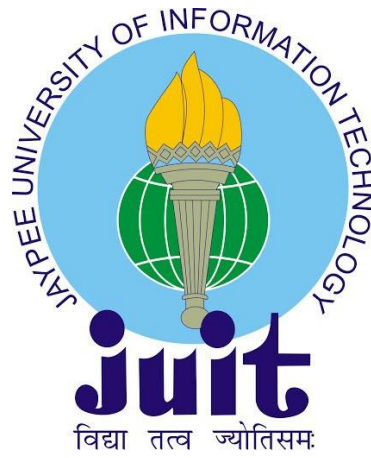


BACHELOR OF BUSINESS ADMINISTRATION
COURSE STRUCTURE
(2026-2029)



BBA PROGRAM OUTCOMES

PO1: Critical Thinking and Decision Making Skills: Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.

PO2: Understanding Business Functions: Students demonstrate technical competence in domestic and global business through clarity in major disciplines within the field of business.

PO3: Communication Skills: Students are able to conceptualize a complex issue into a coherent written statement and oral presentation.

PO4: Interpersonal Skill Development: Students can function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO5: Entrepreneurial ability and Innovative thinking: Students can demonstrate the fundamentals of creating and managing innovation, new business development, and high-growth potential entities.

PO6: Technology Skills: Students are competent in the use of modern technology in organizational operations and management.

PO7: Ethics, Environment and sustainability: Apply ethical principles and commit to professional ethics and responsibilities of the Management practice. Students can understand the impact of the professional solutions in societal and environmental contexts, create responsible and sustainable alternatives and demonstrate the knowledge of and need for sustainable development.

PO8: Life-long learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of constantly changing business environment.

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT, SOLAN
COURSE CURRICULUM OF BACHELOR OF BUSINESS ADMINISTRATION –
2026 BATCH (144 CREDITS)

BBA 1ST SEMESTER								
S. NO	CATEGORY	SUBJECT CODE	SUBJECT					
				L	T	P	C	HR
1	ABILITY ENHANCEMENT - COMPULSORY	23BB1HS111	BUSINESS COMMUNICATION (LANGUAGE: ENGLISH / MIL)	2	1	0	3	3
2	CORE DISCIPLINE	23BB1HS112	PRINCIPLES AND PRACTICES OF MANAGEMENT	3	1	0	4	4
3	CORE DISCIPLINE	23BB1HS113	BUSINESS ENVIRONMENT	3	1	0	4	4
4	CORE DISCIPLINE	23BB1HS114	MANAGERIAL ECONOMICS	3	1	0	4	4
5	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY	23BBWHS131	INDIA’S DIVERSITY & BUSINESS OR	3	1	0	4	4
5	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY	23BBWHS132	ETHICS& CORPORATE SOCIAL RESPONSIBILITY	3	1	0	4	4
6		23BB9HS191	PROJECT				1	
			TOTAL				20	19
BBA 2ND SEMESTER								
1	CORE DISCIPLINE	23BB1HS211	ORGANIZATIONAL BEHAVIOR	3	1	0	4	4
2	ABILITY ENHANCEMENT - COMPULSORY	25B11GE111	ENVIRONMENTAL SCIENCE	2	0	0	2	2
3	CORE DISCIPLINE	23BB1HS212	MACROECONOMICS	3	1	0	4	4
4	CORE DISCIPLINE	23BB1HS213	BUSINESS ACCOUNTING	3	1	0	4	4
5	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY	23BBWHS231	CRITICAL AND CREATIVE THINKING OR	3	1	0	4	4
5	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY		LEADERSHIP IN ORGANIZATIONS	3	1	0	4	4
6.	CORE DISCIPLINE	25B11HS211	UNIVERSAL HUMAN VALUES (UHV)	2	1	0	3	3
			TOTAL				23	21
BBA 3RD SEMESTER								
1	CORE DISCIPLINE	23BB1HS311	STATISTICS FOR BUSINESS DECISIONS	3	1	0	4	4
2	CORE DISCIPLINE	23BB1HS312	PRINCIPLES OF MARKETING	3	1	0	4	4

Approved in Academic Council held on 30 July 2025

3	CORE DISCIPLINE	23BB1HS313	MANAGEMENT ACCOUNTING	3	1	0	4	4
4	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY	23BBWHS331	ENTREPRENEURSHIP DEVELOPMENT OR	3	1	0	4	4
4	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY		PROJECT MANAGEMENT	3	1	0	4	4
5	SKILL ENHANCEMENT COURSE	23BB7HS371	STATISTICAL SOFTWARE	0	0	4	2	4
6	CORE DISCIPLINE	23BB1HS314	POLITICAL PROCESS IN INDIA	3	0	0	3	3
7		23BB9HS391	PROJECT				2	
8	CORE DISCIPLINE	24B11HS513	LOGICAL AND QUANTITATIVE TECHNIQUES -I	2	0	0	2	2
			TOTAL				25	25
BBA 4TH SEMESTER								
1	CORE DISCIPLINE	24BB1HS411	BUSINESS RESEARCH	3	1	0	4	4
2	CORE DISCIPLINE	24BB1HS412	HUMAN RESOURCE MANAGEMENT	3	1	0	4	4
3	CORE DISCIPLINE	24BB1HS413	FINANCIAL MANAGEMENT	3	1	0	4	4
4	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY	24BBWHS431	PRODUCTION & OPERATIONS MANAGEMENT OR	3	1	0	4	4
4	ELECTIVE COURSE – GENERIC /INTERDISCIPLINARY		INTRODUCTION TO SUPPLY CHAIN MANAGEMENT	3	1	0	4	4
5	SKILL ENHANCEMENT COURSE	24BB7HS471	IT TOOLS FOR BUSINESS	0	0	4	2	4
6	CORE DISCIPLINE	24BB1HS414	ORAL WRITTEN COMMUNICATION	2	1	0	3	3
7		24BB9HS491	PROJECT				3	
8	CORE DISCIPLINE	24B11HS612	LOGICAL AND QUANTITATIVE TECHNIQUES - II	2	0	0	2	2
			TOTAL				26	25
Summer Internship (6-8 weeks) 6 Credits 24BB9HS592								
BBA 5TH SEMESTER								
1	CORE DISCIPLINE	24BB1HS511	LEGAL ASPECTS OF BUSINESS	3	1	0	4	4
2	CORE DISCIPLINE	24BB1HS512	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	3	1	0	4	4

3	DISCIPLINE SPECIFIC ELECTIVE		DISCIPLINE SPECIFIC ELECTIVE – I	3	1	0	4	4
4	DISCIPLINE SPECIFIC ELECTIVE		DISCIPLINE SPECIFIC ELECTIVE – II	3	1	0	4	4
5		24BB9HS591	PROJECT				4	
			TOTAL				20	16
BBA 6TH SEMESTER								
1	CORE DISCIPLINE	25BB1HS611	BUSINESS POLICY & STRATEGY	3	1	0	4	4
2	CORE DISCIPLINE	25BB1HS612	FINANCIAL INSTITUTIONS & MARKETS	3	1	0	4	4
3	DISCIPLINE SPECIFIC ELECTIVE		DISCIPLINE SPECIFIC ELECTIVE – III	3	1	0	4	4
4	DISCIPLINE SPECIFIC ELECTIVE		DISCIPLINE SPECIFIC ELECTIVE – IV	3	1	0	4	4
5		25BB9HS691	PROJECT				8	
			TOTAL				24	16
BBA 5TH SEMESTER DSE (DISCIPLINE SPECIFIC ELECTIVES)								
	DSE (MARKETING-I)	24B11HS511	CONSUMER BEHAVIOR	3	1	0	4	4
	DSE (MARKETING-II)	25BBWHS531	APPLIED MARKETING RESEARCH AND ANALYTICS	3	1	0	4	4
	DSE (FINANCE-I)	24B11HS312	INTERNATIONAL FINANCE	3	1	0	4	4
	DSE (FINANCE-II)	24B11HS512	FINANCIAL VALUATION AND MODELING	3	1	0	4	4
	DSE (BUSINESS ANALYTICS-I)	25BBWHS531	APPLIED MARKETING RESEARCH AND ANALYTICS	3	1	0	4	4
	DSE (BUSINESS ANALYTICS-II)	25BBWHS532	DATA ANALYTICS USING PYTHON	3	1	0	4	4
	DSE (HUMAN RESOURCE-I)	25BBWHS533	LEADERSHIP AND TEAM MANAGEMENT	3	1	0	4	4
	DSE (HUMAN RESOURCE-II)	25BBWHS534	MANAGEMENT OF INDUSTRIAL RELATIONS AND LABOUR LAW	3	1	0	4	4
BBA 6TH SEMESTER DSE (DISCIPLINE SPECIFIC ELECTIVES)								
	DSE (MARKETING-III)	25BBWHS631	DIGITAL MARKETING ESSENTIALS	3	1	0	4	4
	DSE (MARKETING-IV)	25BBWHS632	STRATEGIC SERVICE DESIGN AND MARKETING	3	1	0	4	4
	DSE (FINANCE-III)	24B11HS412	FINANCIAL ANALYTICS	3	1	0	4	4
	DSE (FINANCE-IV)	25BBWHS633	INVESTMENT ANALYSIS	3	1	0	4	4
	DSE (BUSINESS ANALYTICS-III)	24B11HS412	FINANCIAL ANALYTICS	3	1	0	4	4
	DSE (BUSINESS ANALYTICS-IV)	25BBWHS634	HUMAN RESOURCE ANALYTICS	3	1	0	4	4
	DSE (HUMAN RESOURCE-III)	25BBWHS635	CROSS CULTURAL HUMAN RESOURCE MANAGEMENT	3	1	0	4	4

	DSE (HUMAN RESOURCE-IV)	25BBWHS634	HUMAN RESOURCE ANALYTICS	3	1	0	4	4
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			TOTAL CREDITS	144			144	
			TOTAL HOURS	122				
				NO			CRE	
				.			DITS	
			CORE COURSES (CC)	21			77	
			DISCIPLINE SPECIFIC ELECTIVES (DSE)	4			16	
			GENERAL ELECTIVE (GE)	4			16	
			ABILITY ENHANCEMENT COMPULSORY COURSE (AECC)	2			5	
			SKILL ENHANCEMENT COURSES (SEC)	2			4	
			PROJECTS				20	
			SUMMER INTERNSHIP				6	

BUSINESS COMMUNICATION

COURSE CODE: 23BB1HS111

COURSE CREDITS: 3

CORE/ELECTIVE: ABILITY ENHANCEMENT

L-T-P: 2-1-0

Pre-requisite: None

Course Objectives:

1. The students will be able to analyze different communication concepts and situations to make choices about the most effective and efficient ways to communicate.
2. The student will learn to deliver effective presentations in contexts that may require power point, extemporaneous or impromptu oral presentations.
3. The student will learn to write effective business documents using appropriate styles.
4. The student will learn to design effective resumes, and write effective emails, letters and reports
5. Students will be able to understand and apply negotiation and conflict resolution skills in various business situations

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand and learn the concepts of better and effective communication	Familiarity
CO-2	Enable students to prepare better Power Point Presentations with clarity of expression and appropriate language.	Familiarity and Usage
CO-3	Help make communication better by learning the nature and mechanics of effective writing	Assessment
CO-4	Design effective resumes, and write effective emails, letters and reports	Usage
CO-5	Help understand and apply fundamental negotiation and conflict resolution skills	Usage

