grasp the mathematical concepts in context of contemporary business problems. An introduction to annuity and perpetuity models and matrices is given.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Describe Algebraic equations and Inequalities
- **CO-2.** Discuss the use of Ratio and Proportion with business applications
- **CO-3.** Solve problems related to financial functions including simple and compound interest
- **CO-4.** Discuss Concepts in Probability related to Sample Space and Venn Diagram
- **CO-5.** Analyse problems in Matrices with business application

4. Course Contents

Unit 1 (Algebra): Variables, Functions of One and More Than One Variable ,Linear Equations: One Variable , The Cartesian Plane, Straight Lines , Finding Solutions: Two Equations , Linear Inequalities: One Variable , Linear Inequalities: Two Variables , Polynomials and Quadratic Functions , Powers and Exponents ,Power Function, Order of Operations , Entering Formulas and Graphing Functions in Excel , Inverse Functions , Ratios and Percentages , Logarithms.

Unit 2 (Ratio and Proportion): Introduction, Equivalent Fractions, Lowest Form of Fraction, Direct and Inverse Proportion, Comparison of Ratio and Proportion, Application of Ratio and Proportion to Business Problems.

Unit 3 (Simple and Compound Interest): Principal, Interest, Time, Formulation of Simple Interest, Formulation of Compound Interest, Varying the Time Period of Compounding, Continuous Compounding Formulation, Arithmetic, Geometric Progressions, Annuity models and Investment Compounded Continuously

Unit 4 (Probability Concepts): Define Experiment, Sample Space. Construct Venn diagram and Probability Matrices for two sets, Probability Problems. Define independent events and dependent events. Compute Conditional Probabilities. Discrete Probability Distributions (Binomial Distribution), Permutations and Combinations

Unit 5 Matrices – Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of the Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Inverse of a Matrix by Elementary Operations. Perform Matrix Operations using Spreadsheets.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														1	3		
CO-2	1	2													2	3		
CO-3	1	2														2		
CO-4		2	3												2	3		
CO-5	1		3												2	3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

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Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		14
1. Solving Numerical Problems	14	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		02
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

6. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)		**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**	

Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ▶	25	25	10	
CO-1	X			X
CO-2	X			X
CO-3		X		X
CO-4		X		X
CO-5		X	X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

7. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	In-class discussion
6.	Practical Skills	Solving Numerical
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment, examination
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group Discussion
13.	Information Management	Group Discussion
14.	Personal Management	Assignment
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Group Discussion
17.	Skill/Vocational Enhancement	Group Discussion, Assignment

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8. Course Resources

a. Essential Reading

1. Class Notes

2.Haeussler E F, Paul RW (2017). 'Introductory Mathematical Analysis', Pearson Education.

3. Spiegel, Murray (2014). 'Schaum's Outline of College Algebra', 4th Edition, McGraw Hill Education, 4th edition.

b. Recommended Reading

1. Trivedi K and Trivedi C (2011). 'Business Mathematics', Pearson Education.
2. Dowling, Edward (2011). 'Schaum's Outline of Introduction to Mathematical Economics', 3rd edition, McGraw-Hill Education.

c. Magazines and Journals

1. Sloan Management Review - MIT Press, Quarterly
2. Forbes India – Reliance Industries, Monthly
3. Business India - Fortnightly
4. Business Today – Bi-weekly

d. Websites

1. Sloan Management Review (2022) Available Online at https://sloanreview.mit.edu/ **(Accessed: 06 June 2022).**
2. Forbes India (2022) Available Online at www.forbesindia.com **(Accessed: 06 June 2022)**

Course Specifications: Environmental Studies

Course Title	Environmental Studies
Course Code	BTN101A
Department	Biotechnology
Faculty	Life and Allied Health Sciences

1. Course Summary

The aim of this course is to invoke awareness among students about the burning global environmental issues.

The course exposes the students to various problems associated with abuse of natural resources. The concepts of ecosystems, biodiversity and its conservation and environmental pollution will be discussed. The course emphasizes social issues associated with the environment, and the impact of human population on the environment.

2. Course Size and Credits:

Number of credits	02
Total hours of classroom interaction	30
Number of tutorial hours	00
Number of semester weeks	16
Department responsible	Department of Biotechnology
Course marks	Total: 50
Pass requirement	As per academic documents
Attendance requirement	As per university regulations

Teaching, Learning and Assessment

3. Course Outcomes

After undergoing this course students will be able to:

- **CO1.** Illustrate the multidisciplinary nature of environmental studies and recognize the need for public awareness
- **CO2.** Explain the various natural resources and their associated problems, ecosystem, and environmental pollution
- **CO3.** Analyse the concept of ecosystem and classify various types
- **CO4.** Compare biodiversity at local, national and global levels
- **CO5.** Discuss various social issues pertaining to environment including sustainable development and energy issues

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4. Course Contents

Natural resources: Forest resources: Use and over-exploitation, deforestation, **Water resources:** Use
and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems, Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. **Food resources:** World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity. **Energy resources:** Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. **Land resources:** Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the following ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries).

Biodiversity and its conservation: Definition: genetic, species and ecosystem diversity, Biogeographical classification of India, Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values Biodiversity at global, national and local levels, India as a mega-diversity nation, Hot-spots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

Environmental Pollution: Definition, causes, effects and control measures of: Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear pollution, Solid waste management: Causes, effects and control measures of urban and industrial wastes, Role of an individual in prevention of pollution.

Disaster management: floods, earthquake, cyclone and landslides

Social Issues and the Environment: From unsustainable to sustainable development, Urban problems and related to energy, Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people; its problems and concerns.

Environmental ethics: Issues and possible solutions, climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case studies, Wasteland reclamation, Consumerism and waste products, Environmental Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, Public awareness. Human Population and the
Environment: Population growth, variation among nations, Population explosion

5. CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO3	PSO4
CO-1	3				1				2	3			3	1	1
CO-2	3				1				2	3			3	1	1
CO-3	3				1				2	3			3	1	1
CO-4	3				3			1	3	3	1		3	1	1
CO-5	3				3			1	3	3	1	1	3	1	3
	3: High Influence, 2: Moderate Influence, 1: Low Influence														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		02
1. Demonstration using Videos	02	
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory	25	
2. Computer Laboratory		
3. Engineering Workshop/Course Workshop/Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation		
2. Guest Lecture		
3. Industry/Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations		
Term test and Written Examination		03
Total Duration in Hours		30

7. Course Assessment and Reassessment

The components and subcomponents of course assessment are presented in the Academic Regulations document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Academic Regulations document as well.

The assessment questions are set to test the course learning outcomes. In each component or

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subcomponent, certain Course Outcomes are assessed as illustrated in the following Table.

Focus of Course Learning Outcomes in each component assessed		
	CE (50% Weightage)	SEE (50% Weightage)
	SC Innovative Assignment	SEE
	25 Marks	25 Marks
CO-1	☐	☐
CO-2	☐	☐
CO-3	☐	☐
CO-4		☐
CO-5		☐

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of course outcomes in each component assessed in the above template at the beginning of the semester.
Course reassessment policies are also presented in the Academic Regulations document.

8. Achieving Course Learning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Class Notes
2. Bharucha, E., 2004, *Environmental Studies*, New Delhi: University Grants.
3. Ahluwalia, V.K., 2013, *Environmental Studies: Basic concepts*, The Energy and Resources Institute (TERI).

b. Recommended Reading

1. Jadhav, H., Bhosale, V.M., 1995, *Environmental Protection and Laws*, Delhi: Himalaya Publishing House.

c. Magazines and Journals

https://www.omicsonline.org/environmental-sciences-journals-impact-factor-ranking.php

d. Websites

https://www.sciencedaily.com/news/earth_climate/environmental_science/

e. Other Electronic Resources

http://www.globalissues.org/issue/168/environmental-issues

10. Course Organization

Course Code	BTN101A	
Course Title	Environmental Studies	
Course Leader/s Name	As per timetable	
Course Leader Contact Details	**Phone:**	08045366666
	E-mail:	hod.bt.ls@msruas.ac.in
Course Specifications Approval Date	June 22	
Next Course Specifications Review	June 26	

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Course Specifications: Health and wellbeing

Course Title	Health and well being
Course Code	**AHU101A**
Department	Allied Health Sciences
Faculty	Faculty of Life and Allied Health Sciences

1. Course Summary:

1. Aim and Summary

The course is intended to introduce the concept of health and wellbeing and the ways in which it could be achieved through integrative lifestyle. Students undergo various health issues during their student period. Hence, it is imperative for them to maintain optimum health through proper diet, healthy lifestyles, and adequate physical activity. This course will provide simple and practical guidance to the students with latest scientific evidence in the field of lifestyle medicine (modern medicine), Ayurveda, and Yoga, and Meditation. The course also intends to equip students with handy tool as a continuous resource to facilitate lifestyle changes.

II. Aim

a) The course aims to provide students:

b) To enhance health and wellbeing through integrative lifestyle.

III. Course Size and Credits:

Number of credits	02
Total hours of classroom interaction during the semester	15
Number of practical/tutorial hours during the semester	15
Course leaders	Dr. Krishnamurthy Jayanna Mr. Shivanand Savatagi
Number of semester weeks	16
Department responsible	Allied Health Sciences (Division of Integrative Health Sciences)
Course evaluation	Total Marks: 50
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

Teaching, Learning and Assessment

1. **Course Outcomes (CO)**

No	Intended learning outcome
1	To understand the definitions and scope of health, wellbeing and quality of life, and how they are changing in current times
2	To understand the relationship between lifestyles and health and wellbeing; and science of Integrative Lifestyle based on modern and traditional approaches
3	To apply tools and methods related to different aspects of Integrative Lifestyle
4	To apply the concepts of comprehensive Integrative Lifestyle for improving health and wellbeing

2. **Course Contents**

Unit-1: Health, wellbeing, and quality of life
- Definitions, determinants, and dimensions
- Changing paradigms of lifestyles
- Reasons for change in lifestyle paradigms
- Effects of changing lifestyles on Health and Wellbeing
- Understanding Integrative Lifestyle (definition and components)

Unit-2: Science of lifestyle based on Modern Medicine
- Nutrition: Energy, metabolism, healthy and balanced diet, Calories, Understanding through charts and scales
- Healthy sleep: Science of sleep, importance, sleep hygiene
- Physical activity and its benefits
- Substance use (tobacco, alcohol), healthy habits and healthy lifestyles
- Stress management and Sleep hygiene as part of Healthy lifestyle

Unit -3: Ayurveda Lifestyle
- Individual's unique body – mind constitution
- Variations in individual's constitutions (diurnal effects, seasonal effects, age related effects and effects of food)
- Recommendations (Daily, Seasonal) for Ayurvedic lifestyle customized to individual constitution

Unit-4: Yoga and Meditation
- Philosophy and Science of Yoga and Meditation
- Practical demonstration of simple yoga techniques
- Heartfulness meditation and supportive practices demonstration

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3. **Course Map (CO-PO-PSO Map)**

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3
CO-1									2			2			2
CO-2									2			2			2
CO-3									2			2			2
CO-4									2			2			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

4 Course Teaching and Learning Methods

Teaching and Learning Methods	Duration (hours)	Total Duration in Hours
Face to Face Lectures		10
Demonstrations		02
1. Demonstration using Videos		
2. Demonstration using Physical Models/ Systems/in person	02	
3. Demonstration on a Computer/online classes		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course Workshop/Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		

1. Case Study Presentation	02	13
2. Guest Lecture	03	
3. Industry/Field Visit		
4. Brain Storming Sessions	02	
5. Group Discussions	04	
6. Discussing Possible Innovations		
Written Examination (MCQ and Essay – CE based evaluation)		05
Total Duration in Hours		**30**

5. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Sc Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of CO's on each Component or Subcomponent of Evaluation:

	Component 1: CE (60% Weightage)		**Component 2: SEE (40% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Practical Assessment**	**Assignment**	**50 Marks**
Maximum Marks	**30**	**30**	
CO-1		X	X
CO-2			X
CO-3	X	X	X
CO-4	X		

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. The overall 40% is required to clear the course that incudes CE and SEE components.

Course reassessment policies are presented in the Academic Regulations document.

6. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Face to face lectures
2.	Understanding	Face to face lectures, group discussions
3.	Critical Skills	--
4.	Analytical Skills	Face to face lectures, activities, , group discussions, assignment
5.	Problem Solving Skills	--
6.	Practical Skills	Face to face lectures, activities, , group discussions, course work
7.	Group Work	Course work, practice, assignment, group discussion
8.	Self-Learning	Course work, practice, assignment, group discussion
9.	Written Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
10.	Verbal Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
11.	Presentation Skills	--
12.	Behavioral Skills	Course work, practice, assignment, group discussion, presentation practice, role plays
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

7. Course resources

a. Essential Reading

- Science and practice of Integrative Health and Wellbeing Lifestyle
- Simple Heartfulness Practices
- Chandola H M. Lifestyle disorders: Ayurveda with lots of potential for prevention. Year : 2012 / Volume: 33 | Issue Number: 3 / Page: 327-327

- Cohen, M. Challenges and Future Directions for Integrative Medicine in Clinical Practice. Evid-Based-Integrative-Med2. 117-122 (2005).
- Diet, nutrition and the prevention of chronic diseases: report of a Joint WHO/FAO Expert Consultation. WHO Technical Report Series, No. 916. Geneva: World Health Organization; 2003.
- Horst R, Jaeger M, Smeekens S et al. Host and Environmental Factor Influencing Individual Human Cytokine Responses. 2016, Cell167, 1111-1124
- Irwin, M., Opp, M. Sleep Health: Reciprocal Regulation of Sleep and Innate Immunity. Neuropsychopharmacol 42, 129-155 (2017)
- What is Integrative Healthcare? - Duke Integrative Medicine. (2020),. Retrieved 23 August 2020, from https:/dukeintegrativemedicine.org/ leadership-program/what-is-integrative-healthcare/
- Kamlesh D Patel. The Profound Beauty of Yoga. Heartfulness Collector's Edition. December 2018
- Kamlesh D Patel. Yogic Psychology. Heartfulness Collectors' edition. December 2019

b. Recommended Reading

- Heartfulness Way
- Designing Destiny
- Disease burden and mortality estimates. (2020). Retrieved 23 August 2020, from https://www.who.int/healthinfo/global burden disease/estimates/en/index1.html
- Garaulet, M., Gómez-Abellán, P., Alburquerque-Béjar, J. et al. Timing of food intake predicts weight loss effectiveness. Int Obes 37, 604-611 (2013)
- H. (2020). The 4 most important types of exercise Harvard Health. Retrieved 23 August 2020, from https:/l,www.health.harvard.edu/exercise-and-fitness/the-4-most-important-types-of-exercise
- Johnstone AM, Murison SD, Duncan JS, Rance KA, Speakman J. Factors influencing variation in basal metabolic rate include fat-free mass, fat mass, age, and circulating thyroxine but not sex, circulating leptin, or triiodothyronine. Am J Clin Nutr. 2005 Nov; 82(5):941-8
- Medicine, U. (2020). Why does Integrative Medicine Matter? Explore Integrative Medicine. Retrieved 23 August 2020, fromhttps://exploreim.ucla.edu/video/why-integrative-medicine-matters/
- Megari K. Quality of life in chronic disease patients. Heal Psychol Res. 2013
- PILCHER et al. Sleep quality versus sleep quantity: relationships between sleep and measures of health, well-being and sleepiness in college students. Journal of Psychosomatic Research, Vol. 42, No. 6, pp. 583 596. 1997
- Rebel DK, Greeson JM, Brainard GC, Rosenzweig S. Mindfulness-based stress reduction and health-related quality of life in a heterogeneous patient population. Gen Hosp Psychiatry. 2001
- Tolahunase, Madhuri R. et al. 'Yoga- and Meditation-based Lifestyle Intervention Increases Neuroplasticity and Reduces Severity of Major Depressive Disorder: A Randomized Controlled Trial'. 1 Jan. 2018: 423 - 442.
- Types of Stressors (Eustress vs. Distress). (2020). Retrieved 23 August 2020, from https://www.mentalhelp.net/articles/ types-of-stressors-eustress-vs-distress/
- Vasant Lad. The Complementary Book of Ayurvedic Home Remedies. London. 2006.
- Wang C (2014). Challenges for the Future of Complementary and Integrative Care. Health Care Current Reviews 2: e102.doi:10.4172/2375-4275.1000e102


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Course Specifications: Internship

Course Title	Internship
Course Code	BAU101A
Course Type	Discipline Specific Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to enable students to experience a working environment in an organisation. The students visit various departments of an organisation and observe the activities in each of the departments and relate to underlying theoretical concepts. Students are also required to conduct SWOT and PEST analyses of the organisation and document their learning experience

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	0:0:3
Total Hours of Interaction	90
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Discuss the organisational vision, mission, core values and structure relating to its business environment
- **CO-2.** Analyse the business objectives of the Organisation and its Strategic Business Units (SBUs)
- **CO-3.** Analyse the organisation using SWOT and PEST and summarise
- **CO-4.** Discuss the functions, responsibilities and inter-relationships of the department(s) to meet business objectives

4. Course Contents

Unit 1: Study the profile, Vision and Mission, Product range of the organization

Unit 2: Study Organisational structure of the selected organisation in relation to the business environment they operate in

Unit 3: Conduct a detailed SWOT and PEST analysis of the organization

Unit 4: Study Functional areas and Operational activities of Strategic Business Unit(s) (SBUs) and their departments

Unit 5: Select a particular function in the department and study the process in detail including the various stakeholders involved

Unit 6: Identify good practices and provide suggestions for the department(s)

Unit 7: Prepare and present internship report in the prescribed format

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2													3			
CO-2		1	2	3							2		1		3			
CO-3				3		2	2							1	3	2	2	
CO-4				2	1		3	2	2	2	2	1			3		2	1
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to face interaction		10
Industry Internship		80
Field work	80	
Report Writing	20	
Presentation preparations	10	
Evaluation of Report and Presentations	10	
Total Duration in Hours		90

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: SEE (40% Weightage)

Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	60	40
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	---
8.	Self-Learning	Internship Report
9.	Written Communication Skills	Internship Report, Logbook/Internship Diary
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with employees of the organization
13.	Information Management	Internship Report
14.	Personal Management	Internship
15.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

a. **Essential Reading**

1. Class Notes of each specialisation

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2. Organisation website
3. Organisation documents, if available
4. Study on the Industry sectors

b. Websites

https://www.nseindia.com/

Course Specifications: Training

Course Title	Training
Course Code	BAU102A
Course Type	Skill Enhancement Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this module is to make a student undergo training course or certification program to develop proficiency. The student will choose a topic for Training or certification program and undergo training in a professional setup. The student should develop a report and make a presentation on his/her training or certification program undergone.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	0:0:3
Total Hours of Interaction	90
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Identify a management related training in their area of study / Certification course through various MOOC websites
- **CO-2.** Develop MOOC / Certification Program Notes to meet ILO
- **CO-3.** Analyze student feedback to initiate corrective actions in his/her teaching/training
- **CO-4.** Apply the acquired skills from the training / certification Program

4. Course Contents

Unit 1: Intended Learning Objectives

Unit 2: Training / MOOC/ Certification Content

Unit 3: Assessment Methodology

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5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2													3			
CO-2		1	2	3							2		1		3			
CO-3				3		2	2							1	3	2	2	
CO-4				2	1		3	2	2	2	2	1			3		2	1
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to face interaction		10
Industry Internship		80
Field work	40	
Report Writing	20	
Presentation preparations	10	
Evaluation of Report and Presentations	10	
Total Duration in Hours		90

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: SEE (40% Weightage)
Subcomponent ▶	CE	SEE
Subcomponent Type ▶	Presentation	Training Report

Maximum Marks ▶	60	40
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Training / certification
2.	Understanding	Training / certification
3.	Critical Skills	Training / certification
4.	Analytical Skills	Training / certification
5.	Problem Solving Skills	Training / certification
6.	Practical Skills	Training / certification
7.	Group Work	---
8.	Self-Learning	Training / certification Report
9.	Written Communication Skills	Training / certification, Logbook/Internship Diary
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with employees of the organization
13.	Information Management	Training / certification Report
14.	Personal Management	Training / certification
15.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

a. Essential Reading

1. Class Notes on selected Training / MOOC / Certification course

b. Recommended Reading

NA

c. Magazines and Journals

NA

d. Websites

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1. https://nptel.ac.in/
2. https://swayam.gov.in/
3. http://www.coursera.org
4. http://www.edx.org

e. Other Electronic Resources

EBSCO, SSRN, Google Scholar

Course Specifications: Cost Accounting

Course Title	Cost Accounting
Course Code	BAC201A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to train students on concepts and principles of Cost accounting
Students are taught the concepts of cost accounting, material, labour and overhead costs. This course is designed to expose the students to the basic principles of marginal costing and budgetary control. Students are trained on marginal costing techniques for decision making. Further, students are trained on standard costing, variance analysis and reconciliation of cost and financial accounts.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	2:0:1
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Describe types of cost and elements of costing
CO-2. Discuss techniques of Budgetary control
CO-3. Discuss standard costing techniques and variance analysis for managerial decisions
CO-4. Apply Marginal costing techniques for decision making
CO-5. Analyse reconciliation statements of managerial accounts

4. Course Contents

Unit 1 (Introduction): Cost Accounting, Objectives, Advantages and Disadvantages of Cost Accounting. Comparison between Cost Accounting ,Management Accounting Financial Accounting, Elements of Cost, Classification of Cost, Cost Unit, Cost Centre, Statement of Cost, Preparation of Cost Sheet , Methods of Costing.

Unit 2 (Types of Cost): Material Cost, Classifications, Purchase Procedure, Functions of Store Keeper. Inventory Control-Meaning, Techniques-Problems on Stock Levels, Pricing The Issue of Materials-Methods, Problems on First In First Out (FIFO) Last in Last Out (LIFO). Labour Cost- Methods of Time Keeping and Time Booking, Methods of Remunerations, Time Wage, Piece Wage, Halsey and Rowan Plan, Overheads, Meaning, Overhead Accounting Process-Classifications, Allocation, Apportionment, Re-Apportionment and Absorption of Overheads.

Unit 3 (Marginal Costing) : Marginal Costing and Break Even Analysis: Introduction , Concept of Marginal Costing , Characteristics of Marginal Costing , Difference Between Absorption Costing and Marginal Costing , Marginal Cost, Contribution , Cost Volume Profit (CVP) Analysis , Break Even Chart , Break Even Point, Margin of Safety, Application of Marginal Cost .

