



Programme Specifications

Bachelor of Business Administration

Programme Code: 017

Faculty of Management and Commerce



Batch 2022-2023

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Registrar
M.S. Ramaiah University of Applied Sciences
Bangalore - 560 054

Head of the Department
Faculty of Management and Commerce
M.S. Ramaiah University of Applied Sciences
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Dean - Academics
M.S. Ramaiah University of Applied Sciences
Bangalore - 560 054

Approved by the Academic Council at its 26th meeting held on 14 July 2022

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

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Faculty of Management and Commerce
MSRUAS
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M. S. Ramaiah University of Applied Sciences

Programme Specifications

**Bachelor of Business Administration
Degree Programme
Batch 2022-2023**

Programme Code: 017

**M. S. Ramaiah University of Applied Sciences
Faculty of Management and Commerce**

Head of the Department
Faculty of Management and Commerce
M.S. Ramaiah University of Applied Sciences
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Programme Specifications: B.B.A. (Hons.)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	017
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:** Karnataka State Higher Education Council dated 7 March 2020
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
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.

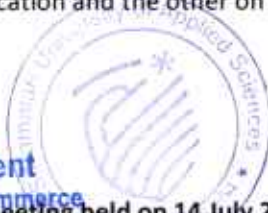
With the current trends National Education Policy (NEP) – 2020 and Self-Employment and Talent Utilization (SETU) program, there is a tremendous need for a young workforce with skillset that will make the students readily employable, for various entry level and managerial roles. The objective is to bridge 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, MSRUS 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, MSRUS 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 MSRUS 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.

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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 Investigations 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. (Hons.) graduates will be able to:

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

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- 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


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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. (Hons.) 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. (Hons.) 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.

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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	0	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	2	2	20	650
Total number of contact hours per week			22 hours				

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	3	100
2	BAC202A	Consumer behavior & Industrial marketing				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

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Programme Structure and Course Details of B.B.A.(Hons) 2022-23

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	0	3	100
5*	BAE301A	1. Security Analysis & Portfolio Management	3	2		4	100
	BAE311A	2. Labour Legislations	4			4	
	BAE321A	3. Sales Management	4			4	
6*	BAE302A	1. Financial Statement Analysis	3		2	4	100
	BAE312A	2. HR Planning & Development	4			4	
	BAE322A	3. Advertising & Brand Management	4			4	

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Programme Structure and Course Details of B.B.A.(Hons) 2022-23

7	DSU101A	Sports / Yoga / NSS			4	2	50
Total			17 / 19	4/2	6/4	22	650
Total number of contact hours per week			27 /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	2	2		3	100
3	BAD301A	Research Methodology	3			3	100
4	TSN302A	Personality Development and Soft Skills	2			2	50
5	BAU101A/ BAU102A	Internship/ Training			6	3	100
6*	BAE303A	1. Financial management & project appraisal	3		2	4	100
	BAE313A	2. Industrial Relations	4				
	BAE323A	3. Digital Marketing	4				
7*	BAE304A	1. Financial Risk Management	4			4	100
	BAE314A	2. Organisational Development & Change Management					
	BAE324A	3. Retail Marketing					
Total			17/18	2	8/6	22	650
Total number of contact hours per week			27/26 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	1. Python for Finance	3			3	100
	BAE315A	2. Strategic HRM					
	BAE325A	3. Marketing Analytics					
5	BAM104A	Vocational-1			6	3	100
6	BAM104A	Vocational-2			6	3	100
Total			14		14	21	600
Total number of contact hours per week			28 hours				


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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

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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

25. Major Features

- 4 years option offered in all B.B.A.(Hons.) 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 Two Term Tests; Quiz; Presentation; Assignment; Laboratory. 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	2	3			3			1					2	2		
2	Organizational Behaviour	1			2		1	2	2	2	1					2	3	2	2
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																		

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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		
	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																		
	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.

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.

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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.

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									

5. 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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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

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 and SC2), COs are assessed as illustrated in the following Table.

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

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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	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

8. 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 Learning, 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/>

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- 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

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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
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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

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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	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/>



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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.


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- e. Other Electronic Resources
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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	


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

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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																		

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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		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, 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	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

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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

10. Course Organization

Course Code	BAC107A		
Course Title	Operations Management		
Course Leader's Name	As per Time Table		
Course Leader's Contact Details	Phone:	080 4536 6666	
	E-mail:	As per Time Table	
Course Specifications Approval Date	15 July 2022		
Next Course Specifications Review Date	July 2024		

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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.

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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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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	14
Numeracy		
1. Solving Numerical Problems	14	00
Practical Work		
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	02
Others		
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	10
Term Tests, Laboratory Examination/Written Examination, Presentations		
Total Duration in Hours		55


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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, 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.

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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	Group Discussion
14.	Personal Management	Assignment
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Group Discussion
17.	Skill/Vocational Enhancement	Group Discussion, Assignment

9. 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)

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- e. Other Electronic Resources
MS Word

10. Course Organization

Course Code	BAC108A		
Course Title	Business Mathematics		
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		


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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

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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

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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
Subcomponent Type ▶	Presentation	Training Report
Maximum Marks ▶	60	40
CO-1	0	0
CO-2	0	0
CO-3	0	0
CO-4	0	0

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: 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

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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		25
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

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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 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	--

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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: 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.