Course Contents:

Unit	Contents	Lectures required
	Introduction to Business communication: Meaning and Importance □ Importance of communicating effectively: Theories of communication □ Understanding interpersonal Communication: The Johari Window Model □ Stages of communication: Ideation, encoding, transmission, decoding & response □ Feedback in organizations □ Barriers to effective communication: Physical, Social, Psychological, Cultural, Language & organizational □ Guidelines to overcome communication barriers □ AI-Powered Communication Tools: Chatbots, AI writing assistants (e.g., Grammarly, ChatGPT)	5

2	Nonverbal Communication □ Nonverbal communication defined □ Functions of nonverbal communication: Conveying meanings, expressing emotion, presenting self, managing interactions, defining relationship □ Nonverbal Communication Codes: Communicating through Body Movements, Voice, Touch, Personal Space, Time, Physical Appearance □ Digital Nonverbal Cues: Emoticons, avatars, and virtual presence in video conferencing platforms (Zoom, MS Teams) as modern nonverbal communication channels	4
3	Effective Presentation Skills • Planning Presentations • Making PowerPoint Presentations • Pre- presentation jitters • Preparation and Practice • Delivering the Presentation • Qualities of a Skillful Presenter • Capturing and Maintaining Attention • Handling Questions • AI in Presentations: Using AI tools (Gamma.app, Beautiful.ai) for automated slide design	4
4	Communication Strategies & Professional Writing • Principles of Business Writing • Seven C's of Communication • Writing Process: Pre-writing, writing & post-writing • Neutral and positive messages, Negative messages, Persuasive messages • Writing Letters, Emails, Resume, Cover Letter • AI-Assisted Professional Writing: AI-generated email drafts, ATS-optimized resume writing tools, and automated business document templates	6
5	Report Writing • Functions of a report • Types of reports • Format of the reports • Use of Visuals-Charts, Tables, Pictures	3
6	Interview Techniques • Analysing yourself and the market • Different types of interview questions • Making a positive first impression • Handling difficult Question • AI Interview Preparation: Virtual interview coaching platforms (HireVue, InterviewBit etc) using AI to simulate and evaluate interview responses	2
7	Negotiation and Conflict Resolution • Introduction to negotiations, Negotiation fundamentals, Negotiation dynamics • Communication problems and skills for conflict resolution • Types of conflicts • Conflict resolution skills	4
Total lectures		2 8

Suggested Text Book(s):

1. Carol M Lehman, Debbie D Dufrene, Mala. Sinha: BCOM, Cengage Learning, 2012.
2. R.V Lesikar, M.E. Flatley, K Rentz, N Pande: *Business communication, 12th Edition*, McGraw Hill, 2009.

Suggested Reference Book(s):

1. H.S. Mukherjee: *Business Communication-connecting at work*, Oxford University Press, 2nd Edition 2013.
2. Kristen Bell De Tienne: *Guide to Electronic Communication*, Pearson , 1st Edition, 2011.
3. Karen Schneiter Williams, Joyce P Logan, A.C. Buddy Krizan , Patricia Merrier:
Communicating in Business, Cengage Learning, 1st Edition 2012.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered up to T-1
2	T-2	25	1.5 Hours	Syllabus covered up to T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr. No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	AVG
CO-1	3	1	3	3	1	2	3	3	2.4
CO-2	2	1	3	3	1	3	1	3	2
CO-3	2	1	3	3	1	2	1	2	2
CO-4	3	1	3	3	1	2	2	3	1.9
CO-5	3	2	3	3	3	1	3	3	2
Average Score	2.6	1.2	3	3	1.4	2	2	2.8	2.06

PRINCIPLES AND PRACTICES OF MANAGEMENT

COURSE CODE: 23BB1HS112

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To understand of basic concepts, principles and practices of management.
2. To develop an insight of coordination and proper administration of business.
3. To inculcate the ability to apply multifunctional approach to achieve organizational objectives.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the basic concepts of management theories.	Familiarity
CO-2	Understand the process of basic management functions.	Familiarity
CO-3	Analyze the internal and external decisions to be made by managers	Assessment
CO-4	Develop the suitable strategies based on management theories to achieve organization's objective	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Management: Evolution of Management: - Contribution of Taylor, Mayo & Fayol, Different approaches of management, role of manager, tasks of a professional manager, Management & its functions. Level of Management, managerial skills at various levels. Management as a Science or Art - Management as a profession, Administration and Management, Functional Areas of Management. Technology and Modern Management: Impact of AI, automation, and digital platforms on managerial roles and evolving management functions in Industry 4.0	9
2	Planning: Nature and Importance of Planning- Types of Plans - Levels of Planning - Steps in planning - Making Effective Plans- Objectives and Management By Objective (MBO) –Management By Exception (MBE) - Policy and Strategy- Forecasting and Decision Making - Nature of decision making - Types of decisions – Decision Making Process – Rational Perspectives and Behavioural Aspects of decision making. AI-Driven Decision Making	6
3	Organizing: Principles of Organization - Types of Organization - Organizational Structure and Design – Line, Staff and functional authority – Conflict between Line and Staff – Overcoming the Line- Staff Conflict. Departmentation - Span of control – Authority, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority. Digital Organizational Design: Virtual organizations, remote team structures, and AI-enabled coordination tools reshaping organizational hierarchies	6
4	Staffing: Nature and Purpose of staffing – Importance of staffing – Components of Staffing - Manpower planning - Recruitment and Selection - Training and Development - Performance Appraisal.	5

5	Directing: – Nature of Directing function - Principles – Importance of Effective Direction – Motivating people at work – Early motivational theories, Directing & Leadership:- X Theory, & Y Theory, Hawthorne & Tinstone studies Leadership. Definition, Stogdill trait theory, Managerial grid, Fiedlers contingency approach. Leadership and change - Effective Communication skills for directing – Barriers of communication. Digital Leadership and Remote Motivation: Leading virtual teams, gamification for employee engagement	10
6	Controlling: - Concept, Nature and Importance - Essentials of Control - Requirements of an Effective Control System – Behavioural Implications of Control – Techniques of Managerial control - Co- ordination – Need for co-ordination – Types of Co-ordination - Techniques of Coordination - Cooperation. Supervision – Position of a supervisor – Qualities of a good– Essential requirements of effective supervision. AI-driven monitoring tools for organizational performance control	6
Total lectures		42

Suggested Text Book(s):

1. Stoner, Freeman, Gilbert Jr.: Management, 6th Edition, Pearson, 2018.
2. H Koontz, H Weihrich and MV Cannice: Essentials of Management, 11th Edition, TMH, 2020.

Suggested Reference Book(s):

1. RS Gupta, BD Sharma and NS Bhalla: Principles and Practice of Management, 9th Edition, Kalyani Publisher, 2016.
2. Chuck Williams: Management, 5th Edition, South Western College Publishing, 2012.
3. JR Schermerhorn, DG Bachrach: Introduction to Management, 13th Edition, Wiley, 2017.
4. LM Prasad: Principles and Practice of Management, 10th Edition, Sultan Chand and Sons, 2019

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes(2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	3	2	2	3	3	2	3	2.6
CO2	3	3	2	2	3	3	2	3	2.6
CO3	3	3	2	2	3	3	2	3	2.6
CO4	3	3	3	3	3	3	3	3	3.0
Average	3	3	2.3	2.3	3	3	2.3	3	2.7

BUSINESS ENVIRONMENT

COURSE CODE: 23BB1HS113

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To apply micro economics concepts and techniques in evaluating business decisions taken by firms.
2. To develop the ability to apply the concepts, tools and techniques of economics in analyzing and interpreting business decisions.
3. To understand the internal and external business environment in which companies operate.
4. To assess the impact of environmental conditions on performance of business.
5. To get deeper insights of Indian Business Environment so that one can take right decision at right time make the organization a successful business entity.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the basic concepts of business environment.	Familiarity
CO-2	Assessing the changing dynamics of business environment and its impact on company's performance	Assessment
CO-3	Understanding the role of institutional support provided by domestic and international government	Assessment
CO-4	Make optimal business decisions by understanding the dynamics of changing business environment	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Introduction to Business Environment; Features and Importance of the study; Environmental Scanning; Types of Environment – internal, external, micro and macro; Five forces of competition; Industry Life Cycle Analysis; Environmental Analysis; Nature, Scope and Objectives of Business – business system/process, classification of business, classification of industries, characteristics of business, goals of business. Digital Disruption and Technology Environment: Impact of AI, platform businesses (Amazon, Google), and digital ecosystems on competitive forces and industry dynamics	7
2	Economic Environment: Introduction to Economic Environment; Different Types of Economic System; Nature and Structure of Indian Economy; National Income; Economic Policies; Planning in India; India's Monetary and Fiscal Policies; Inflation; Industrial Policies; Role of Public Sectors; Liberalisation; Privatisation and Disinvestments; Small Scale Industries Digital Economy Initiatives: India's Digital India program, NITI Aayog AI strategy, and technology-driven economic planning frameworks	6
3	Political and Legal Environment: Introduction to Indian Political Environment; Basic tenets of Indian Constitutions; Functions of State; Economic role of government; Basic understanding about Company Law, Industries (Development and Regulation Act), MRTP Act, Consumer Protection	6

	Digital Regulations and Cybersecurity Laws: IT Act 2000, DPDP Act 2023, and regulatory frameworks governing data privacy and e-commerce in India	
4	Socio-Cultural Environment: Introduction to Indian Socio-Cultural Environment – Family, Social Class, Culture, Cultural Values, Culture and /organisation Behaviour; Business and Society; Social Responsibility of Business; Social Audit; Demographic Environment; Corporate Governance Technology and Corporate Governance and AI ethics in corporate social responsibility	6
5	Financial Environment: Indian Financial System; Money Markets and Capital Markets; Stock Exchanges in India; Depositories; Financial Institutions FinTech and Digital Financial Environment: UPI, digital banking, cryptocurrency regulations, and AI-powered financial services transforming India's financial ecosystem	6
6	Global Environment: Globalization – Meaning and Significance, Globalization of World Economy, Stages of Globalization, Impact of Globalization on Indian Industry, A Critical Appraisal of Globalization; Multinational Corporations – Definitions, Meaning, Organizational Model, Reasons for Growth of MNCs, MNCs in India, A Critical Appraisal of MNCs; GATT/WTO and Global Environment – Objectives and Evaluation of GATT, Different Rounds of Negotiation, Uruguay Round, Formation of WTO, Advantages of WTO, WTO and Developing Countries, WTO and India Digital Trade and E-Commerce Globalization: and India's role in the global digital economy	6
7	Infrastructure and Policies: India's Export-Import Policies; India's Foreign Trade; FDI in India – Different Theories of FDI, Modes of FDI, Determinants and Impacts of FDI, A Critical Appraisal; FEMA – Meaning, Capital Account Transactions, Current Account Transactions, Role of RBI, Exports of Goods and Services, Realisation and Repatriation of Foreign Exchange, Contravention and Penalties, FERA and FEMA – A Comparison AI-Assisted International Trade Policy and FDI Analysis	5
Total lectures		42

Suggested Text Book(s):

1. Shaikh Saleem: Business Environment, 4th Edition, Pearson, 2020.
2. Francis Cherunilam: Business Environment Text & Cases, 30th Edition, Himalaya Publishing House, 2023.