Unit 4 (Standard Costing): Introduction , Definition of Standard Costing, Meaning, Difference Between Standard Cost and Budgetary Control, Meaning, Concepts of Standard Costing, Prerequisite for Establishment of Standard Costing, Establishment of Standards, Variance Analysis

Unit 5 (Reconciliation of Cost and Financial Accounts): Need for reconciliation, Remodeling Financial Records, Reconciliation of Profits, Methods of Reconciliation

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														3			
CO-2	1														2			
CO-3			3												3			1
CO-4	1	2		2									1			1		2
CO-5	1	2		2									1		2	3		
CO-6				3									3			2		2
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		00
1. Demonstration using Videos	01	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		19
1. Solving Numerical Problems	18	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	

Others		01
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X	X		X
CO-2	X	X		X
CO-3	X	X		X
CO-4	X	X	X	X
CO-5		X	X	X
CO-6			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No.	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Class room lectures, laboratory instructions and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, laboratory, assignment
5.	Problem Solving Skills	Laboratory, assignment
6.	Practical Skills	Laboratory, assignment
7.	Group Work	Assignment, laboratory
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Laboratory
17.	Skill/Vocational Enhancement	Laboratory

9. Course Resources

a. Essential Reading

1. Class Notes
2. Jain S.P., Narang K.L (2011)Cost and management Accounting, 2nd edition, kalyani Publishers, new Delhi
3. Wouters Marc, Selto Frank, Hilton. W. Ronald and Maher. W. Michael (2012) Cost Management: Strategies for Business Decision, International Edition, McGraw-Hill Higher Education

b. Recommended Reading

1. Hugh Coombs, Hobbs David and Ellis Jenkins. (2014) Management Accounting: Principles and Applications, 1st edition, SAGE publication Ltd, London
2. Shank Govindaraja. (2015) Strategic Cost Management: The New Tool for Competitive Advantage, 1st edition, Free Press Publishers, New York

c. Magazines and Journals

1. Chartered Secretary
2. Chartered Accounts Today
3. International Journal of Managerial and Financial Accounting
4. Journal of accounting research,Wiley Blackwell Publishing LTD
5. Contemporary Accounting Research, Wiley Blackwell Publishing LTD

d. Websites

1. ICWAI. 2022. ICWAI - The Institute of Cost Accountants of India. [online] Available at: <Http://www.icwai.org/>
2. Econamist.com. 2022. econamist.com. [online] Available at: <Http://www.econamist.com>

e. Other Electronic Resources

MS Word

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Course Specifications: Consumer Behaviour and Industrial Marketing

Course Title	Consumer Behaviour and Industrial marketing
Course Code	BAC202A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of Consumer Behaviour and Industrial Marketing. Students are taught key concepts of Consumer Behaviour, Consumer Purchase Process, Psychological and Social influences on Consumer Behaviour, Nature of Industrial Marketing, Organisational Buying Behaviour and their importance. The course also introduces concepts of Industrial Marketing covering Segmentation, Targeting, Positioning and Marketing Mix.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss key concepts of Consumer Behaviour
CO-2. Discuss consumer buying behavior patterns, factors and processes
CO-3. Discuss the concepts and importance of Segmentation Targeting and Positioning in Industrial Marketing
CO-4. Discuss the concepts and importance of the Industrial Marketing Mix
CO-5. Classify Consumer Marketing and Industrial Marketing

4. Course Contents

Unit 1: Introduction to Consumer Behaviour): Introduction to consumer behaviour, need for this study, Evolution of consumer behavior, impact of Consumer Behaviour on Marketing.

Unit 2: Consumer Buying Process and stages of Consumer Buying Decision: Consumer Buying Decision Process, Consumer Influences vs. Organizational Influences, Overall Model of Consumer Behaviour. Purchase Decision-making Process for Consumer Products and Services.

Unit 3: Psychological, Social and Socio Cultural Influences on Consumer Behaviour: Perception - Introduction to Perception, process of Perception. Role of Learning and Memory, Motivation – theories of motivation, motives , Personality – types of Personality, Personality theories and Brand Personality, Attitude and Models of Attitude, Meaning of attitude, nature and characteristics of Attitude. Culture

and Sub-culture, Culture and consumer behavior, Meaning of culture, Characteristics of culture, Components of culture, Cross-cultural consumer analysis, Social Class, Groups, Role of Groups and Family, Types of Groups, Consumer Adoption and Diffusion.

Unit 4: Industrial Markets and Organisational Buyer Behaviour: Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets.
Introduction, Factors influencing Organizational Buying, Buying Roles, Organisational Purchase Decision-Making Process. Introduction to Industrial Products, Classification of Industrial Products, New Product Development.

Unit 5: Industrial Marketing): Segmentation Targeting and Positioning in Industrial Markets; Industrial Products strategy, Industrial Pricing, Promotion channels in Industrial Marketing, Distribution channels and Distribution strategies in Industrial Marketing.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														3			
CO-2	1	2													3			
CO-3			2	2	1											2		
CO-4						1	2	3								2		
CO-5									2	3					2			
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	

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6. Model Studio	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
7.Workshop	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC 2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ/Lab)**	
Maximum Marks ▶	**30**	**20**	**10**	**40 Marks**
CO-1	×			×
CO-2	×			×
CO-3		×		×
CO-4	×	×	×	×
CO-5	×	×		×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment, examination
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Course work
14.	Personal Management	Course work
15.	Leadership Skills	Course work

9. Course Resources

a. Essential Reading

1. Class Notes
2. Handouts / Pre-reads, if any, given by the Course Leader
3. Schiffman et al (2017). 'Consumer Behaviour', 11th edition, Pearson Education.
4. Ghosh P K, (2005). 'Industrial Marketing', 2nd Edition, Oxford Higher Education.

b. Recommended Reading

1. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008). 'Principles of Marketing', 7th edition, Pearson Education.

c. Magazines and Journals

1. Journal of Consumer behavior, John Wiley & Sons – Once in two months
2. Journal of Business and Industrial Marketing, Emerald Publishing – Monthly Issue

d. Websites

1. Harvard Business Review (2022), Available Online at https://hbr.org/topics (Accessed: 06 June 2022).

2. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

e. Other Electronic Resources

1. Coursera (2022) Available Online at https://www.coursera.org/learn/principles-of-management
   (Accessed: 06 June 2022).
2. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06 June 2022).

Course Specifications: Business Statistics

Course Title	Business Statistics
Course Code	BAC203A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to train the students to apply mathematical and statistical tools and techniques to solve business problems. Students are trained on matrices and their operations. Students are also introduced to sources and types of data used by business firms, business statistics and the need for quantitative analysis in business. Sampling methodologies, hypotheses testing, simple and multiple linear regression analyses, situations for non-parametric tests are also taught.

2. Course Size and Credits:

Number of Credits	3
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the concepts of macroeconomics
CO-2. Discuss sampling methodologies as applied to business
CO-3. Formulate hypotheses and test for single population mean and proportion and test using manual methods and a statistical package
CO-4. Analyse data and perform linear regression and correlation
CO-5. Solve problems related to logical reasoning
CO-6. Analyse data using correlation, simple and multiple linear regression techniques using a statistical package

4. Course Contents

Unit 1 (Matrices): Introduction, Matrix, Order of a matrix, Types of Matrices, Equality of matrices, Operations on Matrices, Addition of matrices, Multiplication of a matrix by a scalar, Properties of matrix addition, Properties of scalar multiplication of a matrix, Multiplication of matrices, Properties of multiplication of matrices, Transpose of a Matrix, Properties of transpose of the matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Inverse of a matrix by elementary operations. Perform matrix operations using Spreadsheets.

Unit 2 (Sampling and sampling distributions): Distinguish between probability and non-probability sampling. Define and explain simple random, systematic, stratified, and cluster samples. Define sampling distribution of

the mean, and state the Central Limit Theorem and its significance. Define and compute appropriate sample size.

Unit 3 (Hypothesis generation and testing): Formulate null and alternate hypotheses. Test the hypothesis using the hypothesis testing procedure. Discuss Type I and Type I errors on a test of hypothesis. Perform a one-tailed and a two-tailed test of hypothesis. Perform a test of hypothesis using Z and t statistics.

Unit4 (Simple linear regression and correlation): Define the difference between correlation and causation. Analyze the correlation between two variables in specified situations. Calculate and interpret the coefficient of correlation, the coefficient of determination, and the standard error. Calculate and interpret the linear regression line. Construct and interpret a confidence interval for a dependent variable.

Unit 5 (Multiple linear regression and correlation): Analyze the correlation between a dependent variable and more than one independent variable in specified situations. Calculate and interpret the coefficient of correlation, the coefficient of determination, and the standard error. Test to determine whether the regression coefficient for each independent (or explanatory) variable has significance. Calculate and interpret the linear regression line. Construct and interpret a confidence interval for a dependent variable.

Unit 6 (Logical Reasoning): Series, Directions, Syllogism, Blood Relations, Critical Reasoning, Analogy.

Unit 7 (Introduction to a statistical package): Calculate descriptive statistics, data visualization, perform correlation, regression analysis and hypothesis testing using a statistical package.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														1	2		
CO-2			2													2		
CO-3			2	3												3		
CO-4				3												2		
CO-5					3	3									1	2		
CO-6				2	2	2									1	3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours

Face to Face Lectures		20
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		20
1. Solving Numerical Problems	15	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	05	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC 2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ/Lab)**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	×	×	×	×
CO-2	×	×		×

CO-3	×	×		×
CO-4	×	×		×
CO-5	×	×		×
CO-6			×	
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Class room lectures, laboratory instructions and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, laboratory, assignment
5.	Problem Solving Skills	Laboratory, assignment
6.	Practical Skills	Laboratory, assignment
7.	Group Work	Assignment, laboratory
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	---
12.	Behavioral Skills	---
13.	Information Management	Assignment, laboratory, examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Class room lectures and laboratory instructions

9. Course Resources

a. Essential Reading

1. Course notes
2. Haeussler E F , Paul RW (2017). 'Introductory Mathematical Analysis', Pearson Education.
3. Bajpai, N.(2013). 'Business Statistics', 2nd edition, Pearson Education India.

4. Ross, S.(2017). 'Introductory Statistics', 4thedition, Academic Press, USA.

b. Recommended Reading

1. Levin, R. I., Masood H.S., Rubin, D. S. and Rastogi, S. (2017). 'Statistics for Management', 8thedition, Pearson Education India.
2. Vohra, N.D. (2017). 'Business Statistics', Tata McGraw Hill Education Pvt. Ltd., New Delhi, India.

c. Magazines and Journals

1. Communications in Statistics - Theory and Methods, Taylor & Francis, Fortnightly
2. Stochastic Processes and their Applications, Science Direct, Monthly

d. Websites

1. http://stats.oecd.org/
2. http://statisticsworldwide.com

e. Other Electronic Resources

MS Office and Statistical Package

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Course Specifications: Human Resources Management

Course Title	Human Resources Management
Course Code	BAC204A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to basics of human resource management in an enterprise. Students are taught key functional areas in human resource management. The course intends to familiarize the students on acquisition, training and development and retention of human resources. The students are introduced to strategic human resource management.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain key terms and fundamental functional areas of Human resource management
CO-2. Describe the factors of job analysis in recruitment process of an organisation
CO-3. Assess the need for training and development in performance management of an employee
CO-4. Discuss the role of compensation and promotions in attracting and retaining the employees
CO-5. Discuss the Strategic role of Human resource department in an organisation

4. Course Contents

Unit 1 (Introduction): Meaning And Definition, Features, Functions, Importance, Role, Process of HRM, Role of HR Manager, Organization and Functions of HRM, Personnel Management and HRM,HR Structure and Strategy.

Unit 2 (Manpower Planning and Recruitment): Meaning, Objectives, Importance and Process, Job Analysis and Job Description, Problems, Recent Trends in HRP.
Recruitment: Meaning, Objectives, Sources, Methods, and Current Recruitment Practices in India.

Unit 3 (Selection and Induction): Meaning, Selection Process, Uses of Tests in Selection, Placement - Meaning, Problems in Placement. Induction - Meaning, Induction Process, Importance of Induction.

Unit 4 (Human Resource Development and Performance Management): Training and Development-

Meaning, Importance, Need, Methods, Recent Developments in Training, Management Development - Meaning and its Contribution to HRD, Performance Appraisal - Meaning, Objectives, Content, Methods, Limitations of Performance Appraisal, Coaching and Mentoring.

Unit 5 (Compensation Management, Promotion, Transfer and Employee Separations): Definitions, Components of Salary, and Factors Affecting Wages and Salary, Incentives.
Meaning and types of promotion, purpose of promotion, basis of promotion, transfer-meaning, reasons, Demotion, meaning and reasons, Lay-off, retrenchment, and Dismissal.

Unit 6 (Strategic HRM): Strategic Human Resource Management- HRM and Organizational Performance; International Human Resource Management – Management of Expatriates, Cross Cultural Management, Virtual Organization and Remote Management.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														1			
CO-2		2	1					2	2						2			
CO-3	2	2	1					2	2	2					3	1		
CO-4		2	1					2	2								2	
CO-5		1	1					1				2	2			3		1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		02
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	

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Others		13
1. Case Study Presentation	04	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
7.Workshop	02	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz / Group Activity/ Presentation**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	**X**			**X**
CO-2	**X**	**X**	**X**	**X**
CO-3		**X**		**X**
CO-4		**X**		**X**
CO-5			**X**	**X**
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Role plays
6.	Practical Skills	---
7.	Group Work	Case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Role Play
15.	Leadership Skills	Group discussion
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

9. Course Resources

a. Essential Reading

1. Class notes
2. Subba Rao., 2010. *Essentials of Human resource management and Industrial Relations*: Text, Cases and Games, 15th ed. Himalaya Publishing house.
3. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

b. Recommended Reading

1. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.
2. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

c. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

d. Websites

1. Management Library. 2022. Management Library. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
2. SHRM. 2022. SHRM - The Voice of All Things Work. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
3. Valamis. 2022. What Is Talent Management? Model, Strategy, Process. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

Course Specifications: Current Trends in Information Technology

Course Title	Current Trends in Information Technology
Course Code	BAM102A
Course Type	Skill Enhancement Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to current trends in Information System/Technology for effective decision making. Students are trained on key concepts of information technology and MS Access database to create, process, store and manage the data. The course is intended to familiarize students on information systems, system analysis, design, techniques and tools required for design and development of information system. In addition, students are trained to analyse latest information technology solutions to improve business decision-making.

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:0:1
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain features, functions of Information system/technology, database management system and ERP
CO-2. Discuss the types of business information system and stages of System Development Life Cycle
CO-3. Identify and select appropriate techniques and tools required for design and development of Information system
CO-4. Analyse current/ latest information technology solutions to improve business decision-making
CO-5. Create tables, forms and reports and maintain a database in Microsoft Access application
CO-6. Develop laboratory report in the prescribed format

4. Course Contents

Unit 1 (Introduction to Information Systems): Organization and Information systems, Changing Environment and its impact on Business, Data, Information and its attributes, Types of Decisions and information, Strategic role of information technology in management, Business systems, Information architecture and information technology infrastructure, Essentials and types of business information systems.

Unit 2 (System Analysis, Development and Models): Need for system analysis, Systems Development

Life Cycle (SDLC), Types of SDLC, Methodologies, Structured system analysis and design tools like DFD, ERD, Decision, System Development Models: Waterfall, Prototype, Spiral, Roles and responsibilities of System and Business Analysts.

Unit 3 (Computer Service Systems): LAN, MAN & WAN – Network Topologies, Data Communication and Networking, Internet, Intranet and Extranet, Application of Internet, Concept of WWW and Browser, Introduction to protocol, Concept of FTP, Telnet, uploading, downloading, HTTP, Electronic Data Security

Unit 4 (Information Systems in Business): Functional areas of business information system, Information systems for: Manufacturing, Marketing Quality, Accounting, Finance, Production and HRM, Concept of ERP, Functional and business modules in an ERP package.

Unit 5 (Current Trends in Information Technology): Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing.

Unit 6 (Database Management System): Concept of database and database management system, Database Lifecycle (DBLC), Data and Relational Models, Microsoft Access, Understanding Access Objects: Objects, tables, queries, forms, reports, modules, Creation of tables, Designing tables, Data types and Indexes, Creation of forms, Auto forms, Main form and Sub form, reports.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														**Programme Specific Outcomes (PSOs)**			
	PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**	**PO-9**	**PO-10**	**PO-11**	**PO-12**	**PO-13**	**PO-14**	**PSO-1**	**PSO-2**	**PSO-3**	**PSO-4**
CO-1	1														2			
CO-2		2														3		
CO-3				2	3										3			1
CO-4				2	3								1			1		2
CO-5	1	2		2			2						1		2	3		
CO-6				3									3			2		1
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		04
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		01
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X			X

CO-2	X	X		X
CO-3	X	X		X
CO-4		X		X
CO-5			X	
CO-6			X	
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No.	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Class room lectures, laboratory instructions and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, laboratory, assignment
5.	Problem Solving Skills	Laboratory, assignment
6.	Practical Skills	Laboratory, assignment
7.	Group Work	Assignment, laboratory
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Laboratory
17.	Skill/Vocational Enhancement	Laboratory

9. Course Resources

a. **Essential Reading**

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P., (2010), Management Information Systems – Managing the Digital Firm, 11th edition, India, Prentice-Hall.

b. Recommended Reading

1. O'Brien, James, A. and Marakas, George M., (2007). 'Management Information Systems', 7th edition, New Delhi, Tata McGraw-Hill
2. Jawadekar, Waman S., (2011), Management Information Systems, India, 4th edition, Tata McGraw-Hill

c. Magazines and Journals

1. Information Technology Management, Maximilian Press
2. Silicon India, siliconindia Inc., Monthly
3. Data Quest, Cyber Media India Ltd, Fortnightly

d. Websites

1. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 10 October 2022 from http://www.weberp.org/
2. Write better code (2022) *Start with a pull request*, Retrieved on 11 October 2022 from https://github.com/features/code-review

e. Other Electronic Resources

Software: Database, ERP

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	21BAU201A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course on Innovation and Entrepreneurship is introduced across all the undergraduate programs with an aim to impart comprehensive knowledge of an entrepreneurial ecosystem. Further, the course enables to develop entrepreneurial skills by building entrepreneurial intentions among students. The students also gain knowledge on competencies to provide with necessary inputs for creation of new ventures and scaling up existing startups. The students are also introduced to design thinking process to nurture entrepreneurial way of thinking.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	15
Department Responsible	Respective Department of the Faculty
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the concepts and process of Innovation as well as entrepreneurship
CO-2. Construct and apply the idea generation techniques
CO-3. Discuss the opportunities for launching of new venture and various entry strategies
CO-4. Examine innovative ideas for the creation and management of entrepreneurship
CO-5. Formulate and present a viable business plan to the investors appraisal

4. Course Contents

Unit 1: Introduction to Entrepreneurship

Introduction to entrepreneurship, Evolution of the concept, Entrepreneurial process, Types of Entrepreneurship - Social entrepreneurship, rural entrepreneurship. Characteristics of an Entrepreneur, Incorporation of a Company, Managing a Family Business, Corporate Intrapreneurship

Unit 2: Innovation and Creativity

Types of Innovations. Identify Various Sources of Ideas for New Ventures, Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for CreativeProblem Solving. Aspects of the Product Planning and Development Process.

Unit 3 : New Venture

Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Launch a New Venture and the Generic Strategies.

Unit 4 : Strategies to Sustain and Grow

Strategies for Expansion, Joint Ventures, Acquisitions, Merges, Franchising, Growth Strategy, Exit Strategy.

Unit 5 : Business Plan

Business plan, scope and value of the business plan, step-by-step explanation of the business plan, marketing plan, Organizational plan, financial plan (source of capital), entrepreneurship models

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)											Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2	2									2			3
CO-2	3	2	2	2	3								3	2	
CO-3	3	3	2	2								2		2	
CO-4	3	2	2	2	2	3			3	3			2		3
CO-5	2	3		2							3		2	3	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		02
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Posters	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	

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3. Engineering Workshop / Course/Workshop / Kitchen	03	03
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	01	
3. Industry / Field Visit	02	
4. Brain Storming Sessions	02	
5. Group Discussions	04	
6. Discussing Possible Innovations	01	
Mid Terms, Laboratory Examination/Written Examination, Presentations		05
Total Duration in Hours		**45**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Program Specifications document pertaining to the UG Program. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CEor SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Componen t2: SEE – Group Task/Activit y(50% Weightage)**
Subcomponent ▸	**SC1**	**SC2**	
Subcomponent Type ▸	**Mid Term**	**Assignment/Presentation Deck of Innovative Ideas**	**50 Marks**
Maximum Marks ▸	**25**	**25**	
CO-1	X		X
CO-2	X		X
CO-3		X	X
CO-4		X	X
CO-5		X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, shall provide the focus of COs in each component of assessment in the beginning of the semester to capture the Group Task evaluation parameters such as: field visit, presentation of business plan, case study presentation on success and failurecompanies. Ideating and running the business for a day inside the campus.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the followingteaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, Field visit and presentation
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

a. Essential Reading

1. Course notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. Noida: McGraw Hill.

b. Recommended Reading

1. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
2. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.

c. Magazines and Journals

1. Business World: ABP Group
2. Journal of Small Business Management, Blackwell Publishing
3. Business Strategy: PwC Strategy & Inc.

d. Websites

1. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
2. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
3. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].

e. Other Electronic Resources

NA

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10.Course Organization

Course Code		21BAU201A	
Course Title		Innovation and Entrepreneurship	
	Course Leader's Name	As per Timetable	
	Course Leader's Contact Details	**Phone :**	+91-80-4536-6666
		E-mail:	
	Course Specifications Approval Date	14 July 2022	
	Next Course Specifications Review Date	May 2024	

Course Specifications: English for Communication 2

Course Title	English for Communication-2
Course Code	TSM102A
Course Type	Ability Enhancement Compulsory Course
Department	Directorate of Transferable Skills and Leadership Development
Faculty	FLAHS/FMC/FMPS/FAD/SSS

1. Course Summary

This course equips students with professional oral and written communication skills. The course enables the students to draft letters, reports and e-mails for professional communication. Thestudents will be trained to deliver oral presentations and participate in group discussion. The studentswill be equipped with analyzing and reading the complex documents and given case studies to solve and arrive at a solution using their communication proficiency and analytical skills.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	45
Number of Weeks in a Semester	15
Department Responsible	Directorate of Transferable Skills and Leadership Development
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the nuances of professional communication
CO-2. Compose professional written document as appropriate
CO-3. Discuss the importance of Time and Stress Management
CO-4. Practice basic presentation skills, group discussion and debating skills
CO-5. Demonstrate comprehension of complex document

4. Course Contents

Unit 1 (Basics of Communication):

Forms and channels for professional communication, directions of professional communication, styles of professional communication

Unit 2 (Essay Writing):

Structure of an essay – introduction, body and conclusion, ordering of essay structure, Usage of transitioning words, use of appropriate language and ton

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Unit 3 (Letter Writing):

Purpose of letter writing, Letter format – address, date, salutation, subject line, body of the letter, complementary close, signature, types of letter – Information letter, complaint letter, request letterfor projects / internships / industry visits, use of appropriate language and tone while drafting letter,Agenda and Minutes of meeting, Cover letter and CVs

Unit 4 (E-mail):

E-mail as a channel of communication, e-mail format – 'To', 'CC', 'BCC', 'Subject Line', Salutation, Body, and Complementary Close, Situational usage of e-mail

Unit 5 (Time Management and Stress Management):

The concept of time and stress management, Time management grid, prioritization, types of stress,ways to handle stress

Unit 6 (Presentation Skills):

The importance of presentation skills, various stages of presentation planning – development ofstructure and style, interpersonal sensitivity, presentation accessories and equipment, time management during presentation, stages of presentation – introduction, body and conclusion, presentation etiquette

Unit 7 (Debate)

Importance of debating skills, various stages of debate planning – development of structure and style, interpersonal sensitivity, time and stress management as a debating skill, stages for debate, debate etiquette

Unit 8 (Group Discussion)

Purpose of group discussion, various stages of group discussion planning – development of structureand style, interpersonal sensitivity, types of group discussion, group discussion delivery, group discussion etiquette

Unit 9 (Comprehension – Advanced)

Active listening, listening comprehension and paraphrasing techniques, comprehension of complexdocuments

Unit 10 (Report Writing)

Purpose of report writing, report format, use of language while report writing

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3
CO-1									2						2
CO-2									2						2
CO-3									2						2
CO-4								2	2						2
CO-5									2						2
CO-6									2						2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15