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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.

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							

5. 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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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		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

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 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	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.

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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	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

8. 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 Learning, 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/>

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- e. Other Electronic Resources
MS Office


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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

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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
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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering 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.

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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	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/>

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- e. Other Electronic Resources
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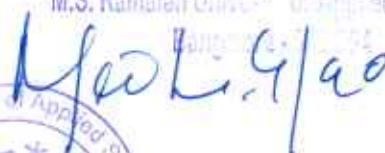
10. Course Organization

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	


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

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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																		

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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		26
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	30
Numeracy		
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	04
Others		
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, 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	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

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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

10. Course Organization

Course Code	BAC107A	
Course Title	Operations Management	
Course Leader's Name	As per Time Table	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	As per Time Table
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	

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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.

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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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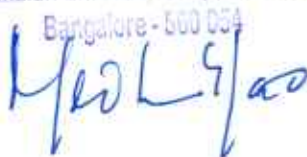


6. Course Teaching and Learning Methods

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


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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, 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.


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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	Group Discussion
14.	Personal Management	Assignment
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Group Discussion
17.	Skill/Vocational Enhancement	Group Discussion, Assignment

9. 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)

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- e. Other Electronic Resources
MS Word

10. Course Organization

Course Code	BAC108A		
Course Title	Business Mathematics		
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		

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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

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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	0	0
CO-2	0	0
CO-3	0	0
CO-4	0	0

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

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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
Subcomponent Type ▶	Presentation	Training Report
Maximum Marks ▶	60	40
CO-1	0	0
CO-2	0	0
CO-3	0	0
CO-4	0	0

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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 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: 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

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5. CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS03	PS04
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		25
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

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 14.7.2022



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 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	--

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Approved by the Academic Council at its 26th meeting held on 14 July 2022



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: 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

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4. Course Contents

Unit 1 (Introduction to Information Systems): Organization and Information systems, Changing

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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
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																		

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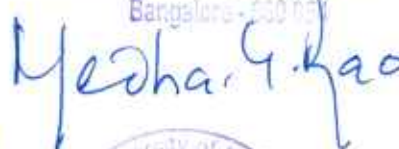


6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		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


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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	Ø	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

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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: 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. The students will be trained to deliver oral presentations and participate in group discussion. The students will 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 transition words, use of appropriate language and tone

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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 letter for 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 of structure 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 structure and 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 complex documents

Unit 10 (Report Writing)

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


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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						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		
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


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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 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 (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: CE (60% Weightage)		Component 2: SEE (40% Weightage)
	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

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.		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. 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

10. 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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TSM102A-Course Specification-2022

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Course Specifications: Cost Accounting

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

10. 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.

11. 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

12. Course Outcomes (COs)

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

- CO-7. Describe types of cost and elements of costing
- CO-8. Discuss techniques of Budgetary control
- CO-9. Discuss standard costing techniques and variance analysis for managerial decisions
- CO-10. Apply Marginal costing techniques for decision making
- CO-11. Analyse reconciliation statements of managerial accounts

13. 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,

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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

14. 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																		

15. 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	

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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	

16. 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.

17. 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

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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

18. Course Resources

f. 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

g. Recommended Reading

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

h. 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

i. Websites

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

j. Other Electronic Resources

MS Word

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Faculty of Management and Commerce

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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

19. 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.

20. 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

21. Course Outcomes (COs)

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

- CO-12. Discuss key concepts of Consumer Behaviour
- CO-13. Discuss consumer buying behavior patterns, factors and processes
- CO-14. Discuss the concepts and importance of Segmentation Targeting and Positioning in Industrial Marketing
- CO-15. Discuss the concepts and importance of the Industrial Marketing Mix
- CO-16. Classify Consumer Marketing and Industrial Marketing

22. 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.

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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.

23. 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

24. 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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop Kitchen	00	
4. Clinical Laboratory	00	

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5. Hospital	00	
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

25. 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	✓	✓		✓
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.

26. 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	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 Skill	Assignment, examination
10.	Verbal Communication Skill	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

27. 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

- a. Harvard Business Review (2022), Available Online at <https://hbr.org/topics> (Accessed: 06 June 2022).
- b. NPTEL (2022) Available Online at

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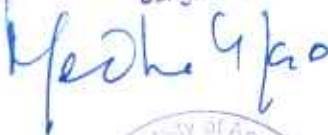
https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

e. Other Electronic Resources

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


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Course Specifications: Business Statistics

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

28. 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.

29. 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

30. Course Outcomes (COs)

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

- CO-17. Explain the concepts of macroeconomics
- CO-18. Discuss sampling methodologies as applied to business
- CO-19. Formulate hypotheses and test for single population mean and proportion and test using manual methods and a statistical package
- CO-20. Analyse data and perform linear regression and correlation
- CO-21. Solve problems related to logical reasoning
- CO-22. Analyse data using correlation, simple and multiple linear regression techniques using a statistical package

31. 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.

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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 II 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.

Unit 4 (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.

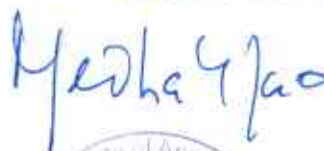
Unit 5 (Multiple linear regression and correlation): Analyze the correlation between a dependent variable and more than one independent variable in specified situations. Calculate and interpret the coefficient of correlation, the coefficient of determination, and the standard error. Test to determine 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.