Suggested Reference Book(s):

1. Mishra & Puri: Economic Environment of Business, 11th Edition, Himalaya Publishing House, 2018.
2. Justin Paul: Business Environment Text and Cases, 4th Edition, McGraw Hills, 2018.
3. Newspapers, Magazines and Internet

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes(2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Approved in Academic Council held on 30 July 2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	3	2	2	3	3	3	3	2.8
CO2	3	3	2	2	2	3	2	3	2.5
CO3	3	3	2	2	3	3	2	3	2.6
CO4	3	3	3	3	3	3	3	3	3.0
Average	3	3	2.3	2.3	2.8	3	2.5	3	2.7

MANAGERIAL ECONOMICS

COURSE CODE: 23BB1HS114

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To apply micro economics concepts and techniques in evaluating business decisions taken by firms.
2. To develop the ability to apply the concepts, tools and techniques of economics in analyzing and interpreting business decisions.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the roles of managers in firms	Familiarity
CO-2	Analyze the demand and supply conditions and assess the position of a company	Assessment
CO-3	Analyze real-world business problems with a systematic theoretical framework.	Assessment
CO-4	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.	Usage
CO-5	Make optimal business decisions by integrating the concepts of economics, mathematics and statistics	Usage

Course Contents:

Unit	Contents	Lectures required
1	Demand, Supply and Market equilibrium: Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply AI and Demand Forecasting	8
2	Theory of consumer behavior: Cardinal utility theory, ordinal utility theory, marginal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods), revealed preference theory. Digital Consumer Behavior Analytics: Big data and clickstream analysis revealing consumer preferences in online marketplaces	6
3	Producer and optimal production choice: Optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) AI in smart manufacturing for optimizing resource combinations; Industry 4.0 production planning tools	6
4	Costs and scale: Traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope. Platform Economics and Digital Economies of Scale: How tech giants (Amazon, Google) leverage data to achieve unprecedented economies of scale and scope	6

5	Theory of firm and market organization: Perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multi plant monopoly; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma) Digital Monopolies and Market Power: Economics of winner-takes-all markets; antitrust issues with big tech firms (Google, Meta) and AI-driven market concentration	10
6	Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium. Gig Economy and Digital Labor Markets: AI's impact on labor demand and the future of work	6
Total lectures		42

Suggested Text Book(s):

1. CH Peterson, WC Lewis and SK Jain: Managerial Economics, 4th Edition, Pearson, 2020.
2. Dominik Salvatore and Siddhartha Rastogi: Managerial Economics: Principles and Worldwide Applications, 9th Edition, Oxford University Press, 2020.

Suggested Reference Book(s):

1. Lipsey and Chrystal: Economics, 2nd Edition, Oxford University Press, 2022.
2. RSPindyck, DSRubinfeld and PL Mehta: Microeconomics, 7th Edition, Pearson Education India, 2009.
3. WAMcEacheren and Simrit Kaur: Micro ECON: A South Asian Perspective, 1st Edition, Cengage Learning, 2016.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes(2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	3	2	2	2	2	3	3	2.5
CO2	3	3	2	2	2	3	2	3	2.5
CO3	3	3	2	2	2	3	2	3	2.5
CO4	3	3	3	3	3	3	3	3	3.0
CO5	3	3	2	2	2	3	3	3	2.6
Average	3	3	2.2	2.2	2.2	2.8	2.6	3	2.6

Ethics and Corporate Social Responsibility

COURSE CODE: 23BBWHS132

COURSE CREDITS: 4

CORE/ELECTIVE: Elective L-

T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Learn critical appreciation of the main currents in ethical thought applied to the businesses.
2. Learn the value of ethical thought in the development of business theory.
3. Learn to appraise ethical considerations presented in a variety of business settings.
4. Learn substantial debates regarding the implications of ethical arguments for business activity.
5. Learn the role of business ethics in the Indian as well as global business environment and to recognize the challenges of business social responsibility.
6. Learn to develop critical thinking skills via the application of concepts and theories to business cases.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	To increase the awareness of the ethical dimension of business and its decision making process across all functions.	Familiarity
CO-2	To become familiar with the social standards, values, ethical principles and moral philosophy that provide criteria for decision making.	Assessment
CO-3	The role of business ethics in the Indian as well as global business environment and to recognize the challenges of business social responsibility.	Assessment
CO-4	To develop critical thinking skills via the application of concepts and theories to business cases.	Assessment
CO-5	Critical appreciation of the main currents in ethical thought applied to the businesses.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Business Ethics: Definition, Meaning and Concept; Principles of Business Ethics; Importance of Business ethics AI Ethics and Responsible Technology: Ethical considerations in deploying AI systems	2
2	Ethical Dilemma: Characteristics of Ethical Organizations; ethical decision making; ethical reasoning the dilemma resolution process Technology Ethics Frameworks: ethical use of big data, surveillance capitalism, and responsible AI governance	4
3	Framing Business Ethics: Corporate Social Responsibility; Stakeholders; Citizenship Digital Stakeholder Engagement: Social media and digital platforms as tools for corporate citizenship; tech companies' responsibilities to digital stakeholders	3
4	Managing CSR: Organizational Mission, Vision and Values; Triple Bottom Line; Corporate Community Involvement Sustainability Technology: AI for environmental monitoring; green tech solutions supporting people-planet-profit (Triple Bottom Line) reporting	3
5	Employees Professional Obligations: Greed and conflicts of interest; Insider trading; Theft and fraud; Whistle-blowing	3

6	Employees Rights: Discrimination and harassment; Privacy; Health and safety Digital harassment and online workplace ethics	3
7	Consumers Protection: Consumer protection; Product recalls Digital Consumer Rights: E-commerce consumer protection, online product safety standards, and AI-powered fraud detection	3
8	Relation between Corporate Social Responsibility and Corporate Governance: Corporate Governance, Disclosure, and Executive Compensation Digital Governance and Transparency ESG technology reporting standards	3
9	Business values for 21st century: Introduction; Requisite Business Values; Action needed Values in the Age of AI: Responsible innovation, human-centered AI design	3
10	Evaluating Business Ethics: Normative Ethical Theories; Egoism; Utilitarianism; Ethics of duties; Rights and justice AI and Ethical Theories: Applying utilitarian and Kantian ethics to AI deployment decisions	4
11	Safety, Risk, and Environmental Protection: Work environment risks and controls; Environmental Technology for Sustainable Development; Risk Control; Regulating health and safety Sustainability Technology and Green AI: AI-powered environmental monitoring, carbon accounting platforms	3
12	Global Business Ethics: Bribery; Repressive Regimes; Overseas Suppliers	3
13	Corporate Social Responsibility within the organization: CSR and Society: Strategic; Planning and CSR; Environmental Aspects of CSR; CSR under the Companies Act, 2013; CSR Practices in India Digital CSR and Tech-Enabled Social Impact: India's technology-driven social responsibility initiatives under Companies Act 2013	5
Total lectures		42

Suggested Text Book(s):

1. Shelekar S.A., Bhat K.G. Ethics in Management. Himalayan Publishing House, Mumbai 2015
2. Crane A. Matten D. Business Ethics Managing Corporate citizenship and sustainability in the age of Globalization Oxford University Press 2016
3. haran: Fundamentals of Computer Algorithms, 2nd Edition, Universities press, 2007

Suggested Reference Book(s):

1. Bajaj P.S. and Agarwal R. Business Ethics An Indian Perspective New Delhi
2. J.P. Sharma, Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
3. Fernando, A. C. Business Ethics and corporate governance. Pearson Education. (2010).

Other useful resource(s):

1. Link to topics related to course:
 - i. https://onlinecourses.nptel.ac.in/noc21_mg46/preview
 - ii. https://onlinecourses.nptel.ac.in/noc21_mg54/preview

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2

3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Course outcomes	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	3	3	3	3	3	3	3	3
CO-2	3	3	3	3	3	3	3	3	3
CO-3	1	3	1	2	2	1	3	3	2
CO-4	1	1	1	1	1	1	2	3	1.3
CO-5	1	2	1	1	1	1	3	3	1.6
Average	1.8	2.4	1.8	2	2	1.8	2.8	3	2.2

ORGANIZATION BEHAVIOUR

COURSE CODE: 23BB1HS211

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Explain organizational theory by learning about individual behavior
2. Analyze leadership styles and determine their effectiveness in employee situations
3. Identify methods to resolve organizational problems
4. Describe the impact of corporate culture on employee behavior
5. Analyze team dynamics, team building strategies and cultural diversity

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the basic concepts of Organizational behavior	Familiarity
CO-2	Apply the components of individual behavior and learn the concepts of perception, attitude and values	Assessment
CO-3	Apply the theories of leadership and motivation in workplace. And thus, be able to distinguish between different styles of leadership and contribute to the effective performance of a team as a team leader.	Assessment
CO-4	Analyze group and team behavior and demonstrate skills required for working in groups (team building)	Usage
CO-5	Analyze organizational change and conflict working relationships within organization and demonstrate how to apply relevant theories to solve problems of change and conflict.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Organizational Behaviour: Diversity in Organization Digital Diversity and Inclusion: AI tools for reducing hiring bias; virtual workplace diversity challenges and technology-enabled inclusive organizational practices	2
2	The Individual : Attitudes and Job Satisfaction , Emotions and Moods, Personality and Values, Perception and Individual Decision Making Motivation Concepts Motivation: From Concepts to Applications Behavioral Data Analytics: AI-driven personality assessments	18
3	Foundations of Group Behavior : Understanding Work Teams , Communication . Leadership . Power and Politics . Conflict and Negotiation . Foundations of Organization Structure Digital Leadership and Virtual Team Dynamics: Leading remote teams, AI-enhanced communication platforms	16

4	Organizational Culture :Human Resource Policies and Practices Organizational Change , Stress Management Technology-Driven Organizational Change: Managing digital transformation resistance, AI-induced job displacement anxiety, and tech-enabled employee wellness programs	6
Total lectures		42

Suggested Text Book(s):

- 1.Stephen P. Robbins and Timothy A. Judge: Essentials of Organizational Behavior.14e, Pearson,2019
- 2.Dipak Kumar Bhattacharya, Organizational Behaviour,2e,2014
3. Nelson, Quick, Khandelwal , ORGB,2e.Cengage learning,2012

Suggested Reference Book(s):

1. Working with Emotional Intelligence, Daniel Goleman
- 2.OrganizationalBehavior, K. Aswathappa
3. OrganizationalBehaviorAn Introduction, Christine Cross Ronan Carbery

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	2	3	3	3	2	2	3	3	2.6
CO-2	2	3	3	3	2	2	3	3	2.6
CO-3	2	3	3	3	2	2	3	3	2.6
CO-4	2	3	3	3	2	2	3	3	2.6
CO-5	3	3	3	3	2	2	3	3	2.6
Average	2.2	3	3	3	2	2	3	3	

MACROECONOMICS

COURSE CODE: 23BB1HS212

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To understand the basic theories and principles of macroeconomics.
2. To understand the linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates.
3. To study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the concepts of Macroeconomics and its interrelations with Microeconomics.	Familiarity
CO-2	Understand the concepts of national income, calculation methods of national income, and concepts related to national income.	Assessment
CO-3	Apply the principles of Macroeconomics in explaining the behaviour of different Macroeconomic variables at national as well as global level.	Assessment
CO-4	Analyze the interrelationship among different macroeconomic issues such as money, foreign exchange, inflation, unemployment, economic growth and foreign trade.	Usage
CO-5	Make optimal business decisions by applying the concepts of macroeconomics	Usage

Course Contents:

Unit	Contents	Lectures required
1	Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy. Digital Macroeconomic Indicators: Use of real-time big data (Google Trends, satellite imagery) as leading macroeconomic indicators	8
2	Keynesian theory of Income and employment: Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy. AI and machine learning in central bank forecasting; fintech disruptions to IS-LM equilibrium in digital economies	10
3	Money: Functions of money, quantity theory of money, determination of money supply and demand, theory of money multiplier, indicators and instruments of	8

	monetary control Digital payments reshaping money supply mechanics; RBI's regulatory approach to digital currency	
4	Inflation: Meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy- output and inflation, Phillips curve (short run and long run) Technology and Unemployment: AI-driven labor displacement, gig economy impacts on the Phillips Curve	6
5	Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate) Digital Capital Flows and Crypto Economics: Cross-border digital payments	10
Total lectures		42

Suggested Text Book(s):

1. Mankiw: Principles of Macroeconomics with MindTap, 8th Edition, Cengage Learning, 2022.
2. WAMcEacheren and Simrit Kaur: Macro ECON: A South Asian Perspective, 2nd Edition, Cengage Learning, 2018.