Demonstrations		
1. Demonstration using Videos	02	02
2. Demonstration using Physical Models/Systems		
3. Demonstration on a Computer		
Numeracy		00
1. Solving Numerical Problems		
Practical Work		04
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course Workshop/Kitchen	4	
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		14
1. Case Study Presentation	4	
2. Guest Lecture	2	
3. Industry/Field Visit		
4. Brain Storming Sessions	4	
5. Group Discussions	4	
6. Discussing Possible Innovations		
Term Tests, Written Examination, Presentations		10
Total Duration in Hours		**45**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the UG Programme (B.Sc. / B.Com/ BBA). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the CO's. In either component (CEor SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of CO's on each Component or Subcomponent of Evaluation:

	Component 1: CE (60% Weightage)		Component 2: SEE (40% Weightage)
Subcomponent▶	**SC1**	**SC2**	
Subcomponent Type ▶	**Practical Assessment**	**Assignment**	**50 Marks**
Maximum Marks▶	**30**	**30**	
CO-1	X		X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
CO-5		X	X

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the followingteaching and learning methods:

S .No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Face to face lectures
2.	Understanding	Face to face lectures, group discussions
3.	Critical Skills	
4.	Analytical Skills	Face to face lectures, activities, , groupdiscussions, assignment
5.	Problem Solving Skills	
6.	Practical Skills	Face to face lectures, activities, , groupdiscussions, course work
7.	Group Work	Course work, practice, assignment, groupdiscussion
8.	Self-Learning	Course work, practice, assignment, groupdiscussion
9.	Written Communication Skills	Face to face lectures, Course work, practice,assignment, group discussion
10.	Verbal Communication Skills	Face to face lectures, Course work, practice,assignment, group discussion
11.	Presentation Skills	
12.	Behavioral Skills	Course work, practice, assignment, group discussion, presentation practice, role plays
13.	Information Management	Assignment
14.	Personal Management	
15.	Leadership Skills	

Course Resources

a. Essential Reading

1. Class Notes
2. Raman M and Sharma S (2004) Technical Communication: Principles and Practice.New Delhi: Oxford University Press
3. Hory Sankar Mukherjee, (2013), Business Communication, Oxford University Press
4. Kroehnert, Gary (2004), Basic Presentation Skills, Tata McGraw Hill

b. Recommended Reading

1. Sarvesh Gulati , (2010), Corporate Grooming and Etiquette, New Delhi, Rupa Publications India Pvt. Ltd
2. Simon Sinek , (2011), Start With Why, United States of America, Penguin Group
3. Kavita Tyagi and Padma Misra , 2011, Professional Communication, New Delhi, Prentice Hall India

c. Websites

- http://www.businessballs.com/presentation.htm
- http://www.allyoucanread.com/top-10-business-magazines/
- https://student-learning.tcd.ie/undergraduate/topics/self-management/

d. Other Electronic Resources

1. Electronic resources on the course area are available on RUAS library

9. Course Organization

Course Code	TSM102A	
Course Title	English for Communication-2	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	**Phone:**	+91-80-453666666
	E-mail:	director.tsld@msruas.ac.in
Course Specifications Approval Date	July-2022	
Next Course Specifications Review Date	July-2024	

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Course Specifications: Banking, Financial Institutions, and Insurance Services

Course Title	Banking, Financial Institutions, and Insurance Services
Course Code	BAC205A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to the fundamentals of banking and financial Institutions. Students are taught basic concepts of banking and the importance of financial institutions. The course is intended to familiarize students on various concepts of insurance, Banking and other financial institutions. Students are introduced to customer and banker relationship. The students are taught basic reforms in the banking and insurance sector.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain key concepts of banking and financial institutions
- **CO-2.** Discuss the relationship between banker and customer
- **CO-3.** Discuss the different types of bank accounts
- **CO-4.** Discuss the need for different types of insurance
- **CO-5.** Compute different types of insurance claims

4. Course Contents

Unit 1 (Nature of Banking Business): Banking and other financial institutions in India; Regulations governing banking and other financial institutions, Cashless India- Digital Payment Methods.

Unit 2 (Banker and customer): Definition of Customer, General Relationship between customer and banker, obligations of a banker-obligation to honor the cheques- Garnishee order, meaning application to different accounts and Banker's Rights and obligations.

Unit 3 (Bank accounts): Types of deposit accounts- Fixed deposit-rate of interest on FD accounts, opening and operation of fixed deposit account, payment of interest, renewal, change of name, loss of FD receipt, Savings bank Account Minimum balance, Recurring Deposit, current accounts, opening of current and savings account proper introduction, KYC guidelines.

Unit 5 (Insurance): Introduction to risk and types of risk, nature of risk, risk mitigation, causes of risk, and methods of handling risk using insurance, importance of insurance, insurance market in India, insurance characteristics, principles, benefits, IRDA regulations and reforms, nature and types of insurance contract. Mathematics of insurance – Premium and Claims of insurance.

Unit 6 (Life and General Insurance): Meaning, features, advantages, products for mitigating risk- life and general insurance types of life insurance plans-Term policies, endowment policies, money back policies with or without profit policies. Pension schemes their features and purposes, payment methods, products in general insurance.

5. Course Map (CO-PO-PSO Map

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1													1			
CO-2		2													3			
CO-3	2										1				2			
CO-4	1											2						1
CO-5							3						2	2		2		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		06
1. Demonstration using Videos	06	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		06
1. Solving Numerical Problems	06	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		03
1. Case Study Presentation	00	
2. Guest Lecture	01	
3. Industry / Field Visit	00	

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4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
7.Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Group Task**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	×			×
CO-2	×	×		×
CO-3	×	×		×
CO-4			×	×
CO-5				×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Class room lectures, Assignment
3.	Critical Skills	Class room lectures, Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Case Study Discussion
12.	Behavioral Skills	---
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Class Notes
2. L M Bhole and Jitendra Mahakud (2017). 'Financial Institutions and Markets', 6th edition, Mc Graw Hill.
3. Benton Gup (2016). 'Banking and Financial Institutions', Wiley Publications.

b. Recommended Reading

1. N Kannan, (2017). 'Banking sectors reforms in India', Abhijit publications.
2. IIBF (2017). 'Legal and Regulatory Aspects of Banking', 3rd edition, Macmillan.
3. Indian Institute Of Banking & Finance, (2015). 'Banking Products And Services', Taxmann Publications Pvt. Ltd.

c. Magazines and Journals

1. Business India, fortnight subscription (India Book House Ltd)
2. Business Today, fortnight subscription (Living media India Limited)
3. Money Today, monthly subscription (Living media India Limited)

d. Websites

1. www.similarweb.com
2. www.oliveboard.com
3. www.charteredbanker.com
4. www.nationwide.com

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Course Specifications: Business Law

Course Title	Business Law
Course Code	BAC206A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to acquaint the learners with the fundamental principles of business laws. The course is intended to familiarize the students with the legal scenario for contemporary business in India. Further, it creates an awareness and develops an understanding about the best business practices by providing an exposure to various legislations.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Describe the legal aspects of business in Indian context
- **CO-2.** Explain the legal practices to promote and sustain competition in markets in the interest of consumers
- **CO-3.** Discuss Information Technology Act 2000 for contemporary business
- **CO-4.** Discuss the legal scenario and amendments in justice delivery system for business in India
- **CO-5.** Analyse the legal aspects and best business practices relevant to Indian scenario

4. Course Contents

Unit 1 (Business Law) - Introduction, meaning and philosophy, Object of law; Justice delivery system in India. Indian Contract Act 1872 - Definition of Contract - Essentials of Valid Contract - Consideration - Free Consent – Void Contracts - Performance of Contract, termination and discharge of contract - breach of contract and remedies for breach of contract. Special Contracts - a) Contract of Indemnity and Guarantee b) Contract of Bailment and Pledge c) Contract of Agency.

Unit 2 (Competition Act 2002): Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations.

Unit 3 (The Limited Liability Partnership Act, 2008) - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration, Registered office of LLP and change therein - Change of name - Partners and their relations - Extent and limitation of liability of LLP and Partners - Whistle blowing - Taxation of LLP - Conversion of LLP.

Unit 4 (The Sale of Goods Act, 1930)- Contract of sale, meaning and difference between sale and agreement to sell - Conditions and warranties - Transfer of ownership in goods including sale by non-owners - Performance of contract of sale - Unpaid seller - meaning and rights of an unpaid seller against the goods and the buyer, Auction sale.

Unit 5 (The Information Technology Act 2000) - Definitions under the Act - Digital signature - Electronic governance -Regulation of certifying authorities – Digital signatures certificates - Penalties and adjudication - Appellate Tribunal – Offences.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														2			
CO-2								2	2							2		
CO-3								2	2	2							2	
CO-4								2	2									2
CO-5		3	3	2												2	1	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

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4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	00
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X	X	X	X
CO-2	X	X	X	X
CO-3	X			X
CO-4	X		X	X
CO-5		X	X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning

methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room Lectures, Case Discussions
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Case Discussions, assignments
6.	Practical Skills	Moot Courts
7.	Group Work	Group discussions
8.	Self-Learning	Moot Courts
9.	Written Communication Skills	Examination, assignment
10.	Verbal Communication Skills	Group Discussions, Moot Courts
11.	Presentation Skills	Group Discussions, Moot Courts
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignments
14.	Personal Management	---
15.	Leadership Skills	Moot Courts

9. Course Resources

a. Essential Reading

1. Course notes
2. Kuchhal, and Vivek Kuchhal., (2018). 'Business Law', New Delhi, Vikas Publishing House.
3. Ravinder Kumar, (2016). 'Legal Aspects of Business', New Delhi, Cengage Learning.

b. Recommended Reading

1. Aggarwal S K. (2017). 'Business Laws', New Delhi, Galgotia Publishers Company.
2. Maheshwari S N. and Maheshwari S K. (2014). 'Principles of Business Law', New Delhi, Himalaya Publishing House.
3. Ramappa, (2006). 'Competition Law in India', Chapter 2, Oxford University Press.
4. Professional's, (2015). 'Information Technology Rules 2000 with Information Technology Act 2000', New Delhi, Professional Book Publishers.
5. Robert W. Wemerson, (2015). 'Business Law (Barron's Business Review Series)', New York, Barron's Educational Series.

c. Magazines and Journals

1. LawZ Magazine (Articles are available on the current news and trends. Previous articles can be referred to from the Archives)
2. Indian Business Law Journal (Instant online access to selected articles from the latest editions of Asia Business Law Journal, China Business Law Journal and India Business Law Journal)

d. Websites

1. http://lawzmag.com
2. http://doj.gov.in/
3. www.LegallyIndia.com
4. www.LiveLaw.in

e. Other Electronic Resources

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Course Specifications: Logistics and Supply Chain Management (LSCM)

Course Title	Logistics and Supply Chain Management (LSCM)
Course Code	BAC207A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students to develop an understanding of logistics and supply chain management in the context of an integrated organisation for sustainability.
The students will develop an understanding of logistics and supply chain management in alignment with overall business strategies. They will also learn the conceptual and analytical framework for the forecasting and inventory management function of business for production planning and controlling.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the principles and concepts of logistics and supply chain management
- **CO-2.** Discuss the design of distribution networks
- **CO-3.** Discuss the design and planning of transportation networks
- **CO-4.** Apply frameworks related to forecasting and inventory management functions
- **CO-5.** Evaluate the structure and objectives of E-commerce logistics

4. Course Contents

Unit 1 (Basics of Logistics): Introduction, objectives and types of logistics, concept of logistics management, evolution of logistics, role of logistics in an economy, difference between logistics and supply chain management, logistics and competitive advantage.

Unit 2 (Basics of Supply Chain Management): Definitions, concepts, supply chain operations; Inventory Management Vs Supply Chain Management; Global Supply Chain Management; Supply chains under complexity, uncertainties; Supply Chain Risk Management: Disaster, Disruption and Deviations, Supply chain drivers and metrics, Planning and Coordination of Demand in a Supply Chain

Unit 3 (Distribution Networks): Role of Distribution in Supply Chains, Factors Influencing Distribution Network Design, Design Options and Applications, Role of Network Design in the Supply Chain

Unit 4 (Transportation in a Supply Chain): Role of Transportation, Modes of Transportation and their Performance Characteristics, Design Options

Unit 5 (Forecasting, Planning & Managing Inventories): Forecasting Techniques, Capacity and Aggregate Planning; Types of Inventories, Inventory related costs, Safety Stocks, Seasonal stocks; Multiple Item, Multiple Location Inventory Management.

Unit 6 (Basics of E-Commerce Logistics): Introduction, Objectives, Concept of E-Commerce, and Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM).

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1											2				3		
CO-2		2										2				3		
CO-3			2									2					3	
CO-4					3												1	2
CO-5						3						2					1	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		02
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		15
1. Solving Numerical Problems	15	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	

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6. Model Studio	00	
Others		03
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X		X	X
CO-2	X	X		X
CO-3	×	X		X
CO-4	×	X	X	X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Class room lectures, Assignment
3.	Critical Skills	Class room lectures, Assignment
4.	Analytical Skills	Class room lectures, Assignment
5.	Problem Solving Skills	Class room lectures, Assignment
6.	Practical Skills	Class room lectures, Assignment
7.	Group Work	Case study discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Written Examination, Assignment
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	---
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions

9. Course Resources

a. Essential Reading

1. Class Notes
2. Chopra, S., Meindl, P. and Kalra, D.V. (2016). 'Supply Chain Management', 6th edition, Pearson Education.
3. Taha, H.A.(2013). 'Operations Research': An Introduction, 9th edition, India, Pearson Education.
4. Bowersox, D.J., Closs, D.J., Cooper, M.B. and Bowersox, J.C 2013). 'Supply Chain Logistics Management', 3rd edition, USA, McGraw Hill.

b. Recommended Reading

1. Shapiro, Jeremy F. (2002). 'Modelling the Supply Chain', 2nd Edition,Cengage Learning.
2. Shah, J., 'Supply Chain Management – Text and Cases 2nd Edition,India', Pearson Education.

c. Magazines and Journals

1. MIT Sloan Management Review, Massachusetts Institute of Technology, Quarterly
2. Harvard Business Review, Harvard Business School Press, Alternate Months
3. Supply Chain Management Review, Emerald Group Publishing, 7 times per year NA

d. Websites

1. http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html
2. www.supplychaintoday.com
3. www.supplychainmetric.com

e. Other Electronic Resources

NA

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Course Specifications: Services Marketing

Course Title	Services Marketing
Course Code	BAC208A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students the concept of services marketing.
Students are taught the importance of services marketing and to differentiate between product (tangible) and services marketing. Students are also taught the importance of Process, People, Physical Evidence and productivity (Quality) that determine service quality. Further, students are trained to analyze services marketing in various sectors.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain concept and nature of services
- **CO-2.** Describe the services marketing mix
- **CO-3.** Discuss managing problems associated with service
- **CO-4.** Discuss concept of service quality model
- **CO-5.** Analyze marketing of services in the selected sector

4. Course Contents

Unit 1 (Introduction to Service Marketing): Concept of services, Importance, nature, characteristics, growth of services sector and service marketing, Indian scenario, Products marketing vs. services Marketing, Classifications of services, Environment of Services Marketing (Micro as well as Macro).

Unit 2 (Consumer Behavior with respect to Services): Concept of CRM, Relationship management in practice, Segmenting, Targeting & positioning various services.

Unit 3 (Managing Services Marketing): Service marketing mix, elements, service product development, Services pricing, Place : channels and intermediaries for service delivery, Promotion mix for services : Advertising, Sales Promotion, Personal Selling and Digital Media in service industry, People – service training, motivation; Physical evidence, Process – importance of process, managing differentiation, managing problems associated

with a service.

Unit 4 (Service Quality): Concept of service quality, dimensions, GAP Model, Service Demand & Capacity, Service Recovery.

Unit 5 (Service Marketing in various sectors): Travel & Tourism, Health Care, Financial Services, Educational Services, and Information Technology & Communication Services.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														2			
CO-2			2														3	
CO-3				3				2	2	2					2			
CO-4							3								3			
CO-5							3									2		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	

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5. Group Discussions	04	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Quiz (MCQ)/ Lab**	**40 Marks**
Maximum Marks ▶	**30**	**20**	**10**	
CO-1	X			X
CO-2	X	X	X	X
CO-3	X	X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignments

2.	Understanding	Classroom lectures, Assignments
3.	Critical Skills	Classroom lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions

9. Course Resources

a. Essential Reading

1. Class Notes
2. Handouts / Pre-reads, if any, given by the Course Leader.
3. Christopher Lovelock and Jochen Wirtz, (2017). 'Services Marketing': People, Technology and Strategy, Pearson Education, 7th Edition.
4. Rao, Rama Mohana, (2011). 'Services Marketing', Pearson Education, 2nd Edition.

b. Recommended Reading

1. Ramneek Kapoor, Justin Paul & Biplab Halder (2015). 'Service Marketing': Concepts & Practices, Tata McGraw-Hill Education, 4th Edition.
2. Ajay Pandit and Mary Jo Bitner, (2013). 'Services Marketing', Mc Graw Hill, 4th Edition.

c. Magazines and Journals

1. Services Marketing, Emerald Group Publishing Limited
2. Business Line, supplement Catalyst, weekly.
3. Harvard Business Review, six issues annually.

d. Websites

1. www.hbr.org
2. www.nptel.ac.in
3. www.swayam.gov.in

e. Other Electronic Resources

NA

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Course Specifications: Constitution, Human Rights and Law

Course Title	Constitution, Human Rights and Law
Course Code	LAN101A
Course Type	Ability Enhancement Compulsory Courses
Department	
Faculty	Management and Commerce

1. Course Summary

This course aims at enabling students understand the key principles of Indian Constitution, Human Rights and Law.
The course facilitates the understanding of the framework of Indian constitution and the judicial and the legal systems that guides Indian citizens. It aims at building awareness about the application of Human Right principles and Law. It allows students to work towards the formulating realistic solutions for protection of human rights.

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	40
Number of Weeks in a Semester	15
Department Responsible	Commerce
Total Course Marks	50
Pass Criterion	A student is required to score a minimum of 40% in both component 1 and component 2 put together. Attending Component 1 and Component 2 is a mandatory.
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the key principles of the Indian Constitution
- **CO-2.** Explain Indian legal system and judicial structure that govern the citizens
- **CO-3.** Discuss UN Declaration of Human Rights
- **CO-4.** Discuss the scope and application of Human Rights Principles and Law
- **CO-5.** Suggest strategies for protection of human rights and resolving legal issues in compliance with applicable laws

4. Course Contents

Unit 1 Constitution of India: The framework of Constitution of India, Constituent Assembly, The Constitution and the government, The constitution and the judiciary, The constitution and the legislature

Unit 2 Introduction to Law : Indian Legal System and Judicial Structure, Liability under the Law, Issues relating to Good Corporate Governance, Company Law

Unit 3 Concept of Human Rights and Duties: Inherent, inalienable, universal, indivisible, values, dignity, liberty, equality, justice, unity in diversity, classification of rights, classification of duties, correlation of rights and duties,

need for balance between rights and duties, freedom and responsibility

Unit 4 International Human Rights Standards and UN: Universal declaration of human rights 1948, international covenant on civil and political rights 1966, international covenant on economic, social and cultural rights 1966, UN system and human rights, convention on elimination of all forms of racial discrimination 1965, convention on elimination of all forms of discrimination against women 1979, convention on the rights of the child 1989, UN declaration and duties and responsibilities of individuals 1997, UN agencies to monitory compliance such as UN high commission for human rights

Unit 5 Contract Law and Disputes: Formation of Contract: offer and acceptance, Terms of Contract: avoidance, representation, illegality, Breach of Contract and Remedies, Industrial Disputes Act, Negligence, Trespass and Breach of Statutory Duty, Litigation, Arbitration, Judicial Remedies

Unit 6 Intellectual Property Law: Copyright, Protection and Infringement of Copyright, Trade Marks, Protection of Trade Marks and Passing-off, Patents, Ownership and Protection of Patents, Product Liability, Government Schemes for IPR Protection

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1	2	2	2	2	3	2	3	2				2			
CO-2	2	1	2	2	2	3	2	2	2	2	1			2			
CO-3	1	3	2	2	3	2	2	3	2	3		1				2	
CO-4	2	3	2	3	3	3	1	2	2	3			2			2	
CO-5	3	2	2	3	1	3	3	2	3	2			2			2	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration
in Hours		
Face to Face Lectures		15
Demonstrations	1	
1. Demonstration using Videos	1	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop /	00	

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Kitchen		
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio		00
Others		
14		
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit		00
4. Brain Storming Sessions		10

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Com (Hons) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Mid-Term Test**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	**NA**	**X**		**X**
CO-2	**NA**	**X**		**X**
CO-3	**NA**	**X**		**X**
CO-4	**NA**			**X**
CO-5	**NA**			**X**
The details of SC1, SC2, SC3 or SC4 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room and assignment
5.	Problem Solving Skills	Class room (solving numerical) and assignment
6.	Practical Skills	class room and assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination and presentation
14.	Personal Management	---
15.	Leadership Skills	Class room lectures
S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures

9. Course Resources

a. Essential Reading

1. Course notes
2. Tulsian, PC. (2008) Business Law, Tata McGraw Hill, New Delhi
3. Donnelly, J. (1998) International Human Rights, 2nd edn, Westview Press

b. Recommended Reading

1. Gulshan , S. S and Kapoor, G. K. (2005) Business Law including Corporate Laws, New Age International (P) Ltd. Publishers, New Delhi
2. Perry, M. (1998) The Idea of Human Rights, Oxford University Press
3. K Swamyraj (2017), Law of Contract (General Principles), God's Grace Publication, New Delhi
4. D D Basu (1983), Constitutional Law of India, Lexis Nexis Butterworths Publication, Nagpur
5. Introduction to Intellectual Property Theory and Practice (1997), World Intellectual Property Organisation, Geneva
6. Smith, R. (2007) Textbook on international human rights 3rd edn, Oxford University Press

c. Magazines and Journals

d. Websites

1. http://industrialrelations.naukrihub.com/industrial-relation-policy.htm
2. http://labour.nic.in/
3. http://whitepapers.businessweek.com/tlist/Legal-Environment.html
4. http://nptel.ac.in/

e. Other Electronic Resources

1. Electronic resources on the course area are available on MSRUAS library

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Course Specifications: Professional Communication

Course Title	**Professional Communication**
Course Code	TSU202A
Course Type	Skill Development Course
Department	Directorate of Transferable Skills and Leadership Development
Faculty	FLAHS/FMC/FMPS/FAD/SSS

1. Course Summary

This course aims at equipping students with the skills required for effective communication in professional context. The students will be guided through professional practices of written and oral communication. Students will be taught to apply oral and written communication skills in a given situation.