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32. 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

33. 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

34. 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

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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.

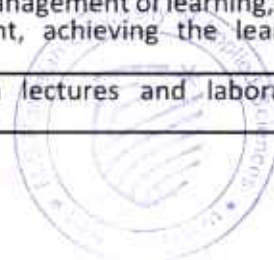
35. Achieving COs

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

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36. Course Resources

k. 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', 4th edition, Academic Press, USA.

l. Recommended Reading

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

m. Magazines and Journals

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

n. Websites

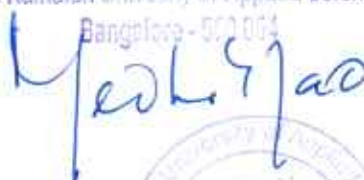
1. <http://stats.oecd.org/>
2. <http://statisticsworldwide.com>

o. 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

37.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.

38. 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

39. Course Outcomes (COs)

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

- CO-23. Explain key terms and fundamental functional areas of Human resource management
- CO-24. Describe the factors of job analysis in recruitment process of an organisation
- CO-25. Assess the need for training and development in performance management of an employee
- CO-26. Discuss the role of compensation and promotions in attracting and retaining the employees
- CO-27. Discuss the Strategic role of Human resource department in an organisation

40. 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,

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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.

41. 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		

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

42. 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	

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3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
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

43. 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				
Subcomponent ◆	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	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.

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Enrollment: 2020-2021

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44. 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

45. Course Resources**f. 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.

g. 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.

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h. Magazines and Journals

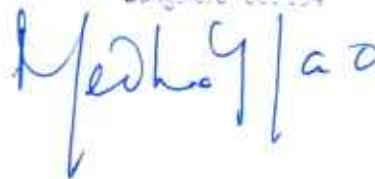
1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

i. 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].


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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. 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**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/>

Registrar

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Dr. L. G. Rao

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Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (60% Weightage)	Component 2: Report (40% Weightage)
Subcomponent	SC1	
Subcomponent Type	Presentation and Viva	40 Marks
Maximum Marks	60	
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/Programme Specifications document.

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Unit 6 : Recommending appropriate suggestions from the analysed 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	PSO-1	PSO-2	PSO-3	PSO-4
CO-1														2			
CO-2				2	3									3			
CO-3					3										2		
CO-4	1	2		2	2		1	2	2	2					2	2	
CO-5				2	3												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	150
Research problem identification	150
Defining aim and objectives of the study	
Selection of tools, techniques and learning on how to use them	70
Evaluation, Verification of results	100
Recommending appropriate suggestions from the analysed results	40
Demonstration, Presentation and Technical Report Writing	120
Total Duration in Hours	630

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.

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Course Specifications: Research Project

Course Title	Research Project
Course Code	COC402A
Course Type	Discipline Elective Course
Department	Commerce
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	Commerce
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.** Critically review literature collected from various sources for the project purposed and formulate a research problem
- CO-2.** Prepare and present a research proposal
- CO-3.** Define aim, objectives and methodology for solving the identified research problem
- CO-4.** Perform questionnaire design and data collection
- CO-5.** Analyse the data and make appropriate recommendations and suggestions and 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 : Analysing the collected data through appropriate tools

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Faculty of Management and Commerce

Faculty of Management and Commerce



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

10. Course Organization

Course Code	BAC301A	
Course Title	Strategic Human Resource Management	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	Phone:	+91-80-45366666
	E-mail:	As per timetable
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	

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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. 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	SC2		40 Marks
Subcomponent Type ►	Mid Term	Assignment	Presentation/Class Test/Activity	
Maximum Marks ►	25	25	10	
CO-1	x			
CO-2	x	x	x	x
CO-3		x	x	x
CO-4		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, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions

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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 Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	11
Others		
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	

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Course Specifications: International Business

Course Title	Strategic Human Resource Management
Course Code	BAE315A
Course Type	Discipline Specific 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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b. Recommended Reading

1. Yuxin Yan (2017) Python for Finance: Apply powerful finance models and quantitative analysis with Python, Ingram short title, 2nd edition

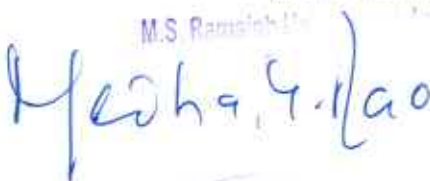
C. Web sites

1. Python App developer magazine (2022) N.A, *Python Development*, Retrieved on 3rd July 2022 from www.appdeveloperomagazine.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)


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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	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.