Suggested Reference Book(s):

1. Olivier Blanchard: Macroeconomics, 7th Edition, Pearson, 2020.
2. RT Froyen: Macroeconomics, 10th Edition, Pearson, 2013.
3. AM Thomas: Macroeconomics: An Introduction, 1st Edition, Cambridge University Press, 2021.
4. R Dornbusch, S Fischer and R Startz: Macroeconomics, 12th Edition, TMH, 2018.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes(2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	3	2	2	2	2	3	3	2.5
CO2	3	3	2	2	2	3	2	3	2.5
CO3	3	3	2	2	2	3	2	3	2.5
CO4	3	3	3	3	3	3	3	3	3.0
CO5	3	3	2	2	2	3	3	3	2.6
Average	3	3	2.2	2.2	2.2	2.8	2.6	3	2.6

BUSINESS ACCOUNTING

COURSE CODE: 23BB1HS213

COURSE CREDITS: 4

CORE/ELECTIVE: Core

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

S. No.	Course Outcomes	Level of Attainment
CO-1	Understand the need for financial reporting and its various uses	Familiarity
CO-2	Understand the basics of double entry system of accounting.	Assessment
CO-3	Analyze Business transactions And their recording in journal and ledger	Assessment
CO-4	Analyze and prepare trial balance and final accounts	Usage
CO-5	Understand the fundamentals of company accounts	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Accounting Information Systems (AIS): AI in automating routine accounting tasks	6
2	Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.	8
3	Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. AI tools for IFRS compliance and audit automation	6
4	Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement. Automated Bank Reconciliation: AI-powered reconciliation tools that match transactions in real-time	6
5	Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Digital Financial Statement Analysis: AI-driven financial health dashboards; automated ratio analysis and predictive analytics for financial performance forecasting	7

6	Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. AI tools for automated narrative generation in company disclosures	6
7	Preparation of Cash Flow Statement as per AS-3 (revised). Real-Time Cash Flow Analytics: AI-based cash flow forecasting tools	3
	Total Lecture Hours	42

Suggested Text Book(s):

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: *An Introduction to Accountancy*, Vikas Publishing House Pvt. Ltd, 2013.
2. R. Narayanaswamy: *Financial Accounting, A Managerial Perspective*, PHI Learning Pvt. Ltd., 2014

Suggested Reference Book(s):

1. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick: *Introduction to Financial Accounting*, Pearson, 2011
2. J.R. Monga: *Financial Accounting: Concepts and Applications*, Mayur Paperbacks, 2017.
3. T.P. Ghosh: *Financial Accounting for Managers*, Taxmann Allied Services Pvt., 2009.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Class Performance - 10 Quizzes(2)-10 Attendance - 5

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO-1	3	3	2	2	3	3	2	3	2.6
CO-2	3	3	2	2	3	3	2	3	2.6
CO-3	3	3	2	2	3	3	2	3	2.6
CO-4	3	3	3	3	3	3	3	3	3.0
CO-5	3	3	3	3	3	3	3	3	3.0
Average	3	3	2.4	2.4	3	3	2.4	3	2.8

CRITICAL AND CREATIVE THINKING

COURSE CODE: 23BBWHS231

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Introduce students to the fundamental concepts, principles, and techniques of critical and creative thinking.
2. Cultivate students' ability to analyze complex problems, evaluate information, and identify logical fallacies.
3. Encourage students to think outside the box, generate innovative ideas, and explore diverse perspectives.

Course Outcomes: Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Demonstrate an understanding of the foundational concepts and principles of critical and creative thinking.	Familiarity
CO-2	Analyze complex problems, evaluate evidence, and identify logical fallacies in reasoning.	Assessment
CO-3	Generate innovative ideas and explore multiple perspectives to approach challenges from different angles.	Assessment
CO-4	Apply decision-making strategies and critically evaluate options to make informed choices.	Assessment
CO-5	Utilize critical and creative thinking techniques to solve real-world problems in various contexts.	Assessment

Course Contents:

Unit	Contents	Lectures required
1	Realm of Creativity: Definition, Lateral thinking, Traits of creative people, Essence Creativity, Elaborative Creativity and Expressive Creativity AI as a Creative Partner: How generative AI tools (DALL-E, Chat GPT, Midjourney) augment human creativity	5
2	Influences on Creativity: Motivation, Environment, Technology and Training Technology as Creativity Enabler: Digital mind-mapping tools (Miro, MindMeister), design thinking platforms, and AI-assisted brainstorming for innovation	5
3	Demographic specificity creative people: Age, Gender, Race and Geography Digital Inclusion and Creative Access: How internet connectivity and digital platforms democratize creativity across demographic groups	3
4	Mastering Creative Problem Solving: Structuring of Ill-defined Problems Creative Problem Solving, Models of Creative Problem-Solving Useful Mechanisms of Convergent Thinking Mechanisms of Divergent Thinking AI-Augmented Problem Solving: Design thinking with digital tools; AI-powered TRIZ (theory of inventive problem solving)	6

5	Enhancing Critical and Creative Intelligence: Creative Intelligence Abilities; A Model of Creative Intelligence, Concepts of Critical- Critical thinking standards, Benefits and Barriers of Critical thinking Digital Literacy and Critical Evaluation: Identifying misinformation, deepfakes, and AI-generated content; critical thinking skills for the age of information overload	7
6	Acquiring A Creative Persona: Traits Congenial to Creativity Creative Personality and Form of Creativity Motivation and Creativity Strategies for Changing Motivation AI-personalized learning platforms to sustain creative motivation	5
7	Designing a Creativogenic Environment: Environmental Stimulants of Creativity, Creative organizations, Force stimulating innovativeness, Designing innovative organizations. AI-driven idea management systems in modern creative organizations	5
8	Techniques of Creative Problem Solving: Principles and Techniques for Churning up Creative Ideas A Comparison of Creativity Techniques Digital Creative Techniques: Virtual Design Sprints, online hackathons, and AI-facilitated brainstorming platforms (Mural, Notion AI) as modern creativity tools	6
Total lectures		42

Suggested Text Book(s):

1. Pradeep N. Khandwalla: Life Long Creativity: An Unending Quest, Tata Mc Graw Hill, 2004.
2. Robert Di Yanni: Critical and Creative Thinking, Wiley Blackwell, 1st Edition, 2015.

Suggested Reference Book(s):

1. Philip Carter: Test and Assess your brain quotient: Discover your true intelligence with tests of aptitude, logic, memory, EQ, creative and lateral thinking, Kogan Page Publishers, 2008.
2. Robert Platt Crawford: The Techniques of Creative Thinking: How to Use Your Ideas to Achieve Success, 2012.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	1	1	2	3	2	3	3	2.25
CO2	2	3	1	2	2	2	2	3	2.13

C03	3	2	1	2	3	2	3	3	2.38
C04	3	3	1	2	2	2	2	3	2.25
C05	3	3	1	2	2	2	3	3	2.38
Average	2.8	2.4	1	2	2.4	2	2.6	3	2.28

UNIVERSAL HUMAN VALUES (UHV)

COURSE CODE: 25B11HS211

COURSE CREDITS: 3

CORE/ELECTIVE: CORE

L-T-P: 2-1-0

Pre-requisite: None

Course Objectives:

1. Development of a holistic perspective based on self-exploration about themselves (human being), Family, society and nature/existence.
2. Understanding (or developing clarity) of the harmony in the human being, family, society and nature/ existence
3. Strengthening of self-reflection.
4. Development of commitment and courage to act.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Self Awareness, Social awareness,,Sustainability in relationships and Critical thinking	Familiarity
CO-2	.Introspection and self reflection	Assessment
CO-3	Sensitive to commitment towards human values, human relationship and human society	Usage
CO-4	Developing commitment and courage	Usage

Course Contents:

Unit	Contents	Lectures required
1	Course Introduction - Need, Basic Guidelines, Content and Process for Value Education : Purpose and motivation for the course, recapitulation from Universal Human Values-I , . Self-Exploration–what is it? - Its content and process; ‘Natural Acceptance’ and Experiential Validation- as the process for self-exploration, . Continuous Happiness and Prosperity- A look at basic Human Aspirations , . Right understanding, Relationship and Physical Facility- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario , 6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels. Technology and Self-Awareness: Role of digital wellness apps and AI-guided mindfulness tools in fostering self-exploration and natural acceptance	6

2	Understanding Harmony in the Human Being - Harmony in Myself!: Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - happiness and physical facility, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail Programs to ensure Sanyam and Health. AI-powered health monitoring, and mindful technology use for holistic well-being	6
3	Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship: Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship , Understanding the meaning of Trust; Difference between intention and competence , Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship 16. Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals , Visualizing a universal harmonious order in society- Undivided Society, Universal Order- from family to world family. Trust in Digital Relationships: Building authentic relationships in social media age and ethical boundaries in online human interactions	5
4	Understanding Harmony in the Nature and Existence - Whole existence as Coexistence: Understanding the harmony in the Nature , . Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self regulation in nature, Understanding Existence as Co-existence of mutually interacting units in all-pervasive space, . Holistic perception of harmony at all levels of existence. Include practice sessions to discuss human being as cause of imbalance in nature (film “Home” can be used), pollution, depletion of resources and role of technology etc. Green Technology and Environmental Harmony: AI for climate modeling, and technology's role in restoring natural balance	5
5	Implications of the above Holistic Understanding of Harmony on Professional Ethics : Natural acceptance of human values , Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order , Competence in professional ethics: a. Ability to utilize the professional competence for augmenting universal human order b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems. 26. Strategy for transition from the present state to Universal Human Order: a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers b. At the level of society: as mutually enriching institutions and organizations Responsible Technology and Humanistic Values: Aligning AI development with human values; ethical AI governance frameworks promoting dignity, equity, and societal well-being	6
Total lectures		28

Suggested Text Book(s):