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Directorate of Transferable Skills and Leadership Development
Total Course Marks	50
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Develop vocabulary and language skills relevant to their profession
- **CO-2.** Demonstrate effective writing skills
- **CO-3.** Create Professional Reports and Proposals
- **CO-4.** Demonstrate effective Business Presentation
- **CO-5.** Enhance Debating and Interview Skills

4. Course Contents

Unit 1 (Formal Vocabulary):

Few important root word for Vocabulary development, Vocabulary used in Formal writing, sequence words, Emphasis words, Describing a process, Abbreviations, Transition words

Unit 2 (Writing)

Job application, CV preparation, Minute preparation, Use of Sequence words, Writing instructions and checklists, Statement of Purpose, Posts, Blogs, Posters

Unit 3 (Report Writing):

Benefits of Report writing, Types of Reports- Informational, Analytical, Recommendation, Structure of a Report

Unit 4 (Proposal Writing):

Benefits of Proposal writing, Types of proposal- Solicited and Unsolicited, Structure of a proposal

Unit 5 (Business Presentation):

Audience Centric Approach, Planning, Practise, Delivering, Designing flyers or handouts, Nonverbal aspects of a presentation, Question handling, Visual Aids, Other tips for delivering effective presentations

Unit 6 (Interview Skills):

Types of Interviews, Interview etiquette, Nonverbal aspects affecting interviews, Telephone/ Online interviews, One-to-one interviews and panel interview, FAQ's practise

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3
CO-1									2						2
CO-2									2						2
CO-3									2						2
CO-4									2						2
CO-5									2						2
CO-6									2						2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		10
Others		10
1. Case Study Presentation	02	
2. Guest Lecture	02	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**30**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of CO's on each Component or Subcomponent of Evaluation:

	Component 1: CE (100% Weightage)	
Subcomponent	**SC1**	**SC2**
Subcomponent Type	**Practical Assessment**	**Assignment**
Maximum Marks	**25**	**25**
CO-1	X	X
CO-2	X	X
CO-3	X	X
CO-4	X	X
CO-5	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Face to face lectures
2.	Understanding	Face to face lectures, group discussions
3.	Critical Skills	--
4.	Analytical Skills	Face to face lectures, activities, , group discussions, assignment
5.	Problem Solving Skills	--
6.	Practical Skills	Face to face lectures, activities, , group discussions, course work
7.	Group Work	Course work, practice, assignment, group discussion
8.	Self-Learning	Course work, practice, assignment, group discussion

9.	Written Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
10.	Verbal Communication Skills	Face to face lectures, Course work, practice, assignment, group discussion
11.	Presentation Skills	--
12.	Behavioral Skills	Course work, practice, assignment, group discussion, presentation practice, role plays
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Class Notes
2. Raman M and Sharma S (2004) Technical Communication: Principles and Practice. New Delhi: Oxford University Press
3. Hory Sankar Mukherjee, (2013), Business Communication, Oxford University Press
4. Kroehnert, Gary (2004), Basic Presentation Skills, Tata McGraw Hill

b. Recommended Reading

1. Sathya Swaroop Debashish and Bhagaban Das, (2014), Business Communication, PHI, New Delhi
2. Young, Dona J (2006) Foundations of Business Communications: An Integrated Approach, Tata McGraw Hill
3. Kaul, Asha (2007) Effective Business Communication, Prentice Hall India
4. Bienvenu, Sherron (2008) The Presentation Skills Workshop, Prentice Hall
5. KavitaTyagi and Padma Misra (2011) Professional Communication, PHI Learning Private Limited, New Delhi

c. Websites

1. www.myenglishpages.com
2. www.britishcouncil.com
3. www.englishmagazine.com
4. www.justenglishmagazine.com

d. Other Electronic Resources

1. Electronic resources on the course area are available on RUAS library

10. Course Organization

Course Code	TSU202A	
Course Title	Professional Communication	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	**Phone:**	+91-80-453666666
	E-mail:	director.tsld@msruas.ac.in
Course Specifications Approval Date	Mar-2023	
Next Course Specifications Review Date	Mar-2027	

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Course Specifications: Ethics and Self-Awareness

Course Title	**Ethics and Self-Awareness**
Course Code	TSU203A
Course Type	Skill Enhancement Course
Department	Directorate of Transferable Skills and Leadership Development
Faculty	FLAHS/FMC/FMPS/FAD/SSS

1. Course Summary

This course aims at helping students with the skills required for Self-development through self-analysis, and self-regulation. The students will be guided through Self-awareness activities and exercises. Students will be sensitized towards professional ethics & etiquette using case studies and related activities.

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Directorate of Transferable Skills and Leadership Development
Total Course Marks	50
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1. Comprehend self & its need for Self-development
CO2. Practise self-awareness by analysis and understanding Emotional Intelligence
CO3. Identify purpose of self and set personal and professional Goals
CO4. Apply professional values and ethics in decision making
CO5. Appreciate the role of Values and Ethics in holistic development

4. Course Contents

Unit 1

Self-awareness: definition, need for self-awareness, SWOT analysis, develop self-awareness and self-management skills

Unit 2

Definition of personality, understanding personality traits and behavior pattern. Relationship between personality and behavior

Unit 3

Introduction to emotional intelligence. Processing, perceiving, understanding and managing emotions. Ways to develop EI.

Unit 4

Identifying life purpose and setting goals. Understanding Importance of goals and setting SMART goals.

Unit 5

Understanding values and ethics. Importance of Ethics for professional development. Ethical decision making process and principles

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)		
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3
CO-1									2						2
CO-2									2						2
CO-3									2						2
CO-4									2						2
CO-5									2						2
CO-6									2						2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		10
Others		10
1. Case Study Presentation	04	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	04	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	

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Term Tests, Laboratory Examination/Written Examination, Presentations	10
Total Duration in Hours	**30**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Sc Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of CO's on each Component or Subcomponent of Evaluation:

Subcomponent	**Component 1: (60% Weightage)**	**Component 2: (40% Weightage)**
Subcomponent Type	**Assignment**	**Practical Assessment**
Maximum Marks	**30M**	**20M**
CO-1	X	X
CO-2		
CO-3	X	
CO-4		X
CO-5	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Face to face lectures
2.	Understanding	Face to face lectures, group discussions
3.	Critical Skills	--
4.	Analytical Skills	Face to face lectures, activities, , group discussions, assignment
6.	Practical Skills	Face to face lectures, activities, , group discussions, course work
7.	Group Work	Course work, practice, assignment, group discussion
8.	Self-Learning	Course work, practice, assignment, group discussion

9. Course Resources

a. Essential Reading

1. Class Notes
2. ***The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*** – **Stephen R. Covey**
3. ***Emotional Intelligence: Why It Can Matter More Than IQ*** – **Daniel Goleman**

b. Recommended Reading

1. Who Will Cry When You Die? by Robin S. Sharma
2. Life's Amazing Secrets by Gaur Gopal Das
3. The 5 AM Club by Robin S. Sharma
4. The Monk Who Sold His Ferrari by Robin S. Sharma
5. Values and ethics in business and profession by Samitha Manna & Suparna Chakraborti
6. Value education and professional ethics by Ram Pratap sharma and Madhulika Sharma

c. Websites

1. www.mindtools.com
2. www.braintracy.com
3. www.tonyrobbins.com

d. Other Electronic Resources

1. Electronic resources on the course area are available on RUAS library

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10. Course Organization

Course Code	TSU203A		
Course Title	**Ethics and Self-Awareness**		
Course Leader's Name		As per Timetable	
Course Leader's Contact Details		**Phone:**	+91-80-453666666
		E-mail:	director.tsld@msruas.ac.in
Course Specifications Approval Date		March 2023	
Next Course Specifications Review Date		May 2024	

Course Specifications: International Business

Course Title	International Business
Course Code	BAC301A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of International Business.
Students are taught the concepts of International Business Practices and its importance. Students are sensitized to cultural differences, ethics and introduced to International Entry modes.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the studentwill be able to:

- **CO-1.** Explain key concepts of International Business
- **CO-2.** Discuss the differences in culture and their implicationsfor managers
- **CO-3.** Illustrate the ethical issues in International Business
- **CO-4.** Analyze nature of the foreign exchange market and its functions
- **CO-5.** Present the strategy for International Business

4. Course Contents

Unit 1 Globalization – Introduction and Overview: Importance of International Business, Era of Globalization, Drivers of Globalization, Globalization Debate, Managing the Global Market Place.

Unit 2 Differences in Culture: Introduction, Definition, Values and Norms, Culture, Society, and the Nation-state, The determinants of Culture-social Structure, Language, Religion, Education, Political Philosophy and Economic Philosophy, Cultural Change, Implications for Managers, Culture and Competitive Advantage.

Unit 3 Ethics in International Business: Introduction, Ethical issues in International Business, Employment practices, Ethical Dilemmas, Corruption, Moral Obligations.

Unit 4 International Trade Theory: An Overview of Trade Theory, Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, National Competitive Advantage: Porters Diamond, Trade Barriers.

Unit 5 The Foreign Exchange Market: Introduction, The functions of the Foreign Exchange Market, The Nature

of the Foreign Exchange Market, Economic Theories ofExchange Rate Determination, Currency Convertibility.

Unit 6 The Strategy of International Business: Introduction, Strategy and Firm, Global Expansion, Profitability, Profit Growth, Cost Pressures and Local Responsiveness, Choosing a Strategy, International Entry Modes.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2					2	2	1	1	1	2	2	3	2			
CO-2	3	1					2	2	1	1	1	1	2	3		2		
CO-3	2						2	2	1	1	1	2	1	1	3			
CO-4	2						2	2	1	1	1	1	1	2	3		2	
CO-5	2	1	2	3	2	2		3	3	3	3	3	3	3	2	3	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and LearningMethods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1.Demonstration usingVideos	04	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		11
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	

7.Workshop	01	
Term Tests,Laboratory Examination/Written Examination,Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A.Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component(CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COson each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		**40 Marks**
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Presentation/Class Test/Activity**	
Maximum Marks▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×	×	×	×
CO-3		×	×	×
CO-4		×	×	×
CO-5			×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving kills	Assignment
6.	Practical Skills	Assignment
7.	GroupWork	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions

9. CourseResources

a. Essential Reading

1. Class Notes
2. Hill, Charles, W. L. and Arun, K. (2017) *International Business, Competing in the Global Market Place*, 10th edition, Tata McGraw Hill, New Delhi.
3. Cherunilam, F. (2016) *International Business-Text and Cases*, Excel Books, New Delhi.

b. Recommended Reading

1. Ashwathappa, K. (2012) *International Business*, 5th edition, Tata McGraw Hill, New Delhi.
2. Subba, R. P. (2013)*International BusinessText and Cases*, 3rd edition, Himalaya Publishing House.
3. Sinha, P. K. and Sinha, S. (2008)*International Business Management*, Excel Books, New Delhi.

c. Magazines and Journals

1. The Economist, Weekly
2. Forbes, Bi-Weekly
3. Business Line, supplement Catalyst, weekly.
4. Harvard Business Review, six issues annually.

d. Websites

1. Harvard Business Review (2022), Available Online at https://hbr.org/topics (Accessed: 06June 2022).
2. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06June 2022).

e. Other ElectronicResources

1. Coursera (2022) Available Online at https://www.coursera.org/learn/principles-of-management (Accessed: 06June 2022).
2. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06June 2022).

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Course Specifications: Principles of Strategic Management

Course Title	Principles of Strategic Management
Course Code	BAM302A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce the concepts and principles of strategic management.
Students are taught the Organisational objectives, mission, vision and scanning of environment. Students are also taught the process of strategy formulation, implementation and evaluation. Students are also taught the importance of strategic control process

2. Course Size and Credits:

Number of Credits	3
Credit Structure (Lecture: Tutorial: Practical)	2:1:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain key concepts and principles of strategic Management
- **CO-2.** Describe Strategic Intent and Environmental scanning
- **CO-3.** Analyse the formulation of strategy
- **CO-4.** Examine the importance and process of strategic implementation
- **CO-5.** Examine strategic evaluation and control process

4. Course Contents

Unit 1 (Strategic Management): Concept, principles, meaning, need, role of strategy in business organizations, important Issues, strategic management process, Relevance of Strategic Management and its Benefits, Strategic Management in India.

Unit 2 (Strategic Intent): Introductions to organization, mission, vision, objectives, goals & ethics, resource, capabilities, core competence & competitive advantage.

Unit 3 (Environmental Analysis): External environments - social factor, political factor, cultural factors, legal factor, technical factor, technological factor, socio cultural factor. PEST analysis, SWOT analysis, Industry Analysis, Resources, Capabilities, Core competence & Competitive advantage.

Unit 4 (Strategy Formulation): Organisational analysis, BCG model, GE matrix models and other relevant models

for strategic evaluation, formulation of strategy, grand strategies, generic strategies

Unit 5 (Strategy Implementation): Concept, Process and types of Strategic Implementation

Unit 6 (Strategy Evaluation): Concept of Strategy control, process of strategy control, types of strategy control, characteristics of strategy control, strategy surveillance, implementation control.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2			1										2	2		
CO-2	3	2		1											2	2		
CO-3				2	3	2										2	3	
CO-4					2	2			3						2		2	
CO-5				1	2	3									2	2	2	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
Others		20
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
7.Workshop	00	

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Term Tests, Laboratory Examination/Written Examination, Presentations	10
Total Duration in Hours	**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×	×		×
CO-2	×	×		×
CO-3		×		×
CO-4		×		×
CO-5		×		×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course

1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment
5.	Problem Solving Skills	Classroom discussion
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examinations
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Course notes
2. David R. Fred and David R. Forest, 2015). 'Strategic Management': Concepth and Cases, Pearson Education India; 15th edition
3. Pearce J, Robinson R and Mital A (Author) (2014). 'Strategic Management: Formulation, Implementation and Control' McGraw Hill Education; 12th edition

b. Recommended Reading

1. Haberberg Adrian and Rieple Alison. (2001). 'The Strategic Management of Organizations', 3rd edition, Prentice-Hall.
2. Hill W.L.C, Schilling A.M. and Jones R.G. (2020) 'Strategic Management: An Integrated Approach: Theory & Cases', Cengage India Private Limited; 12th edition

c. Magazines and Journals

1. Business Line, supplement Catalyst, weekly.
2. Harvard Business Review, six issues annually.

d. Websites

1. www.hbr.org
2. https://nptel.ac.in/

e. Other Electronic Resources

NA

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Course Specifications: Project Management Fundamentals

Course Title	Project Management Fundamentals
Course Code	TSN301A
Department	Directorate of Transferable Skills and Leadership Development
Faculty / School	All Faculties / Schools of RUAS

1. Course Summary

1. Aim and Summary

With the advent of technology, changing business environments, varying economic conditions and prevailing political situations, a varied types of projects are being undertaken. This is seen in different segments such as infrastructure, construction, Information Technology, Manufacturing, Engineering, Health Care, Hospitality, Logistics and Services. Along with these, there is a big need for manpower with competencies in Managing different types and sizes of projects. A Project Management Professional equipped with,

- appropriate tools and techniques,
- an ability to apply appropriate methods and processes
- appropriate project leadership skills and
- a structured approach to manage a project in its entirety

will be in a better position to ensure a project's defined success.

The course aims at imparting knowledge and developing competencies on various aspects of Project Management as per International Project Management Association's framework. This course also provides a glimpse of tools, techniques, methods and process for managing a project effectively. This course offers a structured approach which are derived from the experiences of a large number of successful global organizations.

2. Course Size and Credits:

Number of credits	03
Total hours of teaching and learning activities during the semester	45
Number of practical/tutorial hours	15
Number of semester week(s)	15
Department responsible	Directorate of Transferable Skills and Leadership Development

Course evaluation	Total Marks: 100
Pass requirement	40% (min) in Component 1 and 40% (min) in Component 2
Attendance requirement	As per the Academic Regulations

ii. **Teaching, Learning and Assessment**

3. Course Outcomes (CO)

Upon completion of this course students will be able to:

No.	Intended Learning Outcomes
1.	Explain the characteristics of projects, Operations and principles of Project Management
2.	Discuss the Project Management Competency Elements as per PMA's Individual Competence Baseline Ver 4.0
3.	Discuss the tools for Project Execution, Monitoring and control
4.	Apply the tools for project planning and Create a Project Management Plan covering Project Charter, Work Breakdown Structure, Project Organisation, Time Management Plan and Risk Management Plan

4 Course Contents:

Section 1

Introduction to Project, Programmes, Portfolio and Operations

Project Organization and Permanent Organization

Project Management Success

- KRAs

Creation of project

- Need analysis
- Business Case
- Project Charter

Section 2

Requirements, Objectives & Benefits

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Scope

- WBS
- Scope baseline
- Change Management

Time Management

- Lifecycle
- AOA (ADM)
- AON (PDM)
- CPM
- Floats
- Network Exercises
- Gantt Charts
- Bar Charts

Resources

- Resource Calendar

Section 3

Controlling

Handling Changes

Phase end and Close out

Earned Value Management System

- Variances, SPI & CPI
- Numerical Exercises

Quality Management

- Quality Planning
- Quality Assurance
- Quality Control
- Quality Tools
    - Pareto Chart
    - Control Chart
    - Inspections
    - Benchmarking

Risk & Opportunity

- Risk categories
- Identification
- Risk Analysis

Section 4

Organization and Information

Stakeholder Management

Power and Interest

Culture and Values

Personal integrity and reliability

Personal communication

- Communication Planning
- Communication methods
- Communication barriers

Conflict and crisis

Resourcefulness

Result Orientation

5. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		
1. Demonstration using Videos		
2. Demonstration using Physical		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
PracticalWork		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop/Course		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		
1. Case Study Presentation	05	25
2. Guest Lecture		
3. Industry/Field Visit		
4. Brain Storming Sessions		
5. Group Discussions	20	
6. Discussing Possible Innovations		
Written Examination (Term tests and SEE)		05
Total Duration in Hours		50

6. Method of Assessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the respective Undergraduate Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 or SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation				
		Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent▶		SC1	SC2	
Subcomponent Type ▶		Mid Term Exam	Assignment	50 Marks
Maximum Marks▶		25	25	
CO-1	Explain the characteristics of projects, Operations and principles of Project Management	X		X
CO-2	Discuss the Project Management Competency Elements as per PMA's Individual Competence Baseline Ver 4.0	X		X
CO-3	Discuss the tools for Project Execution, Monitoring and control	X	X	X
CO-4	Apply the tools for project planning and Create a Project Management Plan covering Project Charter, Work Breakdown Structure, Project Organisation, Time Management Plan and Risk Management Plan		X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

7. Achieving learning outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Class room lectures
4.	Analytical Skills	Group discussion
5.	Problem Solving Skills	Case discussions / Group Discussions
6.	Practical Skills	Case discussions
7.	Group Work	case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Case discussions
15.	Leadership Skills	Group discussions

8 Course Resources

a. Essential Readings

- Course Notes
- Pinto Jeffrey K. (2019) Project Management: Achieving Competitive Advantage, 5th Edition, Pearson

b. Recommended Readings

- Meredith, J.R. and Mantel, S.J. (2005) Project Management – a managerial approach, 6th edition, Wiley
- Ghattas, R. G. and Sandra L. Mckee (2001) Practical Project Management, New Jersey, Prentice Hall

c. Magazines and Journals

- Project Manager Today
- PM network
- International Journal of Project and Operation Research, Inderscience
- Journal of Operation Management, Project and Operation Research, INFORMS

d. Websites

- http://www.providence.edu/mcs/rbg/mba.htm
- http://library.kent.ac.uk/library/exampapers/deptcourses.php?dept=Business%20Studies

- http://homepages.stmartin.edu/fac_staff/dstout/MBA631/lecture_notes.htm

9 Course Organisation

Course Title		Project Management Fundamentals
Course Code		TSN301A
Course Leader/s Name		Mr. Jyothi Shankar G
Course Leader Contact Details	**Phone:**	080 – 4536 6666
	E- mail:	
Course Specifications Approval		
Next Course Specifications Review		

Course Specifications: Business Analytics and Quantitative Methods

Course Title	Business Analytics and Quantitative methods
Course Code	BAM103A
Course Type	Skill Enhancement Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with quantitative analysis of management problems for effective decision making. The students are taught optimization techniques and data analysis under deterministic and non-deterministic conditions to solve business problems. Linear Programming is taught to analyze business decision making in the context of optimization. Further, underlying concepts and frameworks for managing resources in operations, decision making in uncertain environment are discussed. Students are trained to use relevant software to solve Business Problems.

2. Course Size and Credits:

Number of Credits	3
Credit Structure (Lecture: Tutorial: Practical)	2:1:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain basic concepts of Linear Programming in the context of Business problem solving
- **CO-2.** Analyse decision making under deterministic and probabilistic scenarios
- **CO-3.** Apply appropriate replacement and sequencing models in the operational context
- **CO-4.** Analyse the applications of Big Data and Business Analytics
- **CO-5.** Categorize managerial problems mathematically using tools for optimal solutions

4. Course Contents

Unit 1 (Linear Programming): Linear Programming for Quantitative Decision Making: Historical development of Quantitative Methods(QM) along with applications, Assimilating the meaning of feasible, optimum, unbounded solutions etc. in QM, Formulation of Linear Programming Problem (LPP) with primal and dual representation, Application of sensitivity analysis for decision making, Applying Solver package to solve LPPs.

Unit 2 (Problem Specific Mathematical Models for Effective Decision Making): Probability to improve decision-making in the face of uncertainties, Game theory models for negotiation, Demonstration on discrete event simulation for making decisions in uncertain environment, Job Sequencing to optimize the outputs in terms of time, cost or profit, Replacement models for formulating policy decisions.

Unit 3 (Big Data and Business Analytics (BA): Description of Business Analytics, Importance of Business

Analytics, Application of Analytics in Marketing, Operations, Human Resources, Financial Management. Data and Big Data, Usefulness and applications of Big Data. Decision Models.

Unit 4 (Lab component): Introduction to problem formulation using MS Excel, LPP problem formulation and solution using MS Excel Solver. Assignment problem formulation and solution using MS Excel Solver, Basic Game theory – formulation of problem and solution using MS Excel Solver, Replacement model – formulation of problem and solution using MS Excel Solver, Simple simulation models – problem formulation and solution using MS Excel, Advanced simulation and decision making under uncertainty using MS Excel, Introduction to Business Analysis tools, Data visualization using Business Analysis Tools

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2		2											1	2		
CO-2	1					3										3		
CO-3					2	2		3								2		
CO-4	1							3			2		3		1			2
CO-5		1				3		2			2		3			3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		15
1. Solving Numerical Problems	15	
Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	

3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
7.Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment/ Quiz / Group Activity	Lab/Presentation	40 Marks
Maximum Marks ▶	25	25	10	
CO-1	×	×		×
CO-2	×	×		×
CO-3		×		×
CO-4		×		×
CO-5			×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment
5.	Problem Solving Skills	Classroom discussion
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examinations
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Class Notes
2. Hillier and Lieberman (2017). 'Introduction to Operations Research', McGraw Hill Education.
3. Taha, H (2014). An Introduction to 'Operations Research', Pearson Education India, 9th edition.
4. Sharma, J.K. (2010). 'Quantitative Methods': 'Theory and Applications Paperback', Laxmi Publications.
5. Regi Mathew (2020). "Business Analytics for Decision Making" 1st edition, Pearson Publications

b. Recommended Reading

1. Waters Donald (2011). 'Quantitative Methods for Business', Pearson Education India; 5th edition.
2. R N Prasad and Seema Acharya (2016). "Fundamentals of Business Analytics", 2nd edition Paperback, Wiley publications

c. Magazines and Journals

4. Harvard Magazine – Trends in Business decision making, 6 times per year
5. Sloan Management Review – MIT, Quarterly

d. Websites

3. https://harvardmagazine.com/tags/quantitative-methods
4. https://sloanreview.mit.edu/

Course Specifications: Security Analysis and Portfolio Management (SAPM)

Course Title	Security Analysis and Portfolio Management (SAPM)
Course Code	BAE301A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to prepare students to manage practical implications of investments in financial markets. Students are taught concepts of investments, security analyses, portfolio management, modern portfolio theories, investment decisions and risk management. Students are trained in technical and fundamental analysis of shares, risk and portfolio management using financial models. Training is imparted on analytical models in tracking performance measurement, active and passive trading methods.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Describe the essential principles of Security Analysis and Portfolio Management (SAPM)
- **CO-2.** Explain concepts of securities, stock market, portfolio, and risk management
- **CO-3.** Discuss the role of financial markets in portfolio management.
- **CO-4.** Assess the asset pricing tools in securities investment.
- **CO-5.** Analyse investment strategy for equity, fixed income instruments

4. Course Contents

Unit 1 (Introduction to Securities and Investments): Demonstrating Investment concepts, Analyzing Financial and non-financial forms of investment, Explicating Security and non-security forms of investments, Expounding investment methods and some applications, Elucidating Sources and information of investments and financial instruments, Evaluating investment alternatives.