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

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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		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, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

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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	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 Specifications: Python for Finance

Course Title	Python for Finance
Course Code	BAE305A
Course Type	Discipline Core 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

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10. Course Organization

Course Code	BAD402A	
Course Title	E-commerce	
Course Leader's Name	As per time table	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	As per time table
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	


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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
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

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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 ►	Mid-Term Test	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

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Faculty of Management and Commerce

Meena



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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	10
Others		
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	

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Bengaluru

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-

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Meena G Rao



10. Course Organization

Course Code	BAD401A		
Course Title	Data Analytics		
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			
Next Course Specifications Review Date	May-2024		

[Signature]
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 Bengaluru - 560 054

Dean - Academics
 M.S. Ramaiah University of Applied Sciences
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[Signature]
Meetha, Gao



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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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	
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			
Subcomponent ►	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
	SC1	SC2	
Subcomponent Type ►	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks ►	25	25	
CO-1	x	x	x
CO-2	x	x	x
CO-3	x	x	x
CO-4			x
CO-5		x	
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2					3						2			
CO-2	2			3		1						2	3		
CO-3	2			3		1						2	3		
CO-4	2			3		1						2	3		
CO-5	2			3		1						2	3		

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Course Specifications: Data Analytics

Course Title	Data Analytics
Course Code	BAD401A
Course Type	Specialisation 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

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14.	Personal Management	Course work
15.	Leadership Skills	Course work

8. 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

- a. Harvard Business Review (2022), Available Online at <https://hbr.org/topics> (Accessed: 06 June 2022).
- b. NPTEL (2022) Available Online at https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

b. Other Electronic Resources

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

9. Course Organization

Course Code	BAE323A	
Course Title	Digital Marketing	
Course Leader's Name	As per Time Table	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	As per time table
Course Specifications Approval Date	Aug 2022	
Next Course Specifications Review Date	July 2024	

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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 ►	Mid-Term Test	Assignment/ Quiz / Group Activity	
Maximum Marks ►	25	25	
CO-1	X		X
CO-2	X	X	X
CO-3		X	X
CO-4		X	X
CO-5			X
The details of SC1, SC2, 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.

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, 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

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5. 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

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.

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[Signature]



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.

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	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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Course Specifications: Digital Marketing

Course Title	Digital Marketing
Course Code	BAE323A
Course Type	Discipline Elective
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

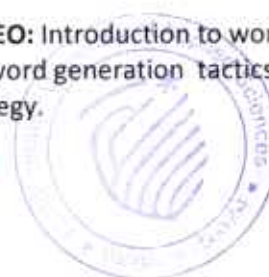
4. Course Contents

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.

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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

1) Essential Reading

1. Thomas, G. C. and Christopher, G. W. (2015) *Organization Development and Change*, 10th edition, Southwestern Cengage Learning.

2) 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.

3) Magazines and Journals

1. Journal of Human Resources, University of Wisconsin press
2. Harvard Business Review, six issues annually.

4) 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)

11. Course Organization

Course Code	BAE314A	
Course Title	Organisational development and change management	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	Phone:	Phone:
	E-mail:	E-mail:
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	

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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 COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ►	SC1	SC2		40 Marks
Subcomponent Type ►	Mid Term	Assignment	Presentation/Class Test/Activity	
Maximum Marks ►	25	25	10	
CO-1	x			x
CO-2	x	x	x	x
CO-3		x	x	x
CO-4		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.

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

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Unit 3 Organisational Development: Meaning of Organisational Development, Concept of 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 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	

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Yashwanth



Course Specifications: Organisational Development and Change Management

Course Title	Organisational Development and Change Management
Course Code	BAE314A
Course Type	Discipline Specific 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 student will 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.

Head of the Department
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Faculty of Management and Commerce

Meha . G.



businessweek.html> [Accessed 5 October 2022].

5) Other Electronic Resources

1. MIT Sloan Review (2022) Available Online at <https://sloanreview.mit.edu/all-topics/> (Accessed: 06 June 2022).

10. Course Organization

Course Code	BAE310A		
Course Title	Industrial Relations		
Course Leader's Name	As per timetable		
Course Leader's Contact Details	Phone:	080 4536 6666	
	E-mail:	dean.mc@msruas.ac.in	
Course Specifications Approval Date	15 July 2022		
Next Course Specifications Review Date	July 2024		

[Signature]
Head of the Department
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 Bengaluru - 560 054

Dean - Academics
 M.S. Ramaiah University of Applied Sciences

[Signature]



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

1) 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.

2) 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.

3) 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

4) 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>>



Kitchen		
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 ►	Mid-Term Test	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.


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 Faculty of Management and Commerce


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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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Academies	00	

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H. S. S. S. S.



Course Specifications: Industrial Relations

Course Title	Industrial Relations
Course Code	BAE310A
Course Type	Discipline Specific 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:

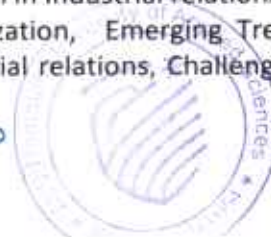
- CO-1. Describe evolution, principles and role of key participants in Industrial Relations, India
- CO-2. Explain the Code of Discipline, issues and legal provisions pertaining to Trade Union Act
- CO-3. Elucidate the collective bargaining process and negotiation strategies in an industrial environment 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

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 Faculty of Management and Commerce
 Bengaluru - 560075

1/20/24/20



3. Pandey V M (2016). 'Financial Management', 4th Ed, Noida , Vikas Publishing House.

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

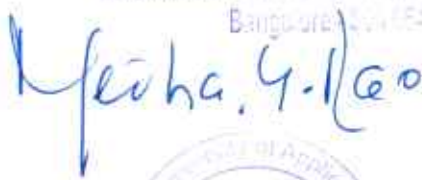
NA

10. Course Organization

Course Code	BAE303A	
Course Title	Financial Management and Project Appraisal	
Course Leader's Name	As per Time Table	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	As per Time Table
Course Specifications Approval Date	Aug 2022	
Next Course Specifications Review Date	July 2024	


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 Meena. Y. Rao



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.