1. Text Book 1. Human Values and Professional Ethics by R R Gaur, R Sangal, G P Bagaria, Excel Books, New Delhi, 2010
2. Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amarkantak, 1999. 2. Human Values, A.N. Tripathi , New Age Intl. Publishers, New Delhi, 2004

Suggested Reference Book(s):

1. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi , Penguin Books, 2009
2. E. F Schumacher: Small is Beautiful : A Study of Economics As if People Mattered, Vintage, 1993

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	2	2	3	3	2	1	3	3	2.3
CO-2	2	2	3	3	2	1	3	3	2.3
CO-3	2	2	3	3	2	1	3	3	2.3
CO-4	2	2	3	3	2	1	3	3	2.3
CO-5	2	2	3	3	2	1	3	3	2.3
Average	2	2	3	3	2	1	3	3	

STATISTICS FOR BUSINESS DECISIONS

COURSE CODE: 23BB1HS311

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P : 3-1-0

Pre-requisite: None

Course Objectives:

1. To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making.
2. To acquaint the students with the Analysis of numbers is required for taking decisions related to every aspect of business.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the basic concepts like statistics and calculation of arithmetic mean, median and mode and different parameters of central tendency	Familiarity
CO-2	Understand the Probability and applications of probability theory, correlation and regression analysis	Assessment
CO-3	Comprehend the basics of data analysis, time-series and index number analysis and be able to use in optimal business decision	Usage
CO-4	Cultivate critical thinking skills to evaluate statistical information critically, identify patterns, trends, and anomalies in data, and apply statistical methods to solve real-world business problems.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Statistics as a subject, Functions, Importance and Limitations of Statistics, Planning and Execution of a statistical investigation, Census and sample investigation, Descriptive and Inferential statistics.	3

2	Collection, Classification and Presentation of Data: Primary data and secondary data, Methods of collection, Scrutiny of data. Discrete and Continuous Frequency Distribution, Tabulation of Data, Diagrammatic Presentation of data AI for creating interactive business data visualizations and dashboards	4
3	Measures of Central Tendency: Definition and utility, Characteristics of a good average, Different measures of average, Arithmetic Mean, Median, Other positional measures – quartiles, deciles, percentiles, Mode, Relation between Mean, Median and Mode, Geometric and Harmonic Mean. Choice of a suitable measure of central tendency. AI-Assisted Statistical Analysis: Use of AI tools for computing, interpreting, and validating measures of central tendency from business datasets	5
4	Measures of dispersion: Meaning and objective of dispersion, Characteristics of a good measure of dispersion, Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation, Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation. Chebyshev's Theorem. Graphical measure of dispersion – Lorenz curve, Gini coefficient. AI-Driven Anomaly Detection	7
5	Moments, Skewness and Kurtosis: Moments, Coefficients based on moments, Sheppard's correction, Skewness, Measures of skewness, Kurtosis and its measures. Statistical Learning for Business: How skewness and kurtosis inform machine learning model assumptions; application in financial risk modeling and predictive analytics	5
6	Correlation and Regression: Analysis of Bivariate data. Correlation Analysis – Meaning of correlation, Scatter Diagram, Karl Pearson's coefficient of linear correlation, Calculation of the correlation coefficient from grouped data, Properties of the correlation coefficient, Advantages and limitations of the coefficient of correlation, Idea of rank correlation, Spearman's rank correlation coefficient. Regression Analysis – Two lines of regression, Some important results relating to regression lines, Correlation Coefficient and the two Regression Coefficients, Coefficient of determination, Concept of multiple regression. AI in correlation matrices for marketing and business intelligence	5
7	Index Numbers: Definition, characteristic and uses of index numbers, Methods of constructing price and quantity indices (simple and aggregate), Value index, Comparison of Laspeyres' and Paasche's Index Numbers, Tests of adequacy, Chain-base index numbers, Base shifting, splicing and deflating, Consumer Price Index Numbers, Index Numbers of Industrial Production, Problems in the construction of index numbers. AI-based CPI nowcasting, Real-Time Price Index Computation: Automating index construction using web-scraped e-commerce price data	5
8	Probability and Theoretical Distributions: Concepts and Importance of Probability, Theorems and Calculations of Probability, Bayes' Theorem, Mathematical Expectations, Different types of Probability Distributions,	8

Properties of Binomial, Poisson and Normal Distributions, Probabilistic AI Models: Role of probability distributions in machine learning algorithms; Bayesian networks and probabilistic reasoning in business AI applications	
Total lectures	42

Suggested Text Book(s):

1. N Anderson, Sweeney, Williams, Camm, Cochran, Fry and Ohlmann: Statistics for Business and Economics, 14th Edition, Cengage, 2020
2. SP Gupta: Statistical Methods, 46th Edition, Sultan Chand and Sons, 2021

Suggested Reference Book(s):

1. Levine, Szabat and Stephan: Business Statistics – A First Course, 8th Edition, Pearson, 2020.
2. McClave, Benson and Sincich: Statistics for Business and Economics, 14th Edition, Pearson, 2022.
3. SC Gupta and Indra Gupta: Business Statistics, 2nd Edition, Himalaya Publishing House.
4. Ken Black and Sanjeet Singh: Business Statistics For Contemporary Decision Making – An Indian Adaptation, 10th Edition, Wiley, 2022

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO 1	1	1	2	1	1	3	3	3	1.88
CO 2	2	1	2	1	1	3	3	3	2.00
CO 3	3	2	2	2	2	3	3	3	2.50
CO 4	3	2	3	2	2	3	3	3	2.63
Av	2.25	1.5	2.25	1.5	1.5	3	3	3	2.25

PRINCIPLES OF MARKETING

COURSE CODE: 23BB1HS312

CREDITS: 4 CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To understand fundamental marketing principles and grasp key marketing concepts, terminologies, and strategies applicable in diverse corporate environments.
2. To interpret marketing strategies and develop the ability to analyze and interpret various marketing strategies employed in different sectors of the business world.
3. To explore marketing mix and examine the essential components of the marketing mix in product success.
4. To learn brand and relationship management and comprehend the principles of brand management and relationship marketing.

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Ability to demonstrate a comprehensive understanding of fundamental marketing principles, including key concepts, terminologies, and strategies used in diverse corporate environments.	Familiarity
CO-2	Ability to interpret and critically assess the effectiveness of marketing strategies across different industries and sectors.	Usage
CO-3	Students will be able to develop marketing mix strategies tailored to specific product or service offerings	Usage
CO-4	Students will understand the principles and importance of brand management in creating competitive advantage.	Assessment
CO-5	Students will be capable of developing strategies for effective relationship marketing and customer retention.	Assessment

Course Contents:

Unit	Contents	Lecture Hours
1	Defining Marketing And The Marketing Process • Marketing: Creating Customer Value and Engagement • Company and Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships • AI-driven personalization tools • CRM systems powered by AI	6
2	Understanding The Marketplace And Consumer Value • Analyzing the Marketing Environment • Managing Marketing Information to Gain Customer Insights • Consumer Markets and Buyer Behavior • Business Markets and Business Buyer Behavior • Importance of AI tools -scan macro and micro environmental factors, AI automates data collection, integration, and analysis, Machine learning models to analyze consumer journeys, predict buying behavior	12
3	Designing A Customer Value-Driven Strategy And Mix • Target marketing –Segmentation, Targeting, Positioning • Marketing mix • Products, Services, and Brands: Building Customer Value • Developing New Products and Managing the Product Life Cycle • Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. • Pricing: Understanding and Capturing Customer Value • Retailing and Wholesaling • Marketing Communications Strategy • AI enables dynamic segmentation using behavioral and psychographic data, AI for optimizing product, price, place, and promotion, AI, SST for product and service design augmentation, Inventory and warehouse automation.	18
4	Extending Marketing • Creating Competitive Advantage • The Global Marketplace • Sustainable Marketing: Social Responsibility and Ethics • AI-driven capabilities and sustainable competitive advantage • AI assists in monitoring sustainability metrics	6
		42

Suggested Text Book(s):

1

Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective 19th Edition, 2023, Pearson.

Suggested Reference Book(s):

Approved in Academic Council held on 30 July 2025

- 1 Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- 2 Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited..

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Entire Semester	Case study– 10 Assignments & Exercises- 10 Attendance -5

Evaluation Scheme:

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	1	1	2	3	2	3	3	2.25
CO2	2	3	1	2	2	2	2	3	2.13
CO3	3	2	1	2	3	2	3	3	2.38
CO4	3	3	1	2	2	2	2	3	2.25
CO5	3	3	1	2	2	2	3	3	2.38
Average	2.8	2.4	1	2	2.4	2	2.6	3	2.28

MANAGEMENT ACCOUNTING

COURSE CODE: 23BB1HS313

COURSE CREDITS: 4

CORE/ELECTIVE: Core

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

To familiarize students with intricacies of the managerial decision making in any organization. Most managerial decisions are based on accounting information which is difficult to understand for non finance managers. Management accounting is a branch of accounting that simplifies financial information so that all managers can use it to take better decisions. The student should be able to understand and handle data organization and processing to facilitate management decisions at all levels in any organization.

S. No.	Course Outcomes	Level of Attainment
CO-1	Understand the need for management accounting.	Familiarity
CO-2	Understand the fundamentals of cost.	Familiarity
CO-3	Analyze financial statements and corporate reports.	Assessment
CO-4	Understand the importance of budgeting and learn to prepare effective budgets.	Usage
CO-5	Using marginal costing for decision making.	Usage

Course Contents:

Unit	Contents	Lectures required
1.	Introduction to Management Accounting, Comparison of Management, Financial and Cost Accounting, Basic Cost Terms and Cost Flow, Costing System, Preparation of Cost Sheet, Costing in Service Industry, Preparation of Cost Sheet in Service Industry. Technology Costing and Activity-Based Costing (ABC): Cost accounting for SaaS businesses, AI-enabled automated cost sheet generation	6
2.	Understanding Corporate Financial Statements and Reports, Financial Statement Analysis. Application of AI tools for interpreting financial statements, computing and explaining financial ratios, identifying trends and anomalies, preparing concise financial summaries	8

3.	Analysing financial statements through Funds Flow Statement and Cash Flow Statement AI-Assisted Funds and Cash Flow Analysis	8
4.	Budgeting: Strategic Planning and Budgets, Budgeting Process, Types of Budgets, Benefits of Budgets, Approaches to Budget Preparation, Preparation of Master Budget, Budget Slack AI-Assisted Budgeting and Financial Planning: Application of AI tools for budget preparation, forecasting, variance analysis, and decision support.	10
5.	Marginal Costing and Profit Planning: Absorption vs. Marginal Costing, Behavior of Costs, Break-even Analysis, BEP in Multiproduct Environment, Pricing Decision, Make or Buy decision, discontinuing product or closing down divisions, Optimal Product Mix, Operating Leverage Dynamic Pricing and AI in Profit Optimization: Algorithmic pricing strategies (Uber surge pricing, airline yield management) and AI-driven break-even and profit scenario analysis	10
	Total Lecture Hours	42

Suggested Text Book(s):

MY Khan and P.K. Jain: *Management Accounting*, Mc Graw Hill, 2021.