Unit 2 (Financial Risk): Explaining the nature and origins of risk in an international setting, analyzing meaning of risk exposure and method for risk measurement, critically evaluating currency exposure, Expounding exchange rates, structural models of exchange rate determination.

Unit 3 (Bond and Stock Valuation): Analysing Bond and Security Return, Time value of money concept with reference to portfolio management, applying present value concept to capture Yield to Maturity, Calculating

Yield to Maturity using Trial and Error and Interpolation Techniques, Gordon Constant Dividend Growth Model, Modelling relative valuation through P/E ratio, P/S ratio, P/BV ratio.

Unit 4 (Stock Market Indices): Analysing the Computation of Stock Market Indices, Critically evaluating usefulness of indices, Critically reviewing difference between indices, Expounding functions of Securities and Exchange Board of India (SEBI), Portfolio Management and Evaluation: analysing Approaches in portfolio construction, Critically Evaluating Portfolio investment process, elucidating Active and passive strategies, Illustrating Capital asset pricing model (CAPM), analysing Performance evaluation of mutual funds, Critically Evaluating Functions of Asset Management companies.

Unit 5 (Investment Process): Analysing Tactical asset allocation, Explicating Markowitz Portfolio optimization, Illustrating Factor models of returns, Elucidating Active-passive management, Expounding Style management, critically evaluating Performance attribution and persistence, Exploring Stock market anomalies.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2														3			
CO-2	3	1													2	1		
CO-3	2	2													1			
CO-4			2	3	2		2											3
CO-5			3	2	1	2												2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		12
1. Solving Numerical Problems	12	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	

6. Model Studio	00	
Others		04
1. Case Study Presentation	02	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×			×
CO-3	×	×		×
CO-4		×		×
CO-5		×		×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment

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2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	---
7.	Group Work	Group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment
10.	Verbal Communication Skills	Assignment
11.	Presentation Skills	---
12.	Behavioral Skills	Case study discussions
13.	Information Management	---
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. **Course Notes**
2. Gitman, L. J., Joehnk, M. D., Smart, S., & Juchau, R. H. (2015). *Fundamentals of investing.* Pearson Higher Education AU.

b. Recommended Reading

1. Reilly, F. K., & Brown, K. C. (2011). *Investment analysis and portfolio management*. Cengage Learning.
2. Fabozzi Frank J, (2009). 'Bond Markets – Analysis and Strategies', 4th edition, Prentice Hall, New Delhi.
3. Hirschey M. and Nofsinger J (2008). 'Investments: Analysis and Behavior', McGraw-Hill.
4. Strong Robert. A (2007). 'Practical Investment Management', 4th edition, Thompson Southwestern, UK.

c. Magazines and Journals

1. Personal Finance Magazine - Kiplinger (Monthly)
2. Money Magazine – Times Inc (Monthly)

d. Websites

1. http://www.imf.org
2. http://www.exinfm.com
3. http://www.economist.com

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Course Specifications: Labour Legislations

Course Title	Labour Legislations
Course Code	BAE311A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to acquaint the students with the labour legislations.
The course is intended to familiarize the students with the labour legislations in India and to create an awareness on the legislations pertaining to workplace health and safety, and employment standards in the Indian context. Further, this course also provides an insight to students on various labour welfare legislations prevailing in India.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture:Tutorial:Practical)	4:0:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the studentwill be able to:

- **CO-1.** Elucidate scope and nature of labour legislations in India
- **CO-2.** Discuss the process of enacting legislations in India and the role of International Labour Organizations
- **CO-3.** Illustrate the key provisions of social security and labour welfare legislations
- **CO-4.** Analyse case laws and case studies pertaining to labour legislations

4. Course Contents

Unit 1 Labour Legislations: Meaning, Nature, Scope, Importance, Industrial Labour in India, Growth, Procedure of Government for Implementing Legislations in India, Labour Organisations, International Labour Organisation.

Unit 2 Social Security, Health and Safety: Factories Act, Shops and Establishment Act, Contract Labour (Regulation and abolition) Act, Case laws.

Unit 3 Workmen Compensation Act, Industrial Employment (Standing Orders) Act, Case laws.

Unit 4 Labour Welfare: The Karnataka (National & Festival) Holidays Act; The Karnataka Labour Welfare Fund Act, Pension schemes, Case laws and EPS.

Unit 5 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act; Child labour abolition act, Case laws.

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5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2									1				2			
CO-2	3	3									1				2			
CO-3	3	3									2				3			
CO-4	2	2									1				2			
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and LearningMethods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		60
Demonstrations		00
1.Demonstration usingVideos	00	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests,Laboratory Examination/Written Examination,Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme

Specifications document pertaining to the B.B.A.Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COson each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		40 Marks
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Presentation/Class Test/Activity	
Maximum Marks ▶	25	25	10	
CO-1	×			×
CO-2	×	×	×	×
CO-3		×	×	×
CO-4		×	×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	CurriculumandCapabilitiesSkills	Howimpartedduringthecourse
1.	Knowledge	Class room Lectures, Assignments
2.	Understanding	Class room Lectures, Assignments
3.	CriticalSkills	Class room Lectures, Assignments
4.	AnalyticalSkills	Brainstorming Sessions
5.	ProblemSolvingSkills	Class room lectures, case laws

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6.	PracticalSkills	Class room lectures, case laws
7.	GroupWork	Assignments, Case Study
8.	Self-Learning	Assignment
9.	WrittenCommunicationSkills	Assignment, Examination
10.	VerbalCommunicationSkills	Assignment, Group Discussions
11.	PresentationSkills	Group Discussions
12.	BehavioralSkills	Group Discussions
13.	InformationManagement	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group Discussions

9. CourseResources

a. EssentialReading

1. Course notes
2. Taxmann (2014).*Taxmann'sLabour Laws*, Taxmann Publications.
3. Sivarethinamohma R (2010). *Industrial Relations and Labour Welfare-Text and Cases*, Prentice Hall India Learning Private Limited.
4. Srivatsav, S. C. (2016). *Industrial Relations and Labour Laws*, 6th edition, Vikas Publishing House, New Delhi.

b. Recommended Reading

1. Goswami, V. G. (2015) *Labour Industrial Laws, Central Law Agency*, Allahabad.
2. Malk, P. L. (2016) *Handbook of Labour and Industrial Law*, 3rd edition, Eastern Book Co.

c. Magazines andJournals

1. Indian Journal of Industrial Relations, Quarterly issue
2. Indian Business Law Journal, Monthly issue
3. Labour Law Reporter, Monthly issue

d. Websites

1. https://labour.gov.in/industrial-relations (Accessed on 10 Oct 2022)
2. https://www.india.gov.in/topics/labour-employment (Accessed on 10 Oct 2022)
3. https://www.ilo.org/global/topics/labour-law/lang--en/index.htm (Accessed on 10 Oct 2022)

e. Other ElectronicResources

NA

Course Specifications: Sales Management

Course Title	Sales Management
Course Code	BAE305A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of Sales Management. Students are taught key concepts of Sales and Sales Organization. Students are also taught Sales force planning, recruitment, and management. Students are familiarized with Sales Operations, key aspects of Sales Management and Customer Relationship Management. Students are also trained to apply the principles of Sales Management in the context of chosen brands.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain key concepts of Sales Management
- **CO-2.** Explain importance and types of Sales Organisation
- **CO-3.** Discuss Recruitment, Selection, Compensation and Management of the Sales force
- **CO-4.** Discuss the important aspects of Sales Operations and CRM
- **CO-5.** Analyse the Sales strategies for identified brands

4. Course Contents

Unit 1 (Introduction to Sales Management: Introduction to sales management, Importance of Sales Management, Importance of Personal Selling, Selling Process, Sales Manager's roles, and skills.

Unit 2 (Sales Organisation): Introduction to Sales Organisation, Need for Sales Organisation, Types of Sales Organisations, Line and Staff Sales Organisation.

Unit 3 (Salesforce Planning and Recruitment): Process of recruiting, selecting, and compensating the Sales Force, Criteria for recruitment selection and compensation, Methods of sales force recruitment, selection and compensation.

Unit 4 (Sales Operations): Structure of the Sales Force, Sales Budget, Territory management, Sales quotas, Types and importance of sales quotas, other aspects of controlling the sales force.

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Unit 5 (Managing the Sales Force): Training the Sales Force, Supervising the Sales force, motivating the sales force, evaluating the sales force and other important aspects of managing the Sales force.

Unit 6 (Strategic Sales Management and Trends in Sales Management): Strategic Sales Management, Trends in Sales Management.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2													2			
CO-2			2	3												2		
CO-3					1	2	2								2			
CO-4								2	3							2		
CO-5										3	2				3			
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		07
1. Demonstration using Videos	07	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		03
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	

4. Brain Storming Sessions	00	
5. Group Discussions	04	
6. Discussing Possible Innovations	00	
7. Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	X			X
CO-2	X	X	X	X
CO-3	X	X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

Course reassessment policies are presented in the Academic Regulations document

8. Course Assessment and Reassessment

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The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation					
	Component 1: CE (50% Weightage)				Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SC2	SC3	SC4	
Subcomponent Type ▶	Term Test	Term Test	Assignment	Group Task	100 Marks
Maximum Marks ▶	25	25	25	25	
CO-1	×		×		×
CO-2	×		×		×
CO-3		×	×		×
CO-4		×		×	×
CO-5				×	×
The details of SC1, SC2, SC3 or SC4 are presented in the Programme Specifications Document.					

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignments
2.	Understanding	Classroom lectures, Assignments
3.	Critical Skills	Classroom lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	---

6.	Practical Skills	---
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment, examination
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Course work
14.	Personal Management	Course work
15.	Leadership Skills	Course work

10. Course Resources

a. Essential Reading

1. Class Notes
2. Hand-outs and Pre-reads, if any, given by the Course Leader
3. Cundiff, Still and Giovani, (2008). 'Sales Management', 5th Edition, Prentice Hall India.
4. Havaldar and Cavale, (2011). 'Sales and Distribution Management', 2nd Edition, Tata McGraw Hill Education Private Limited.

b. Recommended Reading

1. Etzel Michael J et al, (2007). 'Marketing management', concepts & cases, 14th edition, Tata McGraw-Hill.

c. Magazines and Journals

1 **Asia Pacific International Journal of Marketing and Logistics, Barmarick** Publications

2. Services Marketing, Emerald Group Publishing Limited
1. Marketing Management, The American Marketing Association
2. Brand Management, The American Marketing Association
3. Business India
4. Strategic marketing
5. Harvard Business Review

d. Websites

1. www.hbr.org

2. www.nptel.ac.in

3. www.Swayam.gov.in

e. Other Electronic Resources

NA

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Course Specifications: Financial Statement Analysis

Course Title	Financial Statement Analysis
Course Code	BAE302A
Course Type	Discipline Elective Course
Department	Commerce
Faculty	Management and Commerce

1. Course Summary

This course aims to train students on performing fundamental analysis of the company. Students are trained to analyse profit and loss account, balance sheet and cash flow statement Using financial analysis techniques. The students are also trained in preparation of sources and uses of funds. In addition, students are trained in forecasting and projecting financial data.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture:Tutorial:Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Commerce
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

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

- **CO-1.** Explain process of preparing financial statements
- **CO-2.** Discuss the tools and techniques used for financial statement analysis
- **CO-3.** Prepare fund flow statement to identify sources and application of funds
- **CO-4.** Apply forecasting techniques to project financial data
- **CO-5.** Analyse the financial statements using different techniques

4. Course Contents

Unit 1 Introduction to Financial statements analysis (FSA): Meaning and concepts of Financial statement analysis, Tools and techniques used for Financial statement analysis, statement of shareholders equity, understanding financial statements, cash flow statements, applications of FSA.

Unit 2 Comparative and Common Size Balance Sheet: Meaning, Application and Role of comparative and common size in financial statement analysis. Computation of Comparative, common size financial statements and Trend Analysis, interpretation of Comparative and common size financial statements

Unit 3 Cash Flow Statement and Fund Flow Statement: Preparation of fund flow statement, preparation of Cash flow statement direct and indirect method, Analysis of cash flow from operation, cash flow from investment activities, Analysis of cash flow from financing, Interpretations, Cash Flow Analysis.

Unit 4 Ratio Analysis: Meaning, uses and limitations of the ratios, applications of ratios, Calculations of different

ratios, valuation ratios, Determinants of valuation ratios, relation between the financial ratios, DuPont analysis.

Unit 5 Forecasting: Quality of financial reporting, Importance of financial statement analysis in forecasting, Relevance of FSA to the investors, Forecasting of Financial statements, equity valuation.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3														2			
CO-2				2	3										3			
CO-3				2	3											2		
CO-4					2										2			
CO-5				3											2			
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and LearningMethods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1.Demonstration usingVideos	04	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		11
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	

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7.Workshop	01	
Term Tests,Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COson each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		40 Marks
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Presentation/Class Test/Activity**	
Maximum Marks▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×	×		×
CO-3		×	×	×
CO-4		×	×	×
CO-5			×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course

1.	Knowledge	Class room lectures,
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving kills	Assignment
6.	Practical Skills	Assignment
7.	GroupWork	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions

9. Course Resources

a. Essential Reading

1. Gupta Ambrish.(2016) Financial Accounting for Management, Pearson Education
2. Jain, Sripal (2015), Fundamentals of Accounting, Pearson Education
3. Lynch, Richard M (2001) Accounting for Management, 4th edition, Tata McGraw Hill
4. Ramachandran N, Kakani, Ram Kumar. (2014), Financial Accounting for Management

b. Recommended Reading

1. Williamson, Duncan. (2016) Cost and management accounting. 1st ed. Prentice Hall, New Delhi
2. Anthony, Robert N. & Reece, James S. (2014) Accounting Principles. 7th ed. Richard d Irwin, Chicago
3. Atkinson, Anthony A. Kaplan, Robert S. & Young, S Mark. (2015) Management Accounting. 4th ed. Prentice Hall, U.S.A..

c. Magazines and Journals

1. Management Accountant, publisher The Institute of Chartered Accountant of India (ICAI), monthly

d. Websites

1. http://www.icai.org
2. http://www.fma.org

e. Other ElectronicResources

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Course Specifications: Human Resource Planning and Development

Course Title	Human Resource Planning and Development
Course Code	BAE310A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to train the students about Human Resource Planning and Development.

The course is intended to train the students on the processes and techniques involved in Human Resource Planning (HRP) and Human Resource Development (HRD). Further, the course familiarizes the students with the innovative HRD practices and the emerging trends in training and development in organizations.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the fundamentals of Human Resource Planning (HRP) and Human Resource Development (HRD)
- **CO-2.** Explain the process of HRP and the techniques used for forecasting the demand and supply of human resources
- **CO-3.** Discuss the process of training and development in organisations
- **CO-4.** Elucidate the role of HRD in Career Management and Planning
- **CO-5.** Discuss the innovative HRD practices implemented across organisations

4. Course Contents

Unit 1 (Human Resource Planning): Introduction, Meaning, Planning at different levels, Need for HRP, Objectives, Determinants of HRP, Process of HRP, Benefits of HRP, Limitations of HRP, and Guidelines for Making HRP Effective. HRP team.

Unit 2 (Introduction to Human Resource Demand and Supply Forecasting): Forecasting HR supply – Internal and External, Skills/Competency Models, Replacement Charts, Staffing tables Forecasting HR Demand – Quantitative and Qualitative techniques.

Unit 3 (Human Resource Development): Definition, Significance and Objectives, HRM and HRD, Process and Techniques of HRD, E-learning and use of Technology in Training, Recent Trends in Training and Development, Globalisation and HRD, Challenges Facing HRD.

Unit 4 (Training and Development): Difference between Training and Development, Training Design, Training Need Assessment – Methods and Techniques, Learning Theories, Training Methods and Trainer's Style, Training Evaluation.

Unit 5 (Innovative HRD Practices): Innovative HRD Practices in Training, Development, Performance Appraisal and Organisational Development, Career Management, Career Development Programs, Career Planning and Succession Planning.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	1													1	1		
CO-2		2	1				1								2	2		
CO-3	2	3	2												1	2		
CO-4	2		1					2		1							2	1
CO-5			2	1			2				2						3	2
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		30
1. Case Study Presentation	10	
2. Guest Lecture	02	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	03	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz /**	**Lab/Presentation**	**40 Marks**

		Group Activity		
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room Lectures, Assignments
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Class room lectures, case laws
6.	Practical Skills	Class room lectures, case laws
7.	Group Work	Assignments, Case Study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Assignment, Group Discussions
11.	Presentation Skills	Group Discussions
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group Discussions
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

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9. Course Resources

a. Essential Reading

1. Course Notes
2. K, Ashwathappa 2017., *Human Resource Management – Texts and Cases*, 8th ed., Tata McGraw Hill Education, New Delhi.
3. Raymond, Noe A, 2008., *Training and Development*, 4th ed., Oxford University Press.

b. Recommended Reading

1. P. Nick Blanchard, James W Thacker, 2011., *Effective Training – Systems, Strategies and Practices*, 3rd ed., Pearson publications.
2. 2. Rothwell, William J. 1988., *Human Resource Planning and Management*, Prentice Hall, New Jersey.

c. Magazines and Journals

1. Journal of Human Resources, University of Wisconsin press
2. International Journal of Training and Development, Wiley-Blackwell Publishing Ltd.
3. Development and Learning in Organizations, Emerald Group Publishing

d. Websites

1. Management Library. 2022. Management Library. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
2. SHRM. 2022. SHRM - The Voice of All Things Work. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
3. Valamis. 2022. What Is Talent Management? Model, Strategy, Process. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

e. Other Electronic Resources

a. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 07 October 2022).

Course Specifications: Advertising and Brand Management

Course Title	Advertising and Brand Management
Course Code	BAE322A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to advertising, classifications of advertising, And social economics of advertising. Students are taught the media planning and the factors influencing media planning. Students are also taught unique selling proposition and advertising strategies. Further, students are also trained to present concept of positioning strategies and its benefits.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	60
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the roles which advertising can play in the contemporary marketing mix and marketing environment.
- **CO-2.** Discuss effective design and implementation of advertising strategies
- **CO-3.** Present a general understanding of content, structure, and appeal of advertisements
- **CO-4.** Systematic understanding and comprehensive knowledge of brand theories and concepts
- **CO-5.** Identify brand opportunities and determine a brand strategy to best position the brand and achieve the goals.

4. Course Contents

Unit 1 (Fundamentals of Advertising): Advertising – Definition, Functions of Advertising, Classification of advertisements, Objectives; Advertising and Integrated Marketing Communication; Social and economic aspects of advertising; Determinants of Advertisability, Causes for advertisement failure, Ethics in Advertising

Unit 2 (Advertising Strategies): Segmentation and Positioning, Approaches of Advertising – DAGMAR (defining Advertising Goals for Measured Advertising Results), Associating feelings with a brand, creative strategy and unique selling propositions, Message & Copy in Advertising, Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement, Budget Decision.

Unit 3 (Media Decisions): Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership./ Viewership) Research - The Internet as an

Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

Unit 4 (Brand Management): Introduction to Brand Management, Concept of Brand, Significance of Branding, Brand Evolution, Types of Brand, Branding Challenges and Opportunities, Overcoming Challenges, Brand Management Process.

Unit 5 (Brand Equity): Brand Equity Definition, Need For Brand Equity, Steps in Building The Brand, Brand Elements, Source of Brand Equity, Brand Knowledge, Brand Association, Brand Personality, Brand Loyalty, Perceived Quality, Company Image, Brand Community. Brand Equity in a Business To Business Context.

Unit 6 (Brand Positioning): Concept of Positioning, Positioning Definition, Positioning Statements, Brand Value, Crafting and Positioning Strategies, Segmentation, Targeting, Identifications of Brand Benefits. E-Branding, Building the Brand Online, Internet Marketing, E-Business Strategies.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2				2	3			3					2			
CO-2	1			3	2			3	3						2	3		
CO-3			2	2	2				2	3						2		
CO-4				1		2	2								2	2		
CO-5	1		2	3	2		3	3	3	3						3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	06	
2. Guest Lecture	01	
3. Industry / Field Visit	00	11
4. Brain Storming Sessions	02	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
7. Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**60**

7 Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation

	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×			×
CO-2		×		×
CO-3			×	×
CO-4	×	×		×
CO-5			×	×

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8 Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study and group discussions
8.	Self-Learning	Assignment, Case study
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignments, exam preperation
15.	Leadership Skills	Group discussions

9 Course Resources

a. Essential Reading

1. Class Notes
2. Aaker, Myers & Batra, (2015). 'Advertising Management', Prentice Hall.2nd Edition.
3. Wells, Moriarity & Burnett, (2014). 'Advertising Principles & practices', Prentice Hall 2nd Edition.
4. Keller, K. L., & Swaminathan, V. (2019). *Strategic brand management: Building, measuring, and managing brand equity*. London: Pearson.
5. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. (2022). *Marketing Management* (16th ed.). Pearson Education.

b. Recommended Reading

1. Ronald Lane, Kane Whitehill king and J. (2012). Kleppner's advertising Procedure, Thomas Russell, Pearson Education.
2. George E.Belch & Michael A. Balch, (2014). 'Advertising and Promotion', Tata McGraw Hill, 5th Edition.
3. Kumar, S. R., & Krishnamurthy, A. (2020). *Advertising, Brands and Consumer Behaviour: The Indian Context*. SAGE Publications, Incorporated.

c. Magazines and Journals

1. Harvard Business Review

2. Sloan Management Review
3. Journal of Advertising by Routledge Taylor & Francis.
4. Journal of Brand Management by Palgrave Macmillan Ltd and available in SpringerLink

d. Websites

1. https://hbsp.harvard.edu/
2. https://sloanreview.mit.edu/

e. Other Electronic Resources

NA

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Course Specifications: Company Law and Corporate Governance

Course Title	Company Law and Corporate Governance
Course Code	BAC303A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students on the provisions of the Companies Act, 1956 and corporate governance. The course deals with incorporation of a company and key provisions of companies Act, 1956. Further the students are introduced to corporate governance, business ethics and corporate social responsibilities of a company.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the incorporation of companies and their functions
CO-2. Explain the process of appointment of members and board of directors
CO-3. Describe the key provisions of companies Act 1956
CO-4. Discuss the importance of corporate governance and its impact on the image of the company
CO-5. Assess corporate social responsibility activities in companies

4. Course Contents

Unit 1 (Incorporation of Companies): Meaning – Promoters – their functions – Duties of Promoters – Key provisions companies act 1956, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultra Vires – Articles of Association - Meaning – Forms – Contents – Alteration of Article – Relationship between Articles and Memorandum – Doctrine of Indoor Management.

Unit 2 (Directors) :Qualification and Disqualification of Directors – Appointment of Directors – Removal of Directors – Director's remuneration – Powers of Directors – Duties of Directors – Liabilities of Directors.

Unit 3 (Winding up companies): Meaning, Modes of Winding up – Compulsory Winding up by the court – voluntary Winding up – Winding up subject to supervision of the court – Consequences of Winding up (General) – Latest Amendments as per companies Act.