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 (50% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ►	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment	Assignment	40 Marks
Maximum Marks ►	30	20	10	
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, 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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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			
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	10
Numeracy		
1. Solving Numerical Problems	10	00
Practical Work		
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	00
Others		
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	

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Course Specifications: Financial Management and Project Appraisal

Course Title	Financial Management and Project Appraisal
Course Code	BAE303A
Course Type	Discipline Specific 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/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 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.

Shant
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M. Anitha
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Y. Rao
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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

10. Course Organization

Course Code	BAD301A	
Course Title	Research Methodology	
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	Aug 2022	
Next Course Specifications Review Date	July 2024	

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[Signature]
Dean - Academics
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 Bengaluru - 560 054
 Date: 9.11.24



CO-4		x		x
CO-5				x
CO-6		x	x	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.

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.

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Bengaluru - 560 054

Faculty of Management and Commerce



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	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				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		40 Marks
Subcomponent Type ►	Mid-Term Test	Assignment/ Quiz / Group Activity	Lab/Presentation	
Maximum Marks ►	25	25	10	
CO-1	x			x
CO-2	x	x		x
CO-3	x		x	x

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																		

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Maha Rao

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Course Specifications: Research Methodology

Course Title	Research Methodology
Course Code	BAD301A
Course Type	Core 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)

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10. Course Organization

Course Code	BAC304A	
Course Title	Business Taxation	
Course Leader's Name	As per time table	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	dean.mc@msruas.ac.in
Course Specifications Approval Date	Aug 2022	
Next Course Specifications Review Date	July 2024	

[Signature]
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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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M.S. Raju
Head 9/20



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 ►	Mid Term	Assignment	Lab Manual/ Report	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	
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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Dean - Academics
Bengaluru - 560 075



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		
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	
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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Course Specifications: Business Taxation

Course Title	Business Taxation
Course Code	BAC304A
Course Type	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)	2:1:0
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 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

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, Assessee, 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.

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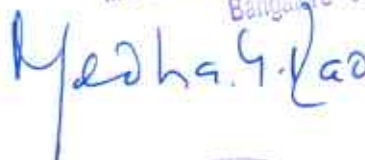
2. Sloan Management Review – MIT, Quarterly

d. Websites

1. <https://harvardmagazine.com/tags/quantitative-methods>
2. <https://sloanreview.mit.edu/>


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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. 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

1. Harvard Magazine – Trends in Business decision making, 6 times per year

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 ►	Mid-Term Test	Assignment/ Quiz / Group Activity	Lab/Presentation	40 Marks
Maximum Marks ►	25	25	10	
CO-1	x	x		x
CO-2	x	x		x
CO-3		x		x
CO-4		x		x
CO-5		x		x
CO-6			x	
CO-7			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

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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 (Using Software for Decision Making): 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		2		2									1	2		
CO-3					2	2		3								2		
CO-4	1					3										3		
CO-5	1							3							1			
CO-6		1				3		2			2		3			3		2
CO-7						2		2			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		25
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	15
Numeracy		
1. Solving Numerical Problems	15	20
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	

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Faculty of Applied Sciences



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)	2:0:1
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 basic concepts of Linear Programming in the context of Business problem solving
- CO-2. Describe managerial problems mathematically and solve using Quantitative Methods
- CO-3. Apply appropriate replacement and sequencing models in the operational context
- CO-4. Analyse decision making under probabilistic scenarios
- CO-5. Analyse the application of Big Data and Business Analytics
- CO-6. Categorize managerial problems mathematically using tools for optimal solutions
- CO-7. Apply Business Analytics tools

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.

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4) Websites

1. <https://hbsp.harvard.edu/>
2. <https://sloanreview.mit.edu/>

5) Other Electronic Resources

NA

11. Course Organization

Course Code	BAE322A		
Course Title	Advertising and Brand Management		
Course Leader's Name	As per Time Table		
Course Leader's Contact Details	Phone:	080 4536 6666	
	E-mail:	As per Time Table	
Course Specifications Approval Date	Aug 2022		
Next Course Specifications Review Date	July 2024		

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[Signature]



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	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 preparation
15.	Leadership Skills	Group discussions

10. Course Resources

1) Essential Reading:

1. Class Notes
2. Aaker, Myers & Batra, (2015). 'Advertising Management', Prentice Hall. 2nd Edition.
3. Wells, Moriarty & 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.

2) 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.

3) 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

3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		11
1. Case Study Presentation	06	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
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

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, 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 ►	Mid-Term Test	Assignment/ Quiz / Group Activity	Lab/Presentation	40 Marks
Maximum Marks ►	25	25	10	
CO-1	x			x
CO-2		x		x
CO-3			x	x
CO-4	x	x		x
CO-5			x	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.