Suggested Reference Book(s):

Horngreen, C.T., Sundem, G.L. and Stratton, W.O., *Introduction to Management Accounting*, Pearson, 2022.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Class Performance - 10 Quizzes (2)-10 Attendance - 5

Course Outcomes mapped to Program Outcomes

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	3	2	2	3	3	2	3	2.6
CO-2	3	3	2	2	3	3	2	3	2.6
CO-3	3	3	2	2	3	3	2	3	2.6
CO-4	3	3	3	3	3	3	3	3	3.0
CO-5	3	3	3	3	3	3	3	3	3.0
Average	3	3	2.4	2.4	3	3	2.4	3	2.8

ENTREPRENEURSHIP DEVELOPMENT

COURSE CODE: 23BBWHS331

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P : 3-1-0

Pre-requisite: None

Course Objectives:

1. To acquaint students with behaviors that ensure business survival and success
2. To equip students with skills that will enable them launch new enterprises
3. To give students knowledge that will induce in them an entrepreneurial culture and help them
4. To equip students with innovative and creative skills in the business environment

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Develop critical thinking and entrepreneurial skills that will enable to identify and evaluate entrepreneurial opportunities, manage risks and learn from the result	Assessment
CO-2	Analyze the process that enables entrepreneurs with limited resources to transform a simple idea into a sustainable success	Assessment
CO-3	Developed advanced knowledge about key processes necessary to bring new products and services to market and key challenges facing the entrepreneur at different stages of the entrepreneurial voyage	Usage
CO-4	Critique a plan for implementing entrepreneurial activities in a globalised and competitive environment being mindful of the social, ethical and Culture issues.	Familiarity
CO-5	Establish goals, identify resources and determine the steps required to start and manage a business.	Usage

Course Contents:

Sr No	Content	Lectures required
Module1	Entrepreneurial Perspectives: Evolution, Concept of Entrepreneurship, Types of Entrepreneurs, Entrepreneurial Competencies, Capacity Building for Entrepreneurs. Entrepreneurial Training Methods; Entrepreneurial Motivations;	6

	Models for Entrepreneurial Development, The process of Entrepreneurial Development. Digital Entrepreneurship and Techpreneurship: Characteristics of tech startups, solopreneurs using AI tools, and the rise of AI-native businesses in the startup ecosystem	
Module 2	New Venture Creation: Introduction, Mobility of Entrepreneurs, Models for Opportunity Evaluation; Business plans Purpose, Contents, Presenting Business Plan, Procedure for setting up Enterprises, Central Level - Startup and State level - T Hub, Other Institutions initiatives. Digital Business Planning Tools: AI-powered business plan generators (Bizplan, Enloop)	6
Module 3	Micro and Small-Scale Enterprises: Classification of Business firms. The role of SME in Economic development. Advantages and disadvantages of SME. Challenges facing the development of SME in developing countries. The role of government in the development of SMEs Digital Transformation of MSMEs: Government's MSME digital initiatives (GeM portal, ONDC), AI adoption challenges in small businesses	6
Module 4	Managing Marketing and Growth of Enterprises: Essential Marketing Mix of Services, Key Success Factors in Service Marketing, Cost and Pricing Branding, New Techniques in Marketing, International Trade Digital Marketing for Startups, AI-powered SEO for startup growth	6
Module 5	Strategic perspectives in Entrepreneurship: Strategic Growth in Entrepreneurship, The Valuation Challenge in Entrepreneurship, The Final Harvest of New Ventures, Technology, Business Incubation, India way – Entrepreneurship; Women Entrepreneurs – Strategies to develop Women Entrepreneurs, Institutions supporting Women Entrepreneurship in India. AI Startups; government initiatives (Startup India, Atal Innovation Mission) for deep tech incubation	6
Module 6	Entrepreneurial Environment: Introduction to environmental analysis. Internal environmental analysis. External environmental analysis. Challenges in industrial analysis Digital SWOT and Environmental Scanning: Using data analytics and AI tools for real-time internal and external environmental scanning	4
Module 7	Business Model Canvas: Meaning of a business model canvas. Rational for business model canvas. Nine elements of a business model canvas. Why a good value proposition is central to a successful business model canvas AI-enabled value propositions and data monetization strategies	4

Module 8	Business Plan: Essentials of a good Business Plan. Scope and value of the Business plan. Elements of a business plan. Business plan format Pitch Tech and Investor Analytics: AI-driven investor matching platforms (Crunchbase, AngelList), data room tools, and technology for startup due diligence and funding	4
	Total	42

Suggested Text Book(s):

1. Gupta, C.B and Srinivasan, N.P: Entrepreneurial Development, Sultan, Chand and Sons Publishers, 2020
2. Kao John J: Entrepreneurship, Creativity and Organization. Prentice Hall International, 2010

Suggested Reference Book(s):

- 1.Alex. O, (2014): Value Proposition Design Inc., Hoboken, New Jersey. ISBN: 10 987654321.
- 2.Nielsen, C., & Lund, M. (2015), The Concept of Business Model Scalability
- 3.Eric Ries (2011): The learn startup (How todays Entrepreneurs use Continuous Innovation to Create Radically Successful Business), Crown Publishing Group ISBN: 978-0-307-88791-7

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Continuous evaluation	10 marks case study 10 marks case study 5 marks Class participation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average Score
CO1	3	3	2	3	3	3	3	3	2.88
CO2	3	3	0	3	3	3	3	3	2.63
CO3	3	3	3	3	3	3	3	3	3.00

CO4	3	3	3	3	3	3	3	3	3.00
CO5	3	3	3	3	3	3	3	3	3.00
Average Score	3	3	2.2	3	3	3	3	3	2.90

STATISTICAL SOFTWARE

COURSE CODE: 23BB7HS371

COURSE CREDITS: 2

CORE/ELECTIVE: CORE

L-T-P : 0-0-4

Pre-requisite: None

Course Objectives:

1. To familiarize the students with various Statistical Data Analysis software like MS-Excel and R Language.
2. To acquaint the students with the software packages so that they can use it for problem solving and can take appropriate decisions related to every aspect of business.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the basic concepts and components of computer as hardware and software	Familiarity
CO-2	Getting acquainted with software package like MS Excel and Python for doing statistical analysis	Assessment
CO-3	Use of MS Excel and Python for doing different types of Statistical calculations and analysis for taking optimal business decisions	Usage

Course Contents:

Unit	Contents	No of Labs required
1	Introduction to MS Excel and Python: Understanding Excel and Python IDE, Fundamental programming skills and syntax, Python packages. AI Code Assistants in Data Analysis	3
2	Collection and Presentation of Data: Importing Dataset into excel and Python, Merging of Datasets, Diagrammatic Presentation of data using plots. APIs and Automated Data Pipelines: Fetching real-time business data via REST APIs (Yahoo Finance, NSE API) directly into Python using Pandas for live analysis	3
3	Standardization and Normalization of Data: Min-Max Normalization, Logarithmic Normalization, Polynomial Normalization, Power Normalization, and Gaussian Normalization. Role of normalization techniques	3

4	Measures of Central Tendency: Measures of Arithmetic Mean, Median, and other positional measures – quartiles, deciles, percentiles, Mode. Diagrammatic representation of the impact of standardization and normalization of data on central measures. Interactive Dashboards	3
5	Measures of dispersion: Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation, Measures of relative dispersion – Coefficient of Variation. Statistical Process Control (SPC) with Python: Implementing control charts and quality monitoring dashboards for manufacturing and service operations	2
6	Moments, Skewness and Kurtosis: Moments, Coefficients based on moments, Sheppard's correction, Skewness, Measures of skewness and Kurtosis. Data Distribution in Financial Risk Analytics Using Python	2
7	Correlation and Regression: Scatter Diagram, Pearson's correlation coefficient matrix, Spearman's rank correlation coefficient matrix.	4
8	Regression Analysis: Simple linear regression model, Estimation of regression coefficients. Two lines of regression. Extending linear regression to multiple regression and beyond; introduction to scikit-learn for business prediction tasks	4
9	Index Numbers: Constructing price and quantity indices (simple and aggregate), Value index, Tests of adequacy, Chain-base index numbers, Base shifting, splicing and deflating.	2
10	Probability Distributions: Random Variables, Probability Distributions: Binomial, Poisson, Normal, exponential, and uniform distributions. Monte Carlo Simulation in Business: Using Python to simulate business scenarios (demand variability, project timelines, financial risks) using probability distributions	2
Total Number of Labs required		28
Total Lab Hours required (1 Lab = 2 Hrs)		56

Suggested Text Book(s):

1. John C Shovic and Alan Simpson: Python – All in One for Dummies, 2nd Edition, for Dummies, 2021
2. Paul McFedries and Greg Harvey: Excel All in One for Dummies, 8th Edition, for Dummies, 2022

Suggested Reference Book(s):

1. Luca Massaron and J.P. Mueller: Python – for Data Science for Dummies, 2nd Edition, for Dummies, 2019
2. Johann Strauss and Hayden Van Der Post, Excel 2024: Python, Pivots & More: Your Comprehensive Excel Guide For The Year 2024, 1st Edition, Reactive Publishing, 2024
3. Gil B. Dreher: Excel 2024: The Must-Have Guide to Master Microsoft Excel,

Evaluation Scheme:

S. No	Exam	Marks
1	Mid Sem. Evaluation	20
2	End Sem. Evaluation	20
3	Attendance	15
4	Lab Assessment	45
	Total	100

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	1	1	2	2	1	3	2	3	1.88
CO2	1	1	3	2	2	3	2	3	2.13
CO3	3	1	3	3	2	3	2	3	2.50
Average	1.67	1.00	2.67	2.33	1.67	3.00	2.00	3.00	2.17

POLITICAL PROCESS IN INDIA

COURSE CODE: 23BB1HS314

COURSE CREDITS: 3

CORE/ELECTIVE: Core

L-T-P : 3-0-0

Pre-requisite: None

Course Objectives:

1. To encompasses the functioning of electoral democracy in India in the context of a federal multicultural set up as well as the dynamics of political process in India.
2. To gain insights into the interconnections between social and economic relations and the political process in India
3. To look at the consequences of business' growing power on some important issue areas-labor, land, urban governance, and the media. To understand the nature of party functioning and their impact on coalition politics and voting behaviour.
4. To engage students with the various autonomy and regional movements. To take account of regional variation and analyze state-business relations.
5. To understand how religion and caste interacts in the political sphere bringing in the contending debates on secularism and caste politics interactions.
6. To understand the changing nature of the Indian state from its developmental and welfare perspectives.