Unit 4 (Corporate Governance): Introduction, Conceptual framework, Insider Trading, Rating Agencies, Whistle

Blowing, Corporate Governance Reforms, Initiatives in India, Major Corporate Scandals: Cases and Case laws.

Unit 5 (Corporate Social Responsibility): Meaning of CSR, Corporate Sustainability, Business Ethics, importance of CSR, Strategic Planning, Corporate Philanthropy, Environmental Aspect of CSR, Drivers of CSR.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3		2			3		2			2				2			
CO-2	2		1					2	2		1					2		
CO-3		3				2			3								2	
CO-4				3			1		2									2
CO-5		2				1	3									2		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		32
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		13
1. Case Study Presentation	07	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	

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7.Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (50% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Presentation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×	×	×	×
CO-2	×	×	×	×
CO-3	×			×
CO-4			×	×
CO-5		×		×
The details of SC1, SC2, SC3 or SC4 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
	Understanding	Class room lectures

3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case law Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13	Information Management	Assignment, examination, workshop, presentation
14.	Leadership Skills	Effective management of learning, time management, achieving the learning

9. Course Resources

a. Essential Reading

1. N.D.Kapoor, (2014). 'Company Law' Sultan Chand & Sons, New Delhi.
2. J. P. Sharma, (2011). 'Corporate Governance, Business Ethics & CSR', Ane Books Pvt. Ltd., New Delhi.
3. Batra, Nitin (2004). 'Dynamics of Social Work in India', Jaipur : Raj Publishing House.

b. Recommended Reading

1. Shukla, M. and Gulshan, S. (1971). 'Principles of company law', New Delhi: S. Chand. Publications.
2. P P S Gogna, (2015). 'A Textbook of Company Law', S. Chand Publications.
3. Bob Tricker, (2015). 'Corporate Governance - Principles, Policies, and Practice, OUP', New Delhi.

c. Magazines and Journals

1. Business World: ABP Group - Fortnightly business magazine
2. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue
3. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue
4. Business Strategy: PwC Strategy& Inc. - Quarterly issue
5. Technology Analysis and Strategic Management: Informa UK Limited – Yearly 10 issues

d. Websites

1. http://www.mca.gov.in/MinistryV2/companiesact2013.html
2. http://www.tatamcgrawhill.com/cgi bin/browse2.pl?code1=264&subject1=Management+Studies&code2=5316&subject2=Marketing &flag1=&division=INDH
3. http://www.pearsoned.co.in/web/Category/Higher_Ed._and_Vocational/Business_and_Management/Management.aspx

Course Specifications: Business Taxation

Course Title	Business Taxation
Course Code	BAC304A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to equip students with the essential knowledge of Indian direct and indirect taxation systems to prepare Income tax returns and analyze the tax reforms. Students will be introduced to the concepts and types of direct and indirect taxes. Students will be trained to determine residential status, heads of Income and Goods and Service Tax (GST). The course also deals with the computation of income tax, Goods and Services Tax (GST) using relevant software. Students will be trained to calculate GST under different rates and to prepare the invoice bill with GST inclusion and exclusion using relevant software

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	2:0:1
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the basic concepts and principles of direct and indirect taxes in India
- **CO-2.** Determine the residential status of an Assessee.
- **CO-3.** Compute taxable income under each head and tax liability of an Assessee
- **CO-4.** Analyse the incidence process and reforms in direct and indirect taxes
- **CO-5.** Compute gross and net income by applying appropriate specific and general deductions using MS excel
- **CO-6.** Prepare purchase and sales invoice bill with GST

4. Course Contents

Unit 1 (Introduction to taxation): Basic Concepts of Income Tax Act, 1961: Meaning, Basic concepts of taxation - Assessment year, Previous year, Person, Assesse, Five Heads of Income, Income, , Gross Total Income, Tax Evasion and Tax Avoidance, Residential Status of a Person.

Unit 2 (Income from Salary): Meaning, Definition, Advance Salary, Arrears of Salary, Perquisites, Provident Fund, gratuity, Commutation of Pension, Encashment of Leave, Deductions from Salary U/s 16, Problems on Income from Salary.

Unit 3 (Income from House Property): Basics of Charges, Deemed Owners, Exempted Income from House Property, Annual Value, Determination of Annual Value, Problems on Income from House Property.

Unit 4 (Computation of Income from Business and Profession and Capital Gain): Concepts, Objectives and Basis of Charge for Business and Profession, Depreciation, Concepts, Basis of charge, Transfer of Capital Asset, Inclusion, Capital gain, Cost inflation index, Indexing, Computation of short term and long term Capital Gain.

Unit 5 (Basic Concepts of Indirect Tax): Concept of Tax reforms, Advantages and Disadvantages/limitations of indirect tax reforms – Goods and Service Tax (GST), Concept and meaning of GST, types of GST – Central GST (CGST) and State GST (SGST), preparation of GST invoice.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														2			1
CO-2	2	3													3			
CO-3	2		3												1	3		
CO-4	1	2	3												3			1
CO-5		3									1		2			3		
CO-6	1										1		3			2	1	1
			3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution															

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		20
1. Course Laboratory	20	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	

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6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of the course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (50% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Lab Manual/ Report**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×			×
CO-3	×			×
CO-4		×		×
CO-5		×	×	
CO-6			×	
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Laboratory ,Examination and assignment
5.	Problem Solving Skills	Class room, Laboratory, Examination and assignment
6.	Practical Skills	Examination, assignment
7.	Group Work	Class room interactions, Group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	---
12.	Behavioral Skills	---
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Course notes and Lab Mannual
2. Datey V.S. (2022). 'GST Ready Reckoner', 4th edition, Taxman's Publications, New Delhi.
3. Singhania Vinod and Singhania Kapil. (2022). 'Direct Tax Laws and Practice', 54th edition, New Delhi, Taxman's Publications (p) Ltd.

b. Recommended Reading

1. Harsha Vardhan (2022). 'Goods and Service Tax', 7th Edition, Bharat Law House, Delhi.
2. Gupta S.S. (2021). 'GST law and Practices', 1st edition, Taxmann's Publications, New Delhi.
3. Ashok Batra (2022). 'GST Acts, Rules and Forms', 'CCH Wolters Kluwer' (India) Pvt Ltd, New Delhi.
4. Datey V.S. (2022). 'Indirect Taxes; Law and Practice', 34rd edition, Taxmann's Publications, New Delhi.

c. Magazines and Journals

1. Management Accounting, publisher The Institute of Cost Accountants of India (ICAI), monthly.
2. Chartered Accounts Today, publisher The Institute of Cost Accountants of India (ICAI), monthly

d. Other Electronic Resources

MS Excel and Accounting Software

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Course Specifications: Research Methodology

Course Title	Research Methodology
Course Code	BAD301A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to train the students on principles of research methodology for business research.
The students are trained to identify (through literature review or evaluation of business proposals), formulate a research problem and solve adopting appropriate research methodology. They are also trained on sampling methodologies, design of data collection tools and data collection methods, analysis and interpretation, and preparation of a Business plan.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Search for, select and critically analyse research articles
- **CO-2.** Identify and define appropriate business research problems
- **CO-3.** Determine the research objectives and identify appropriate research design
- **CO-4.** Describe the appropriate sampling and statistical methods required for a particular research design
- **CO-5.** Develop and validate data collection tool relevant to business research objectives
- **CO-6.** Develop the ability to analyze and interpret the data to develop a Business plan

4. Course Contents

Unit 1 (Introduction to Research): Basics of Research: Meaning of Research, Research in Business, Purpose of Research, Characteristics of good research, Types of research, Ethics in Research; Language of Research: Concept, Construct, Definition, Variables, Theory, Induction and deduction, Hypotheses; Research Process;

Unit 2 (Defining and Refining the Research Problem): Meaning of Research Problem, Identification of research Problem, Defining the problem statement, Research Proposal;

Theory Building: Critical literature review; Source of information; Ethical Issues (referencing and plagiarism)

Unit 3 (Research Design): Meaning of research design, Classification of Designs, Qualitative Research, Quantitative Research, Experimental Research

Unit 4 (Sample Selection and size estimation): Concepts (Population, element, sample, sampling unit, and subject), importance of sampling, Characteristics of Good Sample, Sampling Process, Sampling Techniques, Criteria for Selection of a Sampling Technique. Determining the sample size; Sample size and type II; Statistical and practical significance; Rules of thumb; Sampling as related to qualitative studies

Unit 5 (The Sources and Collection of Data): Sources of data - primary data collection techniques (Observation, Interview, Case studies and Questionnaire), secondary data collection techniques, advantages and disadvantages of each, differences between qualitative and quantitative Data; Measurement - Measurement scales, Operational Definition, attitudinal scales, reliability and validity

Unit 6 (Data preparation and Hypothesis framework): Data preparation – Data Editing, Data coding, Data Entry; Data Description – Frequencies and graphs, Measures of central tendency and dispersion, standardization; Hypotheses development; Types of Hypotheses

Unit 7 (Data Analysis and interpretation): Statistical Testing Procedures; Choosing the appropriate statistical technique; Hypothesis Testing; Type I errors, type II errors, and statistical power; Confidence; Probability value; Measures of Association (Chi-square test, t-test; ANOVA; correlation; Regression Analysis)

Unit 8 (Preparation of Business Plan): Components of a Business Plan, Art of developing a business plan, citation and referencing styles, importance of Plagiarism checks.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	1	3	3	2	2	3				3				3	2		3
CO-2	3	3	3	3	3		3				2				2	3		
CO-3	2	3	2	3	1	3	3											
CO-4				2	1		3									2		
CO-5				2	2		3			2						2		
CO-6	3	3	3	3	3	3	3	2		3	3				3	3		3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		05

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1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×	×		×
CO-3	×		×	×

CO-4		×		×
CO-5				×
CO-6		×	×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Case study
4.	Analytical Skills	Class room lectures, Case study
5.	Problem Solving Skills	Class room lectures, Case study
6.	Practical Skills	Assignments
7.	Group Work	Class room activities, Assignments
8.	Self-Learning	Assignments
9.	Written Communication Skills	Assignments, Written Examination
10.	Verbal Communication Skills	Case study, Student Presentations
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group Activity, Student Presentations
13.	Information Management	Case study , Assignments
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Group Activity

9. Course Resources

a. Essential Reading

1. Class Notes
2. Class Notes of "Business Statistics (3)" – BAC203A.
3. Chawla, D., & Sodhi, N. (2011). Research methodology: Concepts and cases. Vikas Publishing House.
4. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2013). *Business Research Methods A South-asian Perspective*. Cengage Learning.
5. Shelton, H. (2014). 'The Secrets to Writing a Successful Business Plan': A Pro Shares a Step-By-Step Guide to Creating a Plan That Gets Results, Summit Valley Press.

b. Recommended Reading

1. Neuman W. L. (2014). Social research methods: qualitative and quantitative approaches (Seventh edition Pearson new international). Pearson.
2. **Blumberg, B., Cooper, D., & Schindler, P. (2014).** ***EBOOK: Business Research Methods.*** **McGraw Hill.**
3. Sekaran, U., & Bougie, R. (2013). Research Methods for Business: A Skill-Building Approach (Seventh). John Wiley & Sons Ltd.
4. Sahlman, W.A. (2008). How to Write a Great Business Plan (Harvard Business Review Classics), Harvard Business School Publishing Corporation.

c. Magazines and Journals

1. Harvard Business Review
2. Sloan Management Review

d. Websites

1. https://www.ebscohost.com/
2. https://googlescholar.com
3. https://www.hbr.org

e. Other Electronic Resources

1. Software: MS Excel, SPSS/JMP/R

Course Specifications: Personality Development and Soft Skills

Course Title	Personality Development and Soft Skills
Course Code	TSN302A
Course Type	Ability Enhancement Compulsory Course
Department	DTSLD
Faculty/School	ALL

1. Course Aims and Summary

This course on Personality Development and Soft Skills equips students with essential intrapersonal, interpersonal and professional skills, including self-development, emotional awareness, the right attitude, and strategy planning. The course also facilitates students to understand the nuances of leadership styles for enhanced interpersonal relationships.

Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial:Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	DTSLD
Total Course Marks	50
Pass Criterion	Min 40% marks in both components put together
Attendance Requirement	75% of the classes conducted in a semester

2. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Understand effective leadership styles for collaboration
CO-2. Identify the factors that influence beliefs of self
CO-3. Discuss the importance of right attitude for personal effectiveness
CO-4. Analyse personal emotional state for better decision making
CO-5. Apply appropriate interpersonal skills in professional context

3. Course Contents

Unit 1 Self -Development

- Self- Perception
- Self-Concept and Self Esteem
- Behavioural analysis
- Confidence building
- External appearance (Image Building)
- Overview of Holistic Development

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Unit 2 Attitude

- Importance of right attitude
- Circle of control vs. circle of influence
- Gratitude as basic behaviour
- Comparison and countering biases
- Adaptability and Resilience

Unit 3 Inter-personal skills

- Empathy
- Criticism: self and others
- Considerate and tactful communication
- Importance of different perspectives

Unit 4 Leadership

- Attributes of leader
- Different Leadership Styles
- Conflict Management

Unit 5 Emotional Awareness

- Feelings wheel
- Inter-personal & Intra-personal awareness
- Feedback
- Active listening
- Mindfulness

Unit 6 Critical -Thinking

- Situational Analysis
- Problem solving
- Creative thinking
- Decision making tools
- Right words during critical situation

4. Course Map (CO-PO-PSO Map)-(FAD PO)

	Programme Outcomes (POs)												Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3	PSO-4
CO-1								2								
CO-2									2							
CO-3									3							
CO-4									1	2						
CO-5									1		3	2				3
CO-6												3				
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																

5. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration inhours	Total Durationin Hours
Face to Face Lectures		20
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop/Course/Workshop /Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	03	
2. Guest Lecture	00	

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3. Industry / Field Visit	00	
4. Brainstorming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**40**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the respective Undergraduate Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (SC1 & SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation

	Component 1: CE (100% Weightage)	
Subcomponent ►	**SC1**	**SC2**
Subcomponent Type ►	**Individual Assignment**	**Group Assignment**
Maximum Marks ►	**25**	**25**
CO-1	**X**	**X**
CO-2	**X**	
CO-3	**X**	**X**
CO-4	**X**	**X**
CO-5	**X**	**X**

Individual Assignment will comprise of tasks such as Surveys, Quizzes, Psychometric tests and Self Analysis Tests.

Group Assignment will comprise of tasks such as Problem Solving, Group Tasks, Group Discussions, Role Plays and Group Presentations.

The Course Leader assigned to the course, in consultation with the Head of the Directorate, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. **Achieving COs**

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. **Course Resources**

a. **Essential Reading**

1. Class Notes

b. **Recommended Reading**

1. Personality Development by Krishna Kumar
2. Soft Skills and Personality Development by Prem Kumar
3. Dr.T.Kalyana Chakravarthi and Dr.T.Latha Chakravarthi , 2014, Soft Skills for Managers, New Delhi, Biztantra
4. John Z. sonmez soft skills

c. **Websites**

1. https://student-learning.tcd.ie/undergraduate/topics/self-management/
2. https://www.investopedia.com/terms/s/soft-skills.asp
3. https://www.mindtools.com/a3ll1vz/how-good-are-your-people-skills

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Course Specifications: Internship

Course Title	Internship
Course Code	BAU101A
Course Type	Discipline Specific Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to enable students to experience a working environment in an organisation. The students visit various departments of an organisation and observe the activities in each of the departments and relate to underlying theoretical concepts. Students are also required to conduct SWOT and PEST analyses of the organisation and document their learning experience

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	0:0:3
Total Hours of Interaction	90
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Discuss the organisational vision, mission, core values and structure relating to its business environment
- **CO-2.** Analyse the business objectives of the Organisation and its Strategic Business Units (SBUs)
- **CO-3.** Analyse the organisation using SWOT and PEST and summarise
- **CO-4.** Discuss the functions, responsibilities and inter-relationships of the department(s) to meet business objectives

4. Course Contents

Unit 1: Study the profile, Vision and Mission, Product range of the organization

Unit 2: Study Organisational structure of the selected organisation in relation to the business environment they operate in

Unit 3: Conduct a detailed SWOT and PEST analysis of the organization

Unit 4: Study Functional areas and Operational activities of Strategic Business Unit(s) (SBUs) and their departments

Unit 5: Select a particular function in the department and study the process in detail including the various stakeholders involved

Unit 6: Identify good practices and provide suggestions for the department(s)

Unit 7: Prepare and present internship report in the prescribed format

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)													Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2													3			
CO-2		1	2	3							2		1		3			
CO-3				3		2	2							1	3	2	2	
CO-4				2	1		3	2	2	2	2	1			3		2	1
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to face interaction		10
Industry Internship		80
Field work	80	
Report Writing	20	
Presentation preparations	10	
Evaluation of Report and Presentations	10	
Total Duration in Hours		90

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	60	40
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	---
8.	Self-Learning	Internship Report
9.	Written Communication Skills	Internship Report, Logbook/Internship Diary
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with employees of the organization
13.	Information Management	Internship Report
14.	Personal Management	Internship
15.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

a. **Essential Reading**

1. Class Notes of each specialisation

2. Organisation website
3. Organisation documents, if available
4. Study on the Industry sectors

b. Websites
https://www.nseindia.com/

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Course Specifications: Training

Course Title	Training
Course Code	BAU102A
Course Type	Skill Enhancement Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this module is to make a student undergo training course or certification program to develop proficiency. The student will choose a topic for Training or certification program and undergo training in a professional setup. The student should develop a report and make a presentation on his/her training or certification program undergone.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	0:0:3
Total Hours of Interaction	90
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Identify a management related training in their area of study / Certification course through various MOOC websites
- **CO-2.** Develop MOOC / Certification Program Notes to meet ILO
- **CO-3.** Analyze student feedback to initiate corrective actions in his/her teaching/training
- **CO-4.** Apply the acquired skills from the training / certification Program

4. Course Contents

Unit 1: Intended Learning Objectives

Unit 2: Training / MOOC/ Certification Content

Unit 3: Assessment Methodology

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5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2													3			
CO-2		1	2	3							2		1		3			
CO-3				3		2	2							1	3	2	2	
CO-4				2	1		3	2	2	2	2	1			3		2	1
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to face interaction		10
Industry Internship		80
Field work	40	
Report Writing	20	
Presentation preparations	10	
Evaluation of Report and Presentations	10	
Total Duration in Hours		90

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: SEE (40% Weightage)
Subcomponent ▶	CE	SEE

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Subcomponent Type ▶	Presentation	Training Report
Maximum Marks ▶	60	40
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Training / certification
2.	Understanding	Training / certification
3.	Critical Skills	Training / certification
4.	Analytical Skills	Training / certification
5.	Problem Solving Skills	Training / certification
6.	Practical Skills	Training / certification
7.	Group Work	---
8.	Self-Learning	Training / certification Report
9.	Written Communication Skills	Training / certification, Logbook/ Internship Diary
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with employees of the organization
13.	Information Management	Training / certification Report
14.	Personal Management	Training / certification
15.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

a. Essential Reading

1. Class Notes on selected Training / MOOC / Certification course

b. Recommended Reading

NA

c. Magazines and Journals

NA

d. Websites

1. https://nptel.ac.in/
2. https://swayam.gov.in/
3. http://www.coursera.org
4. http://www.edx.org

e. Other Electronic Resources

EBSCO, SSRN, Google Scholar

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Course Specifications: Financial Management and Project Appraisal

Course Title	Financial Management and Project Appraisal
Course Code	BAE303A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to provide knowledge about Financial Management system. Students are introduced to concepts of financial management. Students are taught to compute and interpret factors influencing the time value of money, capital structure (financial), investment and dividend decisions.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss basic concepts of Financial management
CO-2. Compute the present value and future value using time value of money concepts/ Apply time value of money
CO-3. Compute the component cost of capital
CO-4. Compute factors influencing capital structure
CO-5. Evaluate investment decisions

4. Course Contents

Unit 1(Introduction to Financial Management): Basic concepts of financial management, Aims of Finance Function, Organization structure of Finance Department, Goals of Financial Management, Sources of finance, Role of a Financial Manager, Factors influencing a sound financial plan.

Unit 2 (Time Value of Money): Introduction, Meaning & Definition, Future Value (Single Flow – Uneven Flow & Annuity), Present Value (Single Flow – Uneven Flow & Annuity), Doubling Period, Concept of Valuation, Valuation of Bonds, Debentures and shares, Money market and bond market.

Unit 3 (Cost of Capital): Introduction to cost of Capital, Cost of different sources of Finance, Weighted average cost of capital, operating leverages, financial leverage and combined leverages .

Unit 4 (Capital Structure):Introduction, Meaning of Capital Structure, Capital Structure theories, Factors influencing Capital Structure, Optimum Capital Structure, Computation & Analysis of EBIT, EBT, and EPS.

Unit 5 (Capital Budgeting and Project Appraisal): Introduction ,Importance of Capital Budgeting ,Capital Budgeting decisions and identification of investment opportunities, capital budgeting process, investment evaluation and appraisal - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2														2			1
CO-2		3													3	3		
CO-3		3														3		
CO-4			3													3	1	
CO-5			3													3	1	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		27
Demonstrations		08
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	08	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×			×
CO-3	×			×
CO-4			×	×
CO-5		×		×
The details of SC1, SC2 or SC3 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment and Solving Numerical
5.	Problem Solving Skills	Assignment and Solving Numerical
6.	Practical Skills	Assignment
7.	Group Work	Case study discussion
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Assignment and Case study discussion
11.	Presentation Skills	Case study discussion
12.	Behavioral Skills	---
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Course notes
2. Chandra, Prasanna, (2017). 'Financial Management: Theory and Practice1', 9th Ed, Columbus-OH, McGraw Hill Publishers.
3. Reddy ,Sudharshan, (2017). 'Financial Management - Principles and Practice', 4th Ed, Mumbai, Himalaya Publishing House.

b. Recommended Reading

1. Khan M Y & Jain P K, (2017). 'Financial Management', 7th Ed, Columbus-OH, McGraw Hill Publishers.
2. Dr. Satyaprasad. B.G, Prof. Appannaiah. H.R , Reddy P.N (2015). 'Financial management', 6th Ed, Mumbai, Himalaya Publishing House.
3. Pandey V M (2016). 'Financial Management', 4th Ed, Noida , Vikas Publishing House.

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c. Magazines and Journals

1. Outlook money, fortnightly
2. Financial Management magazine (https://www.fm-magazine.com/)

d. Websites

1. http://nifm.ac.in/

e. Other Electronic Resources

NA

Course Specifications: Industrial Relations

Course Title	Industrial Relations
Course Code	BAE310A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to acquaint the students with the necessity, evolution and principles of Industrial Relations (IR).
The course is intended to familiarize the students with the industrial relations in India. It intends to create awareness and develop an understanding about the trade unionism, collective bargaining and industrial disputes in the Indian context. It also helps them to understand the relevant employment contracts in India.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Describe evolution, principles and role of key participants in Industrial Relations, India
- **CO-2.** Explain the Code of Discipline, issues and legal provisions pertaining to Trade Union Act
- **CO-3.** Elucidate the collective bargaining process and negotiation strategies in an industrial environment in India
- **CO-4.** Discuss the issues and legal provisions pertaining to Industrial Disputes Act and conflict settlement
- **CO-5.** Discuss case laws and case studies incorporating Industrial Disputes and resolution

4. Course Contents

Unit 1 (Industrial Relations): Introduction, Definition, Scope and objectives of IR. Evolution and growth, Essential features - Participants, Dynamics of participation in Industrial relations **Role of State** – The Labor Policy, International Labor Organization, Emerging Trends in Industrial relations management, New characteristics of industrial relations, Challenges and

Opportunities of IR.