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 Faculty of Management and Commerce

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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	

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Yashika Y. Rao

Course Specifications: Advertising and Brand Management

Course Title	Advertising and Brand Management
Course Code	BAE322A
Course Type	Discipline Specific 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

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2) Recommended Reading

1. Etzel Michael J et al, (2007). 'Marketing management', concepts & cases, 14th edition, Tata McGraw-Hill.

3) Magazines and Journals

1. Asia Pacific International Journal of Marketing and Logistics, Barmarick Publications
2. Services Marketing, Emerald Group Publishing Limited
3. Marketing Management, The American Marketing Association
4. Brand Management, The American Marketing Association
5. Business India
6. Strategic marketing
7. Harvard Business Review

4) Websites

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

5) Other Electronic Resources

NA

11. Course Organization

Course Code	BAE305A	
Course Title	Sales Management	
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	Aug 2022	
Next Course Specifications Review Date	July 2024	

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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	SC3	SC4	
Subcomponent Type ►	Term Test	Term Test	Assignment	Group Task	100 Marks
Maximum Marks ►	25	25	25	25	
CO-1	x		x		x
CO-2	x		x		x
CO-3		x	x		x
CO-4		x		x	x
CO-5				x	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.

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

1) 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. Havaladar and Cavale, (2011). 'Sales and Distribution Management', 2nd Edition, Tata McGraw Hill Education Private Limited.

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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 (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	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

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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Faculty of Management and Commerce

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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.

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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	03
Others		
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	

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Bengaluru

Dr. S. Ramiah
Dean - Academics
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Course Specifications: Sales Management

Course Title	Sales Management
Course Code	BAE305A
Course Type	Discipline Specific 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.

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M.S. Ramalah University of Applied Sciences
Faculty of Management and Commerce
569 054



3) 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

4) 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].

5) Other Electronic Resources

1. MIT Sloan Review (2022) Available Online at <https://sloanreview.mit.edu/all-topics/> (Accessed: 07 October 2022).

10. Course Organization

Course Code	BAE304A	
Course Title	Human Resource Planning and Development	
Course Leader's Name	As per timetable	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	dean.mc@msruas.ac.in
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	

Dean - Academics

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[Signature]
 Meena Y. Rao



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

1) 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.

2) 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.

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Mahesh Rao



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.

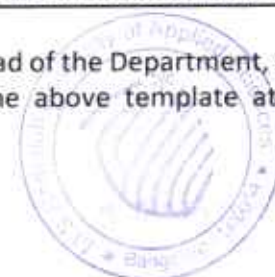
The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

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 ►	Mid-Term Test	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.

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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																		

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	

Course Specifications: Human Resource Planning and Development

Course Title	Human Resource Planning and Development
Course Code	BAE310A
Course Type	Discipline Specific 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

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12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group Discussions

9. Course Resources

a. Essential Reading

1. Course notes
2. Taxmann (2014). *Taxmann's Labour 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 and Journals

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 Electronic Resources

NA

10. Course Organization

Course Code	BAE311A		
Course Title	Labour Legislations		
Course Leader's Name	As per Time Table		
Course Leader's Contact Details	Phone:	+91-80-45366666	
	E-mail:	As per timetable	
Course Specifications Approval Date	15 July 2022		
Next Course Specifications Review Date	July 2024		

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Bengaluru
Faculty of Management and Commerce

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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 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		40 Marks
Subcomponent Type ►	Mid Term	Assignment	Presentation/Class Test/Activity	
Maximum Marks ►	25	25	10	
CO-1	x			x
CO-2	x	x	x	x
CO-3		x	x	x
CO-4		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, 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

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Meena. Y. Rao

Unit 5 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act;
Child labour abolition act, Case laws.

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 Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		60
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	10
Others		
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

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Bangalore - 560 054

Mohd. A. I. Leo



Course Specifications: Labour Legislations

Course Title	Labour Legislations
Course Code	BAE311A
Course Type	Discipline Specific 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 student will 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.

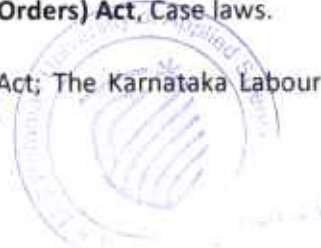
Unit 2 Social Security, Health and Safety: Factories Act, Shops and Establishment Act, Contract Labour (Regulation and abolition) Act, Case laws.

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.

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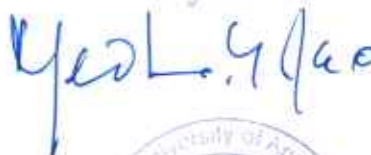
1. Coursera (2022) Available Online at <https://www.coursera.org/learn/principles-of-management> (Accessed: 06June 2022).
2. MIT Sloan Review (2022) Available Online at <https://sloanreview.mit.edu/all-topics/> (Accessed: 06June 2022).

10. Course Organization

Course Code	BAC301A	
Course Title	International Business	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	Phone:	+91-80-45366666
	E-mail:	As per timetable
Course Specifications Approval Date	15 July 2022	
Next Course Specifications Review Date	July 2024	


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4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving skills	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

- a. Ashwathappa, K. (2012) *International Business*, 5th edition, Tata McGraw Hill, New Delhi.
- b. Subba, R. P. (2013) *International BusinessText and Cases*, 3rd edition, Himalaya Publishing House.
- c. 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

- a. Harvard Business Review (2022), Available Online at <https://hbr.org/topics> (Accessed: 06June 2022).
- b. NPTEL (2022) Available Online at <https://onlinecourses.nptel.ac.in/noc22/mg42/preview> (Accessed: 06June 2022).

e. Other ElectronicResources

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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	SC2		40 Marks
Subcomponent Type ►	Mid Term	Assignment	Presentation/Class Test/Activity	
Maximum Marks ►	25	25	10	
CO-1	x			x
CO-2	x	x	x	x
CO-3		x	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, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments

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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 of Exchange 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 Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	11
Others		
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	

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Course Specifications: International Business

Course Title	International Business
Course Code	BAC301A
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 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 student will be able to:

- CO-1. Explain key concepts of International Business
- CO-2. Discuss the differences in culture and their implications for 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.