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Understanding the functioning of electoral democracy in India in the context of a federal multicultural set up as well as the dynamics of political process in India.	Familiarity
CO-2	Understanding nature of party functioning and their impact on coalition politics and voting behavior.	Usage
CO-3	Understan and analyze the effect of dynamics of political process in business.	Assessment
CO-4	Understand the consequences of business' growing power on some important issue areas-labor, land, urban governance, and the media.	Familiarity

CO- 5	Understand the forms how religion and caste interacts in the political sphere bringing in the contending debates on secularism and caste politics interactions, regional variation and analyze state-business relations.	Assessment
CO-6	Understand the changing nature of the Indian state from its developmental and welfare perspectives.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Indian Political Process:	1
2	Indian Party System: Origin and Development of the Indian party system Nature and trends of Indian party system Regional parties: role and significance in Indian federalism Political defection in India Social Media and Political Mobilization: Role of Twitter/X, WhatsApp, and YouTube in shaping Indian electoral politics	3
3	Coalition politics and parties : Role of opposition parties in Indian parliamentary system Business representation in Parliament Determinants of voting behavior: Populism Caste as a determinant of voting behavior Role of data analytics firms in modern Indian election campaigns	4
4	Ethnicity Region & Language as determinants of voting behavior: Class as a determinant of voting behavior Gender as a determinant of voting behaviour Voting behaviour of Rural-Urban India Global Acquisitions and Mergers of prominent Indian Business Digital Gender Dynamics in Politics	3
5	Religion and voting behaviour : Determinants of voting behaviour: Cult/Charisma/Personality Regionalism in India: a conceptual analysis Regionalism and Indian federalism Digital Communication and Regional Identity: How regional social media platforms and vernacular content shape regional political aspirations and cultural identity	3
6	Accommodation of regional aspirations—Linguistic reorganization Regional aspirations: Case study of Northeast India Autonomy and secessionism: Case of Punjab and Nagaland Statehood and Sub-regional movements: Jharkhand, Chhattisgarh, and Uttarakhand AI-Assisted Public Policy and Regional Governance Analysis	3

7	Social movements in civil society: Autonomy movements Impact of globalization on regional movements Exploring the nature of identity politics in India Meaning and nature of communalism AI-generated insights to support evidence-based analysis of contemporary social and political issues	4
8	Variants of communal politics in post independent India: Factors responsible for the growth of communal politics in India Hindu nationalism: a historical analysis Rise of Hindutva politics in India: contemporary scenario Fake News, Misinformation and AI: AI-powered fact-checking tools and digital media literacy	4
9	Indian aspect of secularism: Political economy of state politics in India Religion-State relationship: implications for right to equality Caste as an identity in India Dominant and entrenched caste and their role in Indian politics: a contemporary scenario Caste and Digital Discrimination: Online casteism, algorithmic bias reflecting social hierarchies, and technology as a tool for Dalit empowerment and digital inclusion	4
10	Caste and Indian constitutional provisions: Electoral politics and the changing nature of caste Political mobilization of caste identities in India Caste and politics: a changing scenario, The middle class in India-politics, Economy and culture	4
11	Affirmative Action Policies in India: Sources, directions and implications for class, caste and tribes: A case of Affirmative Action in favour of the Adivasis: The Forest Rights Act, The Reservation Policy in India Affirmative Action for women	3
12	Securing social justice through Affirmative Action: Role of Affirmative Action in achieving health equity in India Nature of the Indian state from Independence to 1990 Nature of the Indian state: post-liberalization era (1990 onwards) Digital Public Services and Equity: AI-powered welfare delivery systems (Aadhaar, DBT), e-governance platforms, and technology's role in inclusive policy implementation	3
13	Relevance of the concept of Welfare State in India: Poverty and Developmental issues in India, The Indian state and its use of coercive power The Indian State: Welfare versus Development	3
Total lectures		42

Suggested Text Book(s):

1. Prakash C. Sarangi, Politics in India, Orient Black Swam, 2023
2. Akshay Prasad Singh & Krishna Murari, Political Process in Contemporary India, Pearson, 2019
3. Niraja Gopal Jayal & Pratap Bhanu Mehta, The Oxford Companion to Politics in India, Oxford University Press, New Delhi, 2010.
4. Rajni Kothari, Politics in India Orient Longman, Hyderabad, 1970.
5. Subrata K. Mitra, Politics in India: Structure Process and Policy, Routledge, New York, 2017

6. Partha Chatterjee (ed.), State and Politics in India, Oxford University Press, New Delhi, 2002.
7. Atul Kohli & Prerna Singh (eds.) Routledge Handbook of Indian Politics, Routledge, New York, 2016.

Suggested Reference Book(s):

1. Bidyut Chakrabarty Indian Politics and Society since Independence Events, processes and ideology, Routledge, New York, 2008
2. Achin Vanaik and R. Bhargava (eds.), Understanding Contemporary India: Critical Perspectives, Orient Blackswan, New Delhi, 2010

Other useful resource(s):

1. 'Economics and Politics of the World Social Forum', in "a (emphasis in original).
2. Raina (2004) notes particularly the 'divisions even among the movements sharing the same ideology', not to mention 'the historical differences between the le\$, the Gandhians, the dalits, the Socialists, the environmentalists, as well as the new and the traditional among the women, worker and peasant movements' (p. 13).
3. 'World Social Forum Controlled by Euro-American Bourgeoisie', Report of the Independent Media Centre (USA), January 2004.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment - 5 Presentation - 10 Quiz - 5 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO 1	2	2	2	3	0	2	3	3	2.1
CO 2	2	2	2	2	3	2	3	3	2.3
CO 3	3	2	2	2	3	2	3	3	2.5
CO 4	2	2	2	2	2	2	3	3	2.5
CO 5	2	2	2	2	2	2	3	3	2.2

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CO 6	3	3	3	3	3	3	3	3	3
Av	2.3	2.1	2.1	2.3	2.1	2.1	3	3	2.3

LOGICAL AND QUANTITATIVE TECHNIQUES - I

COURSE CODE: 24B11HS513

COURSE CREDITS: 2

CORE/ELECTIVE: CORE

L-T-P: 2-0-0

Pre-requisite: None

Course Objectives:

1. To familiarize the students with the concept and pattern of aptitude tests.
2. To solve quantitative aptitude problems and questions applying logical reasoning, within a short time span given during the placement drives.
3. To acquaint them with types of questions asked in quantitative aptitude, logical reasoning and verbal ability.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Outline the basic concepts of quantitative ability, logical reasoning skills, and verbal aptitude.	Familiarity
CO-2	Describe the quick ways to solve quantitative aptitude problems and questions applying logical reasoning, within a short time span.	Usage
CO-3	Develop a thorough understanding of the concepts of quantitative ability and verbal reasoning, enabling students to manage the placement challenges more effectively.	Usage
CO-4	Exhibit problem-solving strategies and time management skills to confidently handle aptitude tests in various competitive and recruitment examinations settings.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Arithmetic Ability: Number System, HCF and LCM, Percentage, Fractions, Simplifications, Square/Cube Roots, Ages	7
2	Speed and Work Ability: Pipes and Cisterns, Time and Work, Time and Distance	3
3	Statistical Ability: Averages, Probability, Permutations and Combinations	3

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4	Quantitative Ability: Simple Interest, Compound Interest, Calendar, Clocks	4
5	Data Interpretation Ability: Tabular Data Interpretation, Bar/Line Graph Data Interpretation, Pie Chars Data Interpretation	4
6	General Mental Ability: Series Completion, Analogy, Classification, Coding-Decoding, Logical Venn Diagrams	4
7	Non-Verbal Reasoning Ability: Logical Deductions, Analogy, Classification, Cubes and Dice	3
Total lectures		28

Suggested Text Book(s):

1. R. S. Aggarwal: Quantitative Aptitude, Revised Edition, S. Chand, 2017.
2. R. S. Aggarwal: Verbal & Non-Verbal Reasoning, Revised Edition, S. Chand, 2022.

Suggested Reference Book(s):

1. Oswal Series: Quantitative Aptitude for All Competitive Examinations, Oswal Books, 2024.
2. Oswal Series: Objective Verbal and Non-Verbal Reasoning, Oswal Books, 2024.
3. Arun Sharma: Quantitative Aptitude, 11th Edition, Mc Graw Hills, 2024.
4. Arun Sharma: Verbal Ability and Reasoning Comprehension, 11th Edition, Mc Graw Hills, 2024.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Av
CO1	1	3	3	2	1	1	1	2	x	x	3	2
CO2	1	3	3	2	1	1	1	2	x	x	3	2
CO3	1	3	3	2	1	1	1	2	x	x	3	2
CO4	1	3	3	2	1	1	1	2	x	x	3	2
Av	1	3	3	2	1	1	1	2	x	x	3	2

BUSINESS RESEARCH

COURSE CODE: 24BB1HS411

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

3. To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.
4. To give them an understanding of the basic techniques and tools of business research and its application in business decision making.
5. To develop scientific thinking for critically analyzing management problems and develop basic knowledge on qualitative, quantitative and mixed methods research, as well as relevant ethical and philosophical considerations.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand and comprehend the nature, concept and scope of business research	Familiarity
CO-2	Understand the concepts of different types design, data collection methods	Assessment
CO-3	Demonstrate the ability to choose methods appropriate to research aims and objectives and Develop skills in qualitative and quantitative data analysis	Usage
CO-4	Identify and prepare various types of business research reports.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Defining Business Research, Roadmap to learn Business Research, Scientific Process of Research, Methods used, Designing Research Design. AI in Research Design: Use of AI-powered tools (e.g., ChatGPT, Elicit) to assist in literature review, problem formulation, and automated research roadmap generation.	4

2	Measurement and Scaling: What should be measured, Scale of measurement, Four Levels of Data Measurement, Criteria of Good Measurement, Measurement Scale, Factors in selecting Appropriate Measurement Scale, Understanding and Designing Questionnaire AI-Assisted Survey Design	6
3	Sampling and Sampling Distributions: Sampling process, Sampling Design, Probability and Non-Probability Sampling, Errors in Sampling, Sampling Distribution AI-Driven Sampling Techniques	6
4	Sources and Collection of Data: Meaning, sources, benefits and limitations of Secondary Data Sources, Primary Data Sources and Experimentations Web Scraping and Big Data Collection	6
5	Statistical Inference: Hypothesis testing for Single Population, Hypothesis testing for to Populations, One Way and Two Way ANOVA, Hypothesis Testing for Categorical Data (Chi-Square Test) AI-Powered Statistical Analysis	13
6	Non-Parametric Statistics: Runs Test for Randomness of Data, Mann–Whitney U Test, Wilcoxon Matched-Pairs Signed Rank Test, Kruskal–Wallis Test, Friedman Test, Spearman’s Rank Correlation AI assisted Non-Parametric testing	5
7	Report Writing: Organization of the Written Report, Tabular Presentation of Data, Graphical Presentation of Data AI-Generated Research Reports	2
Total lectures		42

Suggested Text Book(s):

3. Naval Bajpai: Business Research Methods, 2nd Edition, Pearson, 2019.

Suggested Reference Book(s):

5. Jonathan Wilson: Essentials of Business Research, 2nd Edition, Sage, 2024.
6. Roger Bougie and Uma Sekaran: Research Methods of Business – A Skill Building Approach, 8th Edition, Wiley, 2021.
7. Donald R. Cooper, Pamela S. Schindler and J.K. Sharma: Business Research Methods, 12th Edition, Mc Graw Hills, 2018.
8. Pervez Ghauri, Kjell Gronhuag and Roger Strange: Research Methods in Business Studies, 5th Edition, Cambridge University Press.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO 1	2	2	3	1	2	2	3	3	2.25
CO 2	2	2	3	1	2	3	3	3	2.38
CO 3	3	2	3	1	2	3	3	3	2.50
CO 4	3	1	3	2	2	2	3	3	2.38
Av	2.5	1.75	3	1.25	2	2.5	3	3	2.38

HUMAN RESOURCE MANAGEMENT

COURSE CODE: 24BB1HS412

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P : 3-1-0

Pre-requisite: None

Course Objectives:

1. To demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM
2. To demonstrate competence in development and problem-solving in the area of HR Management
3. To provide innovative solutions to problems in the fields of HRM
4. To be able to identify and appreciate the significance of the ethical issues in HR

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Competency to understand the various functions of Human Resource and HRIS in organization	Familiarity
CO-2	Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design	Assessment
CO-3	Identify how wellness, training and work-life balance policies impact retention	Usage
CO-4	Apply best practices in performance management, performance appraisal, and employee development	Usage
CO-5	Ability to handle employee issues, standards of employment law and techniques for employee retention and evaluate the new trends in HRM	Usage

Course Contents:

Unit	Content	Lectures required
1	Introduction to Human Resource Management: Concept of HRM and Evolution of HRM. Functions and Role of HR Manager, The concept of job analysis, Job description, Job specification, Job enrichment, Job rotation, Job enlargement, Challenges before HRM Use of AI Chatbots in HR (e.g., ChatGPT for job descriptions)	8
2	HR Procurement: Human Resource planning, Concept and	8

	importance of HRP .HR planning process. Concept of Recruitment, Factors affecting recruitment. Concept and importance of selection, Stages in selection process. Concept and importance of Induction AI-Assisted Resume Screening	
3	Training and Development: Meaning and importance of Training Stages involved in training process (Training need Identification, Design of training, Implementation of training, Evaluation of training) On the job and off the job training method, The concept of Management Development program AI-Assisted Training and Development: Application of AI tools for training need analysis, content development, personalized learning, and training evaluation.	8
4	Compensation management and Performance appraisal: The Concept and objectives of Compensation management. Employee remuneration factors, Fringe benefits. Concept and objectives of Performance Appraisal Performance Appraisal Process. Performance appraisal methods. Digital Performance Management Tools (Darwinbox, Zoho People)	10
5	Managing employee relations: Ethics, justice and fair treatment in HR Management, Labour Relations and Collective Bargaining, Employee Safety and Health, Managing Global Human Resources Employee Sentiment Analysis via digital surveys	4
6	Strategic Human Resource Management: HR's strategic challenges and Competitive Advantage. Creating a strategy- oriented HR System. Improving productivity through HRIS Introduction to HRIS (SAP SuccessFactors, Darwinbox)	4
	Total	42

Suggested Text Book(s):

1. Dessler, G.: Human Resource Management. New Delhi: Prentice Hall, 2010
2. Basak, S. P.: Human Resource Management: Text & Cases.: Pearson, 2012

Suggested Reference Book(s):

1. Rao, P. Subba (2014): Essentials of Human Resource Management & Industrial Management: Text & Cases. New Delhi: Himalaya Publication.
2. Armstrong, M. (2010) :Handbook of HRM Practice. USA: Kogan Page

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Continuous evaluation	10 marks case study 10 marks case study 5 marks Class participation

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average Score
CO-1	3	3	3	3	3	3	3	3	3
CO-2	3	3	2	2	2	3	3	3	2.6
CO-3	2	3	3	3	2	3	3	3	2.75
CO-4	2	3	3	3	2	3	3	3	2.75
CO-5	3	3	3	3	2	3	3	3	2.8
Average Score	2.6	3	3	3	2.2	3	3	3	2.85

FINANCIAL MANAGEMENT

COURSE CODE: 24BB1HS413

COURSE CREDITS: 4

CORE/ELECTIVE: Core

L-T-P : 3-1-0

Pre-requisite: None

Course Objectives: To understand the theoretical framework and issues of corporate finance and apply the concepts in practice so that one can make an optimal decision in corporate finance.

S. No.	Course Outcomes	Level of Attainment
CO-1	Understand the issues and framework of corporate finance.	Familiarity
CO-2	Analyze a firm's performance to determine its strengths and weaknesses, and be able to use financial analysis to improve performance.	Assessment
CO-3	Design a firm's financial needs and interpret its effect on the value of the firm.	Usage
CO-4	Analyze projects, how to apply them, and what to do if there are conflicting recommendations.	Usage
CO-5	Make optimal financial decisions by integrating the concepts of leverage, working capital and dividend.	Usage

Course Contents:

Unit	Contents	Lectures required
1.	Financial Management: An Overview Nature and scope of financial management, Role of finance function, Finance decisions of the firm, Objective function in finance, Agency costs and corporate governance, Financial Management and Accounting, Financial objectives and organizational strategy. Introduction to FinTech (digital payments, online banking tools)	3
2.	Sources of Finance Role of financial markets, Financial Markets- segments, products and services, Long-term sources of finance - Equity, Debt, Debentures/Bonds, Lease financing, Venture capital. Crowdfunding platforms (Kickstarter, AngelList)	3

3.	Comparative and Historical Analysis Balance sheet, Profit and loss account, Analysing financial statements – Ratio Analysis – liquidity ratios, capital structure ratios, working capital ratios, profitability ratios, valuation ratios, Interlinking the ratios- Dupont analysis, Uses and limitations of ratio analysis Spreadsheet-based ratio analysis in Excel/Google Sheets	4
4.	Time Value of Money Basics of time value, Finding future value, Discounting and present value, Future value of annuity,, Present value of annuity, Periodicity of compounding and discounting, Equated monthly instalments Online EMI & financial calculators (BankBazaar, Groww)	4
5.	Risk and Return Introduction, Measuring expected return, probability distribution, Risk, Measures of Risk, Normal distribution. Robo-advisors and risk profiling apps (Zerodha, ET Money)	3
6.	Valuation and Corporate Governance Factors affecting valuation, Methods of valuation, Value based management, Measures of value, Economic Value Added (EVA), Corporate Governance. Using Screener.in & Moneycontrol for company valuation	4
7.	Cost of Capital Opportunity cost of capital, Weighted average cost of capital (WACC), Cost of Debt, Cost of preference capital, Cost of equity, Assigning weights, WACC as discount rate and risk, Pure play approach, Factors affecting cost of capital Online WACC tools and Damodaran's industry data	3
8.	Capital Structure – Theory Common assumptions for analysis, Net income approach, Net operating income approach, Traditional approach, MM theory without and with corporate taxes, Capital structure with personal taxes, Leverage and financial distress, Trade-off theory, Pecking order theory, Asymmetric information theory AI-Based Financial Decision Support: Leveraging AI to compare theoretical approaches, assess financial distress risk, and evaluate financing strategies under different business scenarios.	4

9.	Designing Capital Structure Operating leverage, Financial leverage, EBIT-EPS analysis, ROI-ROE analysis, Ratios and industry norms for capital structure, Defining target/optimal capital structure Excel-based EBIT-EPS scenario modelling	3
10.	Dividend Decisions Relevance of dividend, Walter's model, Gordon's model, Irrelevance of dividend, MM theory of irrelevance, Home made dividend, Factors affecting dividend policy, Alternative form of dividend	3
11.	Capital Budgeting Features of capital budgeting decisions, Types of projects, Techniques of evaluation of capital budgeting decisions, Accounting rate of return, Payback period method, Net present value method, Internal rate of return, NPV and IRR – A comparison, Conflict between IRR and NPV, Advantages of NPV and IRR, Modified IRR, Projecting cash flows, Principles of cash flow projections, Cautions in capital budgeting and cash flow projection AI in Capital Investment	5
12.	Working Capital Management Meaning of working capital, Scope of working capital management, Working capital needs of different types of businesses, Operating cycle and its relevance for WCM, Working capital financing policies, Working capital policy, Estimation of working capital requirements Use of AI to automatically track receivables, payables, and inventory levels in real time	3
	Total lectures	42

Suggested Text Book(s):

1. Rajiv Srivastava and Anil Misra: *Financial Management*, Oxford University Press, 2011
2. R. Narayanaswamy: *Financial Accounting, A Managerial Perspective*, PHI Learning Pvt. Ltd., 2014

Suggested Reference Book(s):

3. I. M. Pandey: *Financial Management*, Vikas Publishing House, 2021.
4. Eugene F. Brigham: *Fundamentals of Financial Management*, Thomson Learning, 2021.
5. Prasanna Chandra: *Financial Management*, Tata McGraw Hill, 2022.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1

2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Class Performance - 10 Quizzes(2)-10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	3	2	2	3	3	2	3	2.6
CO-2	3	3	2	2	3	3	2	3	2.6
CO-3	3	3	2	2	3	3	2	3	2.6
CO-4	3	3	3	3	3	3	3	3	3.0
CO-5	3	3	3	3	3	3	3	3	3.0
Average	3	3	2.4	2.4	3	3	2.4	3	2.8

PRODUCTION AND OPERATIONS MANAGEMENT

COURSE CODE: 24BBWHS431

COURSE CREDITS: 4

CORE/ELECTIVE: Core

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To understand the challenges faced by any organization in streamlining its production facility.
2. To understand the complexities of overall operations in any modern organisation.
3. To analyse the processes of an organization to understand how value can be created by efficiently managing operations.
4. To gain in depth knowledge on and creating competitive advantage through better operations management.
5. To gain insight into quality management as an inherent component of production and operation management.

S. No.	Course Outcomes	Level of Attainment
CO-1	Understand the intricacies of production and operations management.	Familiarity
CO-2	Understand the complexities of overall operations in any modern organization.	Assessment
CO-3	Analyse the processes of an organization to understand how value can be created by efficiently managing operations.	Assessment
CO-4	Gain indepth knowledge on creating competitive advantage through operations management	Usage
CO-5	Gain insight into quality management as an inherent component of production and operation management	Usage

Course Contents:

Unit	Contents	Lectures required
1.	Introduction to operations management: Operations and productivity. AI for Productivity Tracking: AI tools automatically monitor machine and worker output and flag inefficiencies without manual reporting.	3
2.	Operations strategy in a Global Environment, Supply Chain Processes Lean Supply Chains, Logistics and Distribution Management Global Sourcing and Procurement AI in Demand Forecasting	6

3.	Nature and Scope of Production Management, Functions of Production Management, Production Systems, Responsibilities of Production Manager, Production Planning and Control, Objectives of Production Planning and Control. AI-Based Production Scheduling: AI automatically prepares optimal production schedules based on orders, machine availability, and deadlines.	7
4.	Types of Manufacturing systems, Product Design and development, Design of services AI in Product Design: AI suggests multiple design options based on inputs like cost, weight, and material — reducing design time significantly.	6
5.	Plant Location and Layout: Plant Location, Plant Location Methods, Factors affecting location, Plant layout, Types of plant layout and factors affecting plant layout AI for Layout Optimization	5
6.	Materials management: Inventory control, Economic Order Quantity (EOQ), Lead Time, Re-order Level, ABC Analysis, Stock keeping, AI in Inventory Management	7
5.	Quality Management: Definition of quality, Evolution of quality management, Quality Control, Phases of Quality control, Quality assurance, Quality circles, Cost of Quality, TQM, JIT, Statistical Quality Control. AI for Defect Detection	8
Total Lecture Hours		42

Suggested Text Book(s):

1. F. Robert Jacobs, Ravi Shankar, Richard B. Chase: Operations and Supply Chain Management, Mc Graw Hill, 2023.
2. Kanishka Bedi: *Production and Operations Management*, Oxford, 2013.

Suggested Reference Book(s):

1. Roberta S. Russell, Bernard W. Taylor, Venkataramanaiah Saddikuti, Pavan Kumar, Gudavalleti: Operations and Supply Chain Management, Wiley, 2023.
2. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan: *