Unit 2 (Code of Discipline and Managing Discipline): Nature of the Code, Scope, Objective and Limitations of Code of Discipline, Misconduct and Approaches to Handle Misconduct - Conducting Domestic Enquiry – Grievance Procedure.

Unit 3 (Trade Union): Introduction, Role of trade union, Rights of TU, Functions and Objectives of TU, Classifications of TU, Structure of TU in India. Union Security – Political Affiliation of Trade Unions – Problems of Trade Unions in India, Recognition of Unions – Rights of Recognized Unions – Trade Union Act (1926) – Scope, Objective and Key provisions.

Unit 4 (Collective Bargaining and Negotiation Strategies): Definition, features, types, pre-requisite and process of collective bargaining, Approaches to resolve conflicts and negotiation skills, process and negotiation Strategies.

Unit 5 (Industrial Disputes and Conflict Settlement): Introduction, Causes and factors leading to disputes, industrial and individual disputes. Industrial Dispute Act 1947 - Scope, Objective and Key provisions. Case laws and Case studies on Industrial Disputes and resolutions
Conflict Settlement: Conciliation; Conciliation Officer, Board of Conciliation – Arbitration; Compulsory and Voluntary – Adjudication, Industrial Tribunals, National Tribunals – Recommendations of National Commission on Labor Settlement Machinery.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														2	1		
CO-2	2														2	2		
CO-3		2	1													3	2	1
CO-4			1						2	2							3	1
CO-5							2		2	3	2	2	2				2	2
				3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution														

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		30
1. Case Study Presentation	10	
2. Guest Lecture	02	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	03	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room Lectures, Assignments
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Class room lectures, case laws
6.	Practical Skills	Class room lectures, case laws
7.	Group Work	Assignments, Case Study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Assignment, Group Discussions
11.	Presentation Skills	Group Discussions
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group Discussions
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

9. Course Resources

a. Essential Reading

1. Monappa Arun, 2009., *Industrial Relations*, Tata McGraw Hill Education, New Delhi.
2. Venkatarama C S 2015., *Industrial Relations*, Oxford University Press.
3. P. N Singh, Neeraj Kumar 2013., *Employee Relations Management'*: Pearson Education.

b. Recommended Reading

1. Goswami V G 2015,. *Labour Industrial Laws*, Central Law Agency, Allahabad.
2. Sivarethinamohma R,. 2010. *Industrial Relations and Labour Welfare-Text and Cases*, Prentice Hall India Learning Private Limited.

c. Magazines and Journals

1. Indian Journal of Industrial Relations, Quarterly issue - Shri Ram Centre for Industrial Relations and Human Resources
2. Indian Business Law Journal, Monthly issue - Vantage Asia Publishing Limited

d. Websites

1. NSW Industrial Relations. 2022. *Workplace Policies and Procedures Checklist - NSW Industrial Relations*. [online] Available at: <https://www.industrialrelations.nsw.gov.au/employers/nsw-employer-best-practice/workplace-policies-and-procedures-checklist/> [Accessed 3 October 2022].
2. Www3.technologyevaluation.com. 2022. *Bloomberg Businessweek White*

Papers and Case Studies. [online] Available at: <https://www3.technologyevaluation.com/research/vendor/bloomberg-businessweek.html> [Accessed 5 October 2022].

e. Other Electronic Resources

1. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06 June 2022).

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Course Specifications: Digital Marketing

Course Title	Digital Marketing
Course Code	BAE323A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to acquaint students with fundamental principles of Digital Marketing.

This course familiarizes students with digital marketing strategy, digital marketing tactics like Search Engine Optimization (SEO), banner and pay per click advertisements, website for marketing purpose, email marketing, Social media marketing and mobile marketing. The students are also taught the usage of tools and methods to implement digital marketing strategy considering important legal issues involved in digital marketing space.

2. Course Size and Credits:

Number of Credits	4
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain the Digital Marketing Strategy
CO-2. Discuss SEO improvement plan for a business
CO-3. Discuss implementation of Pay Per click advertisement plan for a business
CO-4. Apply appropriate Social media marketing Initiative for a business
CO-5. Design a marketing friendly website for a business

4. Course Contents

Unit 1 - Introduction to Digital Marketing Strategy: Online Vs Traditional Marketing, Changing Online Marketing Landscape, Customer Purchase Funnel, Introduction to digital marketing tactics – Search Engine Optimisation (SEO), Pay Per Click, Per mille and per conversion advertisements, Mobile marketing, Website for marketing, Emails for marketing, Social Media Marketing, Measuring Return on Investment for the tactics used.

Unit 2 Search Engine Marketing – A) Search Engine Optimisation – SEO: Introduction to working of search Engine, importance of need to stay on top in online search, Keyword generation tactics, SEO – White hat and Black hat practices, On Page SEO and Off Page SEO Strategy.

Hand On Practicals: Analyse Competitors SEO – On Page, Analyse Competitors SEO – Off Page, Devise an SEO Improvement plan for the business.

B. Paid Advertisements): Creating campaigns, Pay Per Click, Pay per mille and Pay per conversion, banner advertisements – for multiple devices including mobile devices, Bidding strategies.

Hand On Practicals: Create Google adwords Account/ any other suitable Paid advts account, Develop a campaign using appropriate bidding strategy, segment targeting, style of advertisement.

Unit 3 -Website for Marketing: Design of website for marketing, Wire framing of website for design

Hand On Practicals: Analyse competitors' website for marketing, Develop a website plan for marketing.

Unit 4 - Email Marketing: Importance of Emails in Digital Marketing, email lists, Opt – ins, elements of a good email campaign, Return on Investments on Email campaign. **Mobile Marketing:** Essentials of Mobile Marketing.

Hand On Practicals: Develop an email strategy using appropriate Subject Line, Contents of email and check for efficiency and effectiveness

Unit 5 -Social Media Marketing: Competitor Analysis, Media Strategy, Content Strategy, Marketing using Facebook, Introduction to marketing using twitter, LinkedIn, Pinterest, Instagram.

Hand On Practicals: Develop a media strategy as a part of social media marketing plan, Develop Content strategy as a part pf social media marketing plan, Implement the social media marketing plan.

Unit 6 - Legal and Ethical Issues of Digital Marketing: Legal and ethical aspects governing digital marketing.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2									1				3			
CO-2	2	2	3				2				1				3			
CO-3	2	3	2				2				1				3			
CO-4	2	3	2	2			2				1					3		
CO-5	2	3	2	2			2				1					3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		10
1. Demonstration using Videos	01	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	09	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	30	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**

Maximum Marks ▶	25	25	10	
CO-1	X			X
CO-2	X	X		X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1	Knowledge	Class room Lectures, Assignments
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions, Group Discussions
5.	Problem Solving Skills	Assignments
6.	Practical Skills	Assignment
7.	Group Work	Assignments, Case Study
8.	Self-Learning	Assignment, Examination
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Assignment, Group Discussions
11.	Presentation Skills	Assignment, Group Discussions
12.	Behavioral Skills	Group Discussions
13.	Information Management	Course work
14.	Personal Management	Course work
15.	Leadership Skills	Course work

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9. Course Resources

a. Essential Reading

1. Course notes
2. Seema Gupta (2018), Digital Marketing, 2nd Edition, McGraw Hill Education (India)

b. Recommended Reading

1. Dave Chaffey & Fiona Ellis-Chadwick (2015). 'Digital Marketing: Strategy, Implementation & Practice', 7th Edition, Pearson.

c. Magazines and Journals

1. http://digitalmarketingmagazine.co.uk/ (Accessed: 06th June 2022)
2. https://www.thedrum.com/location/india (Accessed: 06 June 2022)
3. Journal of Interactive Marketing, SAGE Publications
4. Journal of Digital and Social Media Marketing, Henry Stewart Publications
5. International Journal of Internet Marketing and Advertising, InderScience Publishers

d. Websites

1. Harvard Business Review (2022), Available Online at https://hbr.org/topics (Accessed: 06 June 2022).
2. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

e. Other Electronic Resources

1. Coursera (2022) Available Online at https://www.coursera.org/learn/principles-of-management (Accessed: 06 June 2022).
2. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06 June 2022).

Course Specifications: Financial Risk Management

Course Title	Financial Risk Management
Course Code	BAE304A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students to identify and mitigate risks which could impact firm value. Students are taught identification of risks and associated potential costs, analysis of the causes of risk leading to financial loss, determination of various strategies to treat risk. An effective risk management program will reduce losses and improve financial performance and employee morale.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	31:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify sources of financial risk
CO-2. Describe methods suitable to control and manage risk
CO-3. Discuss the nature of commodities and application of futures in risk management.
CO-4. Discuss the nature of currency risk and application of forwards, futures and options in risk management.
CO-5. Solve problems related to credit risk and market risk and risk modeling.

4. Course Contents

Unit 1 (Types of Financial Risk and their Nature): Credit Risk: Types: Credit default risk, Concentration risk, Country Risk, Assessment: Credit Rating agencies, Credit scores, Ratio Analysis. Mitigation: Risk Based Pricing, Covenants, Credit Derivatives, Tight money concept (Tightening), Diversification, Deposit insurance.

Unit 2 (Interest Rate Risk): Introduction, Nature, Yield Curve, Bond pricing, Interest Coverage, CAMELS rating system, Methods to mitigate interest rate risk.

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Unit 3 (Currency Risk): Introduction, Transaction Risk, Economic exposure, Translation risk, Contingent risk, Value at Risk concept

Unit 4 (Management of Currency Risk): Currency futures, Options and Forwards, Money Market hedges, Introduction to Currency Swaps.

Unit 5 (Price and Investment related risk and Management): Type of price risk, mitigation of price risk using Commodity hedging, Stock price hedging, Put option as an insurance to stock and portfolio.

Unit 6 (Risk Modeling): Introduction, simulation of risk level, calculation of expected value and standard deviation of project cash flows.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1			3												3			
CO-2				3												2		
CO-3				3	2											3		
CO-4				3	2											3		
CO-5				2												3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		07
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		11
1. Solving Numerical Problems	11	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		02
1. Case Study Presentation	00	

2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2,), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment/ Quiz / Group Activity	Lab/Presentation	40 Marks
Maximum Marks ▶	25	25	10	
CO-1	×			×
CO-2	×			×
CO-3	×	×		×
CO-4		×		×
CO-5		×		×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following

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teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	In-class discussion
6.	Practical Skills	Solving Numerical
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment, examination
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group Discussion
13.	Information Management	---
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Class notes
2. Apostolik, R (2016). 'Foundations of Financial Risk: An overview of Financial Risk and Risk-Based Financial Regulation'.

b. Recommended Reading

1. Jorion, P (2013). 'Financial Risk Manager Handbook', FRM Part 1/2 Paperback (2013).
2. Hull, JC (2016). 'Risk Management and Financial Institutions'.

c. Magazines and Journals

1. Risk Magazine, published by Incisive media, frequency is monthly
2. International Journal of Risk Assessment and Management, Inderscience Publishers, 4 issues per year

d. Websites

1. http://www.hbr.org/
2. http://risk.net
3. www.businessindiagroup.com
4. https://www.businesstoday.in

e. Other Electronic Resources

1. **Software: MS Excel**

Course Specifications: Organisational Development and Change Management

Course Title	Organisational Development and Change Management
Course Code	BAE314A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Organisational Change (OC) and Organisational Development (OD). Students are taught theories and methods of OC and OD interventions in modern organisations. This course also emphasises on Organisational culture, models of transformation and Organisational climate.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture:Tutorial:Practical)	4:0:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the studentwill be able to:

CO-1. Explain the concept of organisational change and development
CO-2. Discuss resistance to change and different models of change management
CO-3. Illustrate the process of organisational development and intervention strategies
CO-4. Analyse the evolution of organisational culture and importance of organisational climate in an organisation

4. Course Contents

Unit 1 Organisation Change and Development: Meaning of Organisation Change and Development, Scope of Organisations, Characteristics of Organisation Change and Development, Benefits of Organisation Change and Development, Scope of Organisation Change and Development, Response to Change, Change Cycle in Organisation Change and Development, Theories of Organisation Change, Managing Organisation Change.

Unit 2 Resistance to Change: Meaning of Resistance to Change, Nature of Resistance to Change, Types of Resistance to Change, Benefits of Resistance, Reasons for Resistance, Overcoming Resistance, Models for Resistance to Change, Role of Change Agent, Managing Resistance to Change.

Unit 3 Organisational Development: Meaning of Organisational Development, Concept of

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Organisational Development, Objective of Organisational Development, Nature of Organisational Development, Significance of Organisational Development, Assumptions of Organisational Development, Process of Organisational Development, Implementation of Organisational Development, Intervention Techniques.

Unit 4 Organisational Culture: Meaning of Organisational Culture, Characteristics of Organisational Culture, Nature of Organisational Culture, Evolution of a Culture, Various Aspects of Culture, Meaning of System Analysis, System Analysis Concept of Organisational Culture, Maintaining an Uniform Culture, Formulation with Organisational Culture, Types of Culture.

Unit 5 Organisational Climate: Meaning of Organisational Climate, Concept of Organisational Climate, Factors affecting Organisational Climate, Measurement of Organisational Climate, Objectives of Organisational Climate, Characteristics of Organisational Climate, Indian Organisational Climate in Present Scenario, Benefits of Organisational Climate, Present Position of Organisational Climate in Indian Organisations.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1		2						1	1	1	2	2	3	1			
CO-2	1			2		2	1				2	1	2	3	2	1		
CO-3	2			2		3	1	1			3	2	1	1			2	1
CO-4	2		1				1		2	1	2	1	1	2	3	2		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and LearningMethods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1.Demonstration usingVideos	05	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	08	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
7. Workshop	02	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A.Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COson each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		**40 Marks**
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Presentation/Class Test/Activity**	
Maximum Marks▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×	×	×	×
CO-3		×	×	×
CO-4		×	×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Role plays
6.	Practical Skills	---
7.	Group Work	Case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussion

10. Course Resources

a. EssentialReading

1 Thomas, G. C. and Christopher, G. W. (2015) *Organization Development and Change* , 10th edition, Southwestern Cengage Learning.

b. Recommended Reading

1. Gareth, R. J. and Matthew, M. *Organizational Design and Change*, (2017). Pearson Education, 7th Edition.
2. Harvey, D. R. and Brown, R. D. (2012). *An Experiential Approach to 'Organization Development*. Pearson Prentice Hall, 5th edition.

c. Magazines and Journals

1. Journal of Human Resources, University of Wisconsin press
2. Harvard Business Review, six issues annually.

d. Websites

1. https://managementhelp.org/organizationalchange/index.htm (Accessed on 10 Oct 2022)
2. https://www.odnetwork.org/www.hbr.org (Accessed on 10 Oct 2022)
3. http://www.shrm.in/ (Accessed on 10 Oct 2022)

Course Specifications: Retail Marketing

Course Title	Retail Marketing
Course Code	BAE324A
Course Type	Discipline Specific Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to fundamentals of retail marketing. Students are taught the concepts of retail marketing and its importance. Students are trained in the areas of key retail concepts, shopping behavior, retail store concepts, retail marketing strategies and Customer Relationship Management. Further, students are also trained to analyze Retail marketing in the E-commerce scenario.

2. Course Size and Credits:

Number of Credits	3
Credit Structure (Lecture: Tutorial: Practical)	2:1:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain key concepts of Retail Management
CO-2. Describe the retail formats, store location and store layout and retail store operations
CO-3. Discuss the concepts of retail merchandising
CO-4. Apply Discuss the concepts of retail pricing
CO-5. Analyze the retail promotion mix and customer relationship management

4. Course Contents

Unit 1 (Introduction to Retailing) :Definition and scope, evolution of retailing, types of retail, Product Retailing vs. Services Retailing- characteristics and comparison, benefits of retailing, retailing in global markets and Indian organized retail market.

Unit 2 (An Introduction to Consumer Buying Behavior in Retail Markets) : Model of Consumer Behaviour, Factors affecting Consumer Behaviour in Physical retailing and Ecommerce Retailing, Buying Decision Process.

Unit 3 (Retail Segmentation Targeting & Positioning, Branding in Retail): Segmenting –Target Markets, Targeting and Positioning, Introduction to Branding in Retail.

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Unit 4 (Retail Channels and Retail Formats – Types Functions and characteristics): Types: Intensive, Exclusive, Selective channels – and their characteristics, Retail Formats: based on Ownership, Store-based and Non-store (including B2C E-commerce) – and their characteristics.

Unit 5 (Key Store Operations, Store Location and Store Layout): Introduction, Key aspects of Store Operations, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Trade Area Analysis, Site Evaluation, Site Selection, Location-Based Retail Strategies, Retail store layouts and Visual Merchandising.

Unit 6 (Retail Merchandising and Private Brands in Retail): Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process, Merchandising strategies, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Advantages and Disadvantages of Private Label.

Unit 7 (Retail Pricing strategy): Pricing Concepts - Factors affecting Pricing, Pricing Policies, Pricing Methods and Strategies

Unit 8 (Retail Promotion and Customer Relationship Management): Marketing Communications, Promotion mix and comparison of various communication channels. Role of Traditional Marketing and Digital Marketing, Customer Relationship Management

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3			2		2									3			
CO-2	3			2				2							2			
CO-3	2			3		2										2		
CO-4				2	3	2									2			
CO-5				2	3	2									2			3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	

Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		20
1. Case Study Presentation	10	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
7.Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			**Component 2: SEE (40% Weightage)**
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment/ Quiz / Group Activity**	**Lab/Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	×	×		×
CO-2	×	×		×
CO-3		×		×
CO-4		×		×

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CO-5		×		×
CO-6			×	
CO-7			×	
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment
5.	Problem Solving Skills	Classroom discussion
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examinations
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Course notes
2. Barry Berman et al (2017). 'Retail Management – A Strategic Approach', Pearson Education, 13th Edition.
3. Swapna Pradhan (2012). 'Retail Management – Text and Cases', Tata McGraw Hill Education Private Limited, 4th Edition.

b. Recommended Reading

1. Levy M, Weitz B and Grewal D(2021). 'Retailing Management' McGraw Hill; 9th Edition

c. Magazines and Journals

1. Business India
2. Business Today
3. Business World
4. Journal of Marketing
5. Journal of Retailing
6. Journal of Retailing and Consumer Services

d. Websites

1. https://nptel.ac.in/
2. www.hbr.org

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Course Specifications: Data Analytics

Course Title	Data Analytics
Course Code	BAD401A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to introduce to students to different types of data and methods for their analyses. The students are taught about the importance of data, its types and analyses of data. They also learn about dimension reduction techniques and clustering of data according to business requirements. The students are introduced to spread sheet and other analytic tools used for data management and analysis. Cases related to the application of these techniques in business for data cleaning, pattern recognition and in market research are also discussed.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the importance of data analytics in business
CO-2. Compute Linear Regression Coefficients for Slope and Intercept
CO-3. Apply Linear Regression Concept to Business Problems
CO-4. Discuss the Concept of Supervised and Unsupervised learning
CO-5. Apply Data Analytics Skills using Statistical tools

4. Course Contents

Unit 1 (Introduction): Role of Data Analytics in Business, Types of Data, Analyzing Data Sets to Summarise their Main Characteristics, Interpretation of Business Data (introductory inferential statistics with statistical tools)

Unit 2 (Multivariate Linear Regression): Ordinary Least Square Concept, Variable Selection, Computation of Slope and Intercept of Regression Equation, Interpretation of Coefficients of a Multiple Regression, Application of Linear Regression to Business Problem solving, Testing for i.i.d of Residuals from Regression

Unit 3 (Application to Business Problems): Linear Regression of Excess Returns of Stock versus Excess Returns from Market Portfolio, Using Data from publicly available sources to estimate the slope and regression of stock returns, Examples from Operations using Linear Regression, including the effect of expenditure on quality management tools and resulting number of defects, example from Marketing to relate Advertising expense to Sales units, Examples related to Training expense and Employee productivity and several other such examples from business domain

Unit 4 (Supervised versus Unsupervised Learning): Supervised Learning Concept – Regression, Logistic Regression Demonstration, Demonstration of Decision Trees, Neural network, Meaning of Labeled and Unlabeled data with business examples, Training data, testing data, fitting a model to training data, running a model on testing data, Bias and Variance Trade-off, Dimensionality reduction techniques, Exploratory Factor Analysis, Scree plots, Principal Component Analysis, Confirmatory Factor Analysis Concepts and business examples using Statistical Software, Unsupervised Learning Concepts including Clustering,

Unit 5 (Apply Data Analytics using Statistical Software): Introduction to Supervised Learning models using Statistical tools, demonstration of Regression, Logistic Regression,

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2	1	2	1								1	1	1	2		
CO-2		1		2		2	1								1	2		
CO-3					2	2	1									2		
CO-4	1					3										3		
CO-5	1														1			
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		07
1. Solving Numerical Problems	07	

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Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop	00	
Others		03
1. Case Study Discussion / Presentation	03	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests and Written Examination		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Business Analytics) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent ▶	**SC1**	**SC2**	
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	×	×	×
CO-2	×	×	×
CO-3	×	×	×
CO-4			×
CO-5		X	
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Class room lectures, Assignment
3.	Critical Skills	Class room lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group Discussion
13.	Information Management	Assignment, examination
14.	Personal Management	Course work
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Course notes
2. Maheshwari, A. (2017), *Data Analytics*, 1st Edition, Mc Graw Hill
3. Hair, J.F., Black, W.C., Babin, B. J. and Anderson, R.E. (2018), *Multivariate Data Analysis*, 8th Edition, Cengage
4. Jolliffe, I.T., *Principal Component Analysis*, 2nd Edition, Springer

b. Recommended Reading

1. Maheshwari, A. (2017), *Data Analytics*, 1st Edition, Mc Graw Hill

c. Magazines and Journals

1. Analytics Magazine
2. International Journal of Data Science and Analytics, Springer

d. Websites

1. Big Data Analytics, Retrieved on 07 July 2022 from https://www.cis.upenn.edu/~cis545/2019A/

e. Other Electronic Resources

1. Software: JMP, MS Excel, Python, R
2. www.anaconda.org

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Course Specifications: Total Quality Management

Course Title	Total Quality Management
Course Code	BAC401A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Total Quality Management (TQM). Students are taught to use quality as a strategy for continuous improvement. Quality Management System and Six Sigma with lean approach to identify, analyse, and improve processes are also taught. In particular, the underlying techniques and tools necessary for quality planning and design for Lean Six Sigma are dealt. Students are also trained on reduction of process variations for a business application using appropriate software applications.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain TQM philosophies for continuous improvement with customer focus
CO-2. Discuss statistical framework of Six Sigma methodology for process improvement
CO-3. Apply quality management techniques and tools to enable productivity improvement
CO-4. Apply appropriate software to reduce process variation for business applications

4. Course Contents

Unit 1 Principles of TQM: Quality Dimensions of a Product/Service and Terminologies used in Quality Management, Enumerating Basic Principles of TQM along with Historical Milestones, Assimilating Cost of Quality and Quality Council, Demonstrating Philosophical Framework of TQM and Development of Core Values and Concepts, Quality Awards Practiced Globally (The Malcolm Baldrige National Quality Award, Deming Prize, European Quality Award, Golden Peacock Award)

Unit 2 Strategic Quality Management and Organisation for Quality: Elucidating Elements of Strategic Management in TQM, Integration of Quality into Strategic Management, Implementation Procedure of TQM in Practice with Obstacles, Formulation Steps of Quality Circle, Demonstration of Employee Involvement, Rewards and Recognition Programmes in TQM Aspired Organisations, Building QMS Framework for Managing Processes Effectively and Efficiently, OSHA, Environmental