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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

- a. Williamson, Duncan. (2016) Cost and management accounting. 1st ed. Prentice Hall, New Delhi
- b. Anthony, Robert N. & Reece, James S. (2014) Accounting Principles. 7th ed. Richard d Irwin, Chicago
- c. 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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2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
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 COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ►	SC1	SC2		40 Marks
Subcomponent Type ►	Mid Term	Assignment	Presentation/Class Test/Activity	
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
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.

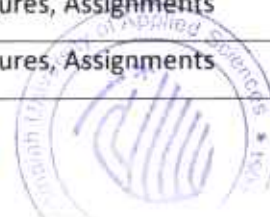
8. Achieving COs

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

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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 Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		04
1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	30
Numeracy		
1. Solving Numerical Problems	30	00
Practical Work		
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	11
Others		
1. Case Study Presentation	03	

Course Specifications: Financial Statement Analysis

Course Title	Financial Statement Analysis
Course Code	BAE302A
Course Type	Discipline Elective Course
Department	Management Studies
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	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 students will be able to:

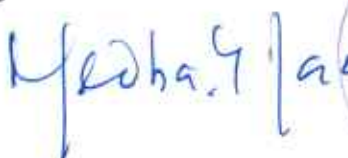
- CO-1. Explain process of preparing financial statements
- CO-2. Discuss the tools and techniques used for financial statement analysis
- CO-3. Prepare fund flow statement to identify sources and application of funds
- CO-4. Apply forecasting techniques to project financial data
- CO-5. Analyse the 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


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h. 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

i. 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].


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44. 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

45. Course Resources**f. 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.

g. 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.

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3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
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

43. 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.

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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.

41. 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

42. 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	

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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

37. 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.

38. 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

39. Course Outcomes (COs)

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

- CO-23. Explain key terms and fundamental functional areas of Human resource management
- CO-24. Describe the factors of job analysis in recruitment process of an organisation
- CO-25. Assess the need for training and development in performance management of an employee
- CO-26. Discuss the role of compensation and promotions in attracting and retaining the employees
- CO-27. Discuss the Strategic role of Human resource department in an organisation

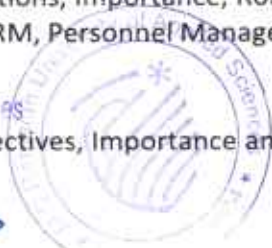
40. Course Contents

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,

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36. Course Resources

k. 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', 4th edition, Academic Press, USA.

l. Recommended Reading

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

m. Magazines and Journals


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

n. Websites

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

o. Other Electronic Resources

MS Office and Statistical Package


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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.

35. 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

32. 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

33. 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	20
Numeracy		
1. Solving Numerical Problems	15	05
Practical Work		
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	00
Others		
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

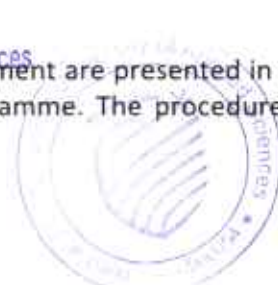
34. Course Assessment and Reassessment

The details of the components and sub-components of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to

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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 II 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.

Unit 4 (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.


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Meetha. Y / a



Course Specifications: Business Statistics

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

28. 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.

29. 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

30. Course Outcomes (COs)

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

- CO-17. Explain the concepts of macroeconomics
- CO-18. Discuss sampling methodologies as applied to business
- CO-19. Formulate hypotheses and test for single population mean and proportion and test using manual methods and a statistical package
- CO-20. Analyse data and perform linear regression and correlation
- CO-21. Solve problems related to logical reasoning
- CO-22. Analyse data using correlation, simple and multiple linear regression techniques using a statistical package

31. Course Contents

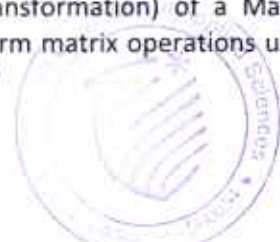
Unit 1 (Matrices): Introduction, Matrix, Order of a matrix, Types of Matrices, Equality of matrices, Operations on Matrices, Addition of matrices, Multiplication of a matrix by a scalar, Properties of matrix addition, Properties of scalar multiplication of a matrix, Multiplication of matrices, Properties 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.

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https://onlinecourses.nptel.ac.in/noc22_mg42/preview (Accessed: 06 June 2022).

e. Other Electronic Resources

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


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Meetha, G/Ko



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

27. 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

- a. Harvard Business Review (2022), Available Online at <https://hbr.org/topics> (Accessed: 06 June 2022).
- b. NPTEL (2022) Available Online at <https://www.nptel.ac.in/>

5. Hospital	00	
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

25. 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.

26. Achieving COs

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

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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.

23. 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

24. 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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop/Kitchen	00	
4. Clinical Laboratory	00	

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Mech. 9/20



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

19. 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.

20. 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

21. Course Outcomes (COs)

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

- CO-12. Discuss key concepts of Consumer Behaviour
- CO-13. Discuss consumer buying behavior patterns, factors and processes
- CO-14. Discuss the concepts and importance of Segmentation Targeting and Positioning in Industrial Marketing
- CO-15. Discuss the concepts and importance of the Industrial Marketing Mix
- CO-16. Classify Consumer Marketing and Industrial Marketing

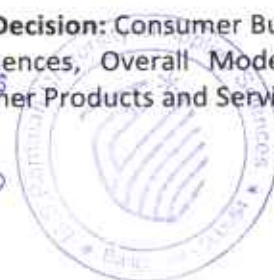
22. Course Contents

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.

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Heath, Y. (20)



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

18. Course Resources**f. 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

g. Recommended Reading

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

h. 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

i. Websites

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

j. Other Electronic Resources

MS Word

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H. Chandra Rao



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

16. 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.

17. 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

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[Signature]

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

14. 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

15. 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	19
Numeracy		
1. Solving Numerical Problems	18	15
Practical Work		
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	01
Others		
1. Case Study Presentation	00	

Course Specifications: Cost Accounting

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

10. 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.

11. 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

12. Course Outcomes (COs)

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

- CO-7. Describe types of cost and elements of costing
- CO-8. Discuss techniques of Budgetary control
- CO-9. Discuss standard costing techniques and variance analysis for managerial decisions
- CO-10. Apply Marginal costing techniques for decision making
- CO-11. Analyse reconciliation statements of managerial accounts

13. 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,

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. 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

10. 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

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 (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: CE (60% Weightage)		Component 2: SEE (40% Weightage)
	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

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.		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

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		02
1. Demonstration using Videos	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

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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 letter for 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 of structure 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 structure and 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 complex documents

Unit 10 (Report Writing)

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


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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. The students will be trained to deliver oral presentations and participate in group discussion. The students will 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 transition words, use of appropriate language and tone

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

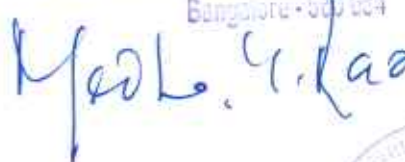
1. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 10 October 2022 from <http://www.weberp.org/>
2. Write better code (2022) *Start with a pull request*, Retrieved on 11 October 2022 from <https://github.com/features/code-review>

e. Other Electronic Resources

Software: Database, ERP


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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				
Subcomponent ♦	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		40 Marks
Subcomponent Type ♦	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	
Maximum Marks ♦	30	20	10	
CO-1	X			X
CO-2	X	X		X
CO-3	Ø	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.

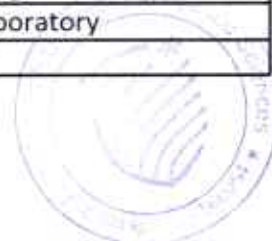
8. Achieving COs

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

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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		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


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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
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																		

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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

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Unit 1 (Introduction to Information Systems): Organization and Information systems, Changing

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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

36. Course Resources

k. 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.

l. 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.

m. 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)

n. Websites

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

o. Other Electronic Resources

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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

34. 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				
Subcomponent ♦	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	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.

35. 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

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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.

32. 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

33. 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	

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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

28. 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.

29. 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

30. Course Outcomes (COs)

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

- CO-11. Describe the legal aspects of business in Indian context
- CO-12. Explain the legal practices to promote and sustain competition in markets in the interest of consumers
- CO-13. Discuss Information Technology Act 2000 for contemporary business
- CO-14. Discuss the legal scenario and amendments in justice delivery system for business in India
- CO-15. Analyse the legal aspects and best business practices relevant to Indian scenario

31. 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.

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Unit 2 (Competition Act 2002): Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy,

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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	---

27. 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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6. Discussing Possible Innovations	00	
7. Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		55

25. 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.

5

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.

26. 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

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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.

23. 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

24. 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	
4. Brain Storming Sessions	00	
5. Group Discussions	02	

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

19. 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.

20. 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

21. Course Outcomes (COs)

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

- CO-6. Explain key concepts of banking and financial institutions
- CO-7. Discuss the relationship between banker and customer
- CO-8. Discuss the different types of bank accounts
- CO-9. Discuss the need for different types of insurance
- CO-10. Compute different types of insurance claims

22. 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,

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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

18. Course Resources

f. 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.

g. 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.

h. Magazines and Journals

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

i. Websites

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

j. Other Electronic Resources

NA

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

16. 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.

17. 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

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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.

14. 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

15. 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	00
Numeracy		
1. Solving Numerical Problems	00	00
Practical Work		
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	10
Others		
1. Case Study Presentation	03	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	04	

Course Specifications: Services Marketing

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

10. 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.

11. 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

12. 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

13. 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

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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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	Ø	X		X
CO-4	Ø	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

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	15
Numeracy		
1. Solving Numerical Problems	15	00
Practical Work		
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	03
Others		
1. Case Study Presentation	00	

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

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