Control Requirements, Green House Effects

Unit 3 Creating Customer Focus and Continuous Improvement: Creating Value to the Customers through TQM, Development of Quality Function Deployment for Converting Customer Voice into Technical Descriptors, Implications of Concepts like Juran Trilogy, FMEA, Reliability, Kaizen, Poka Yoke, Japanese 5S Practices, TPM, Demonstration of Statistical Process Control (SPC) and Management Tools for Data Driven Decision Making Process, Hands-On Experience with Cases for Utilising SPC Tools and Techniques through Six Sigma Suite

Unit 4 Overview of Six Sigma and Lean Methodology: Historical Perspective and Statistical Framework for Six Sigma and Lean Management, Application of DMAIC Methodology for Process Improvement, Analysis of Processes in DMAIC Projects like SIPOC, Flowchart and Value Stream Mapping, Demonstration on Calculating Sigma Level of a Process using Appropriate Software, Hidden Truths and Myths of Six Sigma, Development of Quality By Design Philosophy, Introduction to Essentials of Lean Six Sigma, Design for Lean Six Sigma

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3														3	1	1	
CO-2		3	2												2	2		
CO-3			3	1	1							1	2		3	2	1	
CO-4					3	1				1					2	1	1	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	15	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

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4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	05	10
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. **Course Assessment and Reassessment**

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Presentation	50 Marks
Maximum Marks ▶	25	25	10	
CO-1	×	×		×
CO-2	×	×		×
CO-3	×	×	×	×
CO-4		×	×	
	The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. **Achieving COs**

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. **Course Resources**

d. Essential Reading

1. Class Notes
2. Besterfield, D. (2008) *Total Quality Management*, 3rd edition, New Delhi: PHI.

e. Recommended Reading

1. Bank, J. (2000) *The Essence of TQM*, 5th edition, New Delhi: PHI
2. Juran, J.M. and Blanton, G. A. (1999) *Juran's Quality Handbook*, 5th edition, McGraw Hill: NewYork
3. Taghizadegan, S. (2006) *Essentials of Lean Six Sigma*, Butterworth–Heinemann: UK

f. Magazines and Journals

1. TQM and Business Excellence
2. Environmental Quality Management
3. Quality Assurance
4. Quality Digest

g. Websites

1. EFQM Web Document (2022) N.A., *Improving Organizations*, Retrieved on 03 July 2022 from http:// www.efqm.org
2. ISIXSIGMA (2022) N.A., *Six Sigma Resources*, Retrieved on 03 July 2022 from http://www.isixsigma.com/me/tqm/
3. Business Balls (2022) N.A., Performance and Talent Management, Retrieved on 03 July 2022 from http://www.businessballs.com/qualitymanagement.htm

h. Other Electronic Resources

1. MS Excel
2. Six Sigma Suite

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Course Specifications: E-commerce

Course Title	E-commerce
Course Code	BAD402A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of E-business and E-commerce. Students are taught e-business strategies, models, E-commerce, E-commerce challenges and trends. Students are introduced to E-commerce practices in both business-to-business and business-to-consumer environments. In addition, students will be introduced to ethical, social, and security issues of E-commerce.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	4:0:0
Total Hours of Interaction	70
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Explain E-business models and describe E-commerce practices
CO-2. Identify emerging trends and formulate strategies for effective E-business
CO-3. Discuss the significance of Web 2.0 content and social networks in E-commerce
CO-4. Identify the key components of E-commerce business models
CO-5. Analyse legal, ethical, social, and security issues in E-commerce

4. Course Contents

Unit 1 (E-business, e-Strategy and Enabling Technologies): Businesses Systems, Systems and Subsystems, Database, System terminology-Business Processes and Value Chain, E-Business, Internet and World Wide Web, Electronic Commerce and Electronic Business, Virtual Value Chain, Internet architecture, Intranets and Extranets.

Unit 2 (Business Processes and E-Business Models): Process Modelling, Data Flow Diagrams, Process Characteristics, Business Process Performance, Models based on relationship of transaction types, key elements of a Business Model, Business-to-Consumer (B2C) Business Models, Business-to-business (B2B) Business Model, Business Models in Emerging E-commerce Areas: Consumer-to-consumer (C2C) Business Models, Peer-to-peer (P2P) Business Models, M-

commerce Business Models.

Unit 3 (E-Commerce): Meaning and concept of E-Commerce, Needs and advantages of E-commerce, Electronic commerce with Traditional commerce, Challenges of e-commerce, applications of E-Commerce, Internet Marketing, e Payment, e CRM, e SCM, Mobile Commerce and other services, Electronic Payment Systems- E-Cash, e-cheque, credit cards, debit cards, smart cards, E-Marketing - Business to Business (B2B), Business to Customer (B2C) E-commerce, Framework for Internet/virtual marketing.

Unit 4 (Contemporary Issues in E-Commerce): Ethical, Social, and Political Issues in E-commerce, Model for organising the issues, Legal aspects of e-commerce, E-commerce Surveillance, E-Security, Security issues of e-commerce: Firewall, E-locking, Encryption, Cyber laws in India and their limitations, Future of e Business, Issues faced by e-business industry.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1														3			
CO-2	1	2													2			
CO-3		3													2			3
CO-4			1	2	3								1			1		2
CO-5					2								2					
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	

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6. Model Studio	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	02	
6. Discussing Possible Innovations	02	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**70**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation

	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	**SC1**	**SC2**		
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment 1 / Quiz / Group Activity**	**Case Study Presentation**	**40 Marks**
Maximum Marks ▶	**25**	**25**	**10**	
CO-1	X			X
CO-2	X	X		X
CO-3		X	X	X
CO-4			X	X
CO-5				X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No.	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment, Case study presentation
6.	Practical Skills	Demonstration
7.	Group Work	Assignment, Case study presentation
8.	Self-Learning	Assignment, Case study presentation
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, Examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Case study presentation
17.	Skill/Vocational Enhancement	Case study presentation

9. Course Resources

a. Essential Reading

1. Class Notes
2. Kalakota, Ravi., Whinston Andrew B, (1996) Frontiers of Electronic Commerce, 1st edition, Pearson Education.
3. Awad, E.M., (2007) Electronics Commerce; From Vision to Fullfilment, 3rd edition, Pearson Education.

b. Recommended Reading

1. Kalakota, Robinson, (2008), e-Business, Pearson Education, New Delhi.
2. Joseph, P.T., (2003) E-Commerce- A Managerial Perspective, 2nd edition, Prentice Hall of India.
3. Rayport, Jeffrey F. and Jawoski, Bernard J. (2003) Introduction to E-Commerce, New Delhi, Tata McGraw Hill.

c. Magazines and Journals

1. Data Quest, Cyber Media India Ltd
2. E-Commerce Times

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3. Journal of Electronic Commerce in Organizations, Information Resources Management Association, USA
4. International Journal of Electronic Commerce, M.E.Sharpe

d. Websites

1. The 15 Best Ecommerce Platforms to Consider for Your Online Store (2020) Retrieved on 12 October 2022 from https://www.bigcommerce.com
2. Best E-Commerce Platforms (2022) Retrieved on 12 October 2022 from https://www.g2.com/categories/e-commerce-platforms

e. Other Electronic Resources

Course Specifications: Python for Finance

Course Title	Python for Finance
Course Code	BAE305A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students to use basic python programming and apply to financial and investment analysis problems. The students are trained on basic procedures of python programming with the help of simple code snippets in Jupyter notebook. Students are also trained on applications of python programming to stock market analysis, correlation and covariance analysis and portfolio creation and testing of portfolio performance.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss Flow charts and describe simple program algorithms with pseudo-code
CO-2. Read simple python programs and their application to finance problems
CO-3. Write simple programs in Python to compute Descriptive Statistics of stocks and portfolios
CO-4. Plot data in pandas and matplotlib
CO-5. Compute Sharpe Ratio, Construct Portfolios and measure performance

4. Course Contents

Unit 1 (Introduction): Introduction to programming, Introduction to Jupyter notebook and Python IDLE environment, Discuss concept of program logic and flow charting, Variable types, lists, dictionaries, tuples and associated operations, arrays and array operations

Unit 2 (Control statements): Introduction to if, else (conditional logic), nested if statements and applications, for loop and its design and application, while loop and its design and application, break, exception handling, error types

Unit 3 (Introduction to Pandas and Visualization): Introduction to data frames, handling nulls in pandas, pandas dataframe operations, merging and joining of data frames, column and row operations, indexing of data frames, date indexing, grouping data frames, stock price import

into pandas, returns calculation, descriptive statistics on data frames, correlation and covariance, plotting with pandas and plotting with matplotlib

Unit 4 (Portfolio Creation and Performance Tracking): Construct Portfolios of Stocks and or Bonds, assign weights to various assets in a portfolio, compute the mean and variance (Standard Deviation) of the portfolios, compute the Sharpe Ratio of the portfolios, select Portfolios on the basis of Sharpe Ratio

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	1	2		3									1		1	3		
CO-2		1		2	1	2									2	3		
CO-3					2	2								1		2		
CO-4	1					3				1	1	2		1	2	3		
CO-5	1								1					1	2	3		
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		14
1. Solving Numerical Problems	14	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		02
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	

4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent ▶	**SC1**	**SC2**	
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**100 Marks**
Maximum Marks ▶	25	25	
CO-1	x		x
CO-2	x		x
CO-3		x	x
CO-4		x	x
CO-5		x	x
	The details of SC1, SC2 are presented in the Programme Specifications Document.		

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	In-class discussion
6.	Practical Skills	Solving Numerical
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment, examination
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group Discussion
13.	Information Management	---
14.	Personal Management	---
15.	Leadership Skills	---

9. Course Resources

a. Essential Reading

1. Class Notes
2. Python for Finance (2019) nd edition by Yves Hilpisch, O'Rielly Publications

b. Recommended Reading

1. Yuxin Yan (2017) Python for Finance: Apply powerful finance models and quantitative analysis with Python, Ingram short title, 2nd edition

c.. Web sites

1. Python App developer magazine (2022) N.A, *Python Development*, Retrieved on 3rd July 2022 from www.appdevelopermagazine.com
2. Python Code Magazine (2022) N.A, *Python Code*, Retrieved on 3rd July 2022 from www.codemag.com
3. w3schools (2022) N.A, *world-wide web schools*, Retrieved on 3rd July 2022 www.w3schools.com
4. Stack exchange (2022) N.A, *Stack Exchange*, Retrieved on 3rd July 2022 www.stackexchange.com
5. Github (2022) N.A, *Github platform*, Retrieved on 3rd July 2022 www.github.com

d. Other Electronic Resources

1. Anaconda Software (Open Source)

Course Specifications: Strategic Human Resource Management

Course Title	Strategic Human Resource Management
Course Code	BAE315A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is about both the design and execution of human resource management strategies. They will be able think systematically and strategically about aspects of managing the organization's human assets, the students will be able to distinguish the strategic approach to human resources from the traditional functional approach. Understand the relationship of HR strategy with overall corporate strategy and the strategic role of specific HR systems. Students will be able to understand on how to implement these policies and to achieve competitive advantage. Students will be introduced to change management and Organisational development in the changing business environment.

2. Course Size and Credits:

Number of Credits	03
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1 - Distinguish the strategic approach to human resources from the traditional functional approach
CO2 - Discuss the HR strategy and its integration with corporate strategy
CO3 - Discuss the component of SHRM system and role of HR as a strategic partner in an organization
CO4 - Analyse the implementations and challenges of SHRM

4. Course Contents

Unit 1 Changing Environment: Changing Environment of Organisations, Strategic Responses of Organisations to Changing Environment, Introduction to Business and Corporate Strategies; Alignment between Strategic Responses of Organisations and SHRM, Analyzing HR Practices followed by Different Firms-Human Resource System-SHRM and Organisational Performance.

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Unit 2 The Measurement Challenge: The Measurement Challenge-Implementation of SHRM: Process Based Approach, Human Resource Environment- Technology, Structure, Workforce Diversity, Demographic Changes, Temporary and Contract Labour.

Unit 3 Strategic Responses of Organisations: case studies
Global Environment, Recruitment and Retention Strategies, Training and Development Strategies: Performance Management Strategies, Reward and Compensation Strategies, Retrenchment Strategies and Human Aspects of Strategy Implementation.

Unit 4 Challenges and Strategies for HRM: Emerging Issues in Strategic HRM, Multi Source Feedback and Competency Development HR Strategy in Workforce Diversity, HR Strategy for Corporations of Tomorrow.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2					2	2	1	1	1	2	2	3	2			
CO-2	3	1					2	2	1	1	1	1	2	3		2		
CO-3	2						2	2	1	1	1	2	1	1	3			
CO-4	2						2	2	1	1	1	1	1	2	3		2	
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and LearningMethods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1.Demonstration usingVideos	04	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		11

1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
7.Workshop	01	
Term Tests,Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COson each Component or Subcomponent of Evaluation

	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	**SC1**	**SC2**		**40 Marks**
Subcomponent Type ▶	**Term Test 1 + Term Test 2**	**Assignment**	**Presentation/Class Test/Activity**	
Maximum Marks▶	**25**	**25**	**10**	
CO-1	×			×
CO-2	×	×	×	×
CO-3		×	×	×
CO-4		×	×	×

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

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The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving kills	Assignment
6.	Practical Skills	Assignment
7.	GroupWork	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions

9. Course Resources

a. Essential Reading (Add editions)

1. Course Notes
2. Mello, J. (2021) *Strategic Human Resource Management*, 4th edition, Mason, OH: Cengage
3. Paton, R.A. and McCalman, J. (2008) *Change Management: A Guide to Effective Implementation*, 3rd edition Sage
4. Kavanagh. M. J, Thite. M. (2009). *Human Resource Information Systems*, 3rd edition, Sage South Asia Edition, New Delhi, Sage Publications
5. Soundararajan, R. and Singh, K. (2016) *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. 1st edition, SAGE Publications India

b. Recommended Reading (add editions)

1. Dessler, G. and Varrkey, B. (2005) *Human Resource Management, 15e*. Pearson Education India
2. Hamlin, B., Keep, J. and Ash, K. (2001) *Organizational Change and Development: A Reflective Guide for Managers, Trainers and Developers*. Pearson Education

3. James A O'Brien and George M Marakas (2007) *Management Information Systems*, 7th edition McGraw-Hill
4. Jac Fitz-enz, John R. Mattox (2010) *The New HR Analytics: Predicting the Economic Value of Your company's Human Capital Investments*, AMACOM

c. Magazines and Journals

1. HBR Review
2. SHRM Magazine
3. People Matters
4. International Journal of Human Resources Development and Management, Inder science
5. South Asian Journal of Human Resources Management, Sage publications
6. Advances in Developing Human Resources (ADHR), Sage publications.
7. Human Resource Management International Digest, Emerald publications.

d. Websites

1. HBR Web Document (2022) *HR Analytics at Barney,* Retrieved on 05 July 2022 from https://store.hbr.org/product/hr-analytics-at-barney
2. SHRM Web Document (2022) *It's Time to Cause the Effect,* Retrieved on 06 July 2022 from https://blog.shrm.org
3. HR Analytics Web Document (2022) *What is HR Analytics*, Retrieved on 06 July 2022 from https://www.aihr.com/blog/what-is-hr-analytics

e. Other Electronic Resources

SPSS, JMP

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Course Specifications: Marketing Analytics

Course Title	Marketing Analytics
Course Code	BAE325A
Course Type	Discipline Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to acquaint students with the fundamental principles of Marketing analytics and its applications. A lot of data is generated through an organization's marketing efforts that can be meaningfully used and interpreted to analyze lead generation, sales performance, customer preferences and trends, and craft future marketing needs. The data can be obtained from offline platforms and online platforms, but much of the data is now available in electronic (digital) formats that enable analysis at a much faster rate.

This course enables students to apply the concepts of descriptive analytics and predictive analytics to sales and marketing scenarios, through applications of dashboards, Customer Lifetime value analysis, Application of Predictive techniques to marketing by using Multiple Linear regression, and Logistic regression, understand and apply the concept of market basket analysis

The students are also taught to use text mining tools to explore the concept of sentiment analysis of data available online.

2. Course Size and Credits:

Number of Credits	3
Credit Structure (Lecture: Tutorial: Practical)	3:0:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Explain the need for Marketing Analytics
- **CO-2.** Discuss the need for development of sales and marketing dashboards
- **CO-3.** Apply the concept of Customer Lifetime Value (CLV) for a marketing scenario
- **CO-4.** Apply predictive statistical methods like Multiple Linear regression or Logistics regression to predict a sales/ marketing outcome
- **CO-5.** Apply Text mining to discover customer sentiments for analysing online data

4. Course Contents

Unit 1 - Introduction to Marketing Analytics: Availability of sales and marketing data, Online and Offline data, Data for measurement and management of Marketing Objectives, Introduction to Tools of Marketing Analytics

Unit 2 Sales and Marketing dashboards: Introduction to applications of descriptive statistics for sales and marketing, Application of appropriate tools to create dashboards for making meaningful interpretations of marketing scenarios

Hand On Practicals: Create and analyse sales and marketing Dashboards

Unit 3 -Customer Lifetime Value: Introduction to concept of Customer Lifetime Value analysis (CLV), Applications of Customer Lifetime value analysis, Strategies to improve CLV

Hand On Practicals: Calculate Customer Lifetime value for a given scenario and formulate appropriate strategies to improve CLV

Unit 4 – Application of Predictive Statistics for Predictive Sale/ Marketing outcomes: Introduction to applications of Multiple Linear regression (MLR) and Logistic regression (LR) for predicting sale/ Marketing outcomes

Hand On Practicals: Apply MLR / LR for a marketing scenario

Unit 5 – Text Mining: Understand the need for text mining, Understand the need to study customer sentiments exhibited on Online platforms, apply tools to study text mining to discover customer sentiments and take up appropriate steps for sales and marketing

Hand On Practicals: Use text mining tools to discover customer sentiments on online platforms

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2									1				3			
CO-2	2	2	3				2				1				3			
CO-3	2	3	2				2				1				3			
CO-4	2	3	2	2			2				1		1			3		
CO-5	2	3	2	2			2				1		2			3		
	3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																	

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		10
1. Demonstration using Videos	01	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	09	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		10
1. Course Laboratory	30	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

	Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment/ Quiz / Group Activity	Lab / Presentation	40
Maximum Marks ▶	25	25	10	
CO-1	X			X
CO-2	X	X		X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1	Knowledge	Class room Lectures, Assignments
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions, Group Discussions
5.	Problem Solving Skills	Assignments
6.	Practical Skills	Assignment
7.	Group Work	Assignments, Case Study
8.	Self-Learning	Assignment, Examination

9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Assignment, Group Discussions
11.	Presentation Skills	Assignment, Group Discussions
12.	Behavioral Skills	Group Discussions
13.	Information Management	Course work
14.	Personal Management	Course work
15.	Leadership Skills	Course work

9. Course Resources

a. Essential Reading

1. Course notes
2. Wayne L Winston (2014) Marketing Analytics: Data-Driven Techniques with Microsoft Excel 1st Edition, Wiley
3. Seema Gupta and Avadhoot Jathar (2021), Marketing Analytics, 1st Edition, Wiley

b. Recommended Reading

1. Seema Gupta (2018), Digital Marketing, 2nd Edition, McGraw Hill Education (India)

c. Magazines and Journals

1. http://digitalmarketingmagazine.co.uk/ (Accessed: 06th June 2022)
2. https://www.thedrum.com/location/india (Accessed: 06 June 2022)
3. Journal of Marketing, SAGE Publications
4. Journal of Marketing Analytics, Palgrave
5. Journal of Digital and Social Media Marketing, Henry Stewart Publications

d. Websites

3. Harvard Business Review (2022), Available Online at https://hbr.org/topics (Accessed: 06 June 2022).
4. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

f. Other Electronic Resources

1. Coursera (2022) Available Online at https://www.coursera.org/learn/ (Accessed: 06 June 2022).
2. MIT Sloan Review (2022) Available Online at https://sloanreview.mit.edu/all-topics/ (Accessed: 06 June 2022).

Course Specifications: Research Project

Course Title	Research Project
Course Code	BAC402A
Course Type	Discipline Specific Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of project proposal, project management, execution of project and effective technical communication and presentation. It also emphasises the need and the relevance of a structured approach to identify a research topic and undertake project. This course provides an opportunity for students to apply theories and principles learnt during course work. It involves in-depth work in the chosen area of study.

2. Course Size and Credits:

Number of Credits	21
Credit Structure (Lecture: Tutorial: Practical)	0:0:42
Total Hours of Interaction	630
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-6. Critically review literature collected from various sources for the project purposed and formulate a research problem
CO-7. Prepare and present a research proposal
CO-8. Define aim, objectives and methodology for solving the identified research problem
CO-9. Perform questionnaire design and data collection
CO-10. Analyze the data and make appropriate recommendations and suggestions
CO-11. Develop and present a technical report

4. Course Contents

Unit 1 Collection of relevant literature and review of literature.

Unit 2 Research problem identification.

Unit 3 Defining aim and objectives of the study.

Unit 4 Data collection through questionnaire and other forms of interviews.

Unit 5 Analyzing the collected data through appropriate tools.

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Unit 6 Recommending appropriate suggestions from the analyzed results.

Unit 7 Demonstration to the defined audience and making a presentation to the assessing team.

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)														Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PO-13	PO-14	PSO-1	PSO-2	PSO-3	PSO-4
CO-1			2									2			1			
CO-2			2	3						2					3	2		
CO-3				2			3									2	2	
CO-4				2	2		3						3		1	2		
CO-5						2	3		2		3		3		1	3		
CO-6				3						3	2			3			2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution																		

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Approximate Duration in Hours
Collection of relevant literature and review of literature	50
Research problem identification Defining aim and objectives of the study	50
Selection of tools, techniques and learning on how to use them	30
Evaluation, Verification of results	40
Recommending appropriate suggestions from the analyzed results	30
Demonstration, Presentation and Technical Report Writing	100
Total Duration in Hours	300

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Project Report
Maximum Marks ▶	60	40
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×
CO-5	×	×
CO-6	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Project work
2.	Understanding	Project work
3.	Critical Skills	Project work
4.	Analytical Skills	Project work
5.	Problem Solving Skills	Project work
6.	Practical Skills	Project work
7.	Group Work	Project work
8.	Self-Learning	Project work
9.	Written Communication Skills	Project Report
10.	Verbal Communication Skills	Project Presentation, Interaction during project work

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11.	Presentation Skills	Project Presentation
12.	Behavioral Skills	Project work
13.	Information Management	Project Report
14.	Personal Management	Project work
15.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

a. Essential Reading

1. Class Notes of Business Research
2. Kothari, C. and Garg, G. (2016). 'Research methodology', 4th ed. New Delhi: New Age International (P) Limited, pp.1-183.

b. Recommended Reading

1. Cooper, D. R. and Schindler, S. S. (2014). 'Business Research Methods', 11th Edition, McGraw-Hill, New York.
2. Krishnaswamy, K.N., Sivakumar, A.I. and Mathirajan, M. (2006). 'Management Research Methodology', 1st Edition, Pearson Education, New Delhi, India.

c. Magazines and Journals

NA

d. Websites

1. http://web.a.ebscohost.com/ehost/search/basic?vid=0&sid=c2b523ee-3e40-4d5e-981b-afbfa2b5fa85%40sessionmgr4009
2. https://www.ssrn.com/en/

e. Other Electronic Resources

1. EBSCO, SSRN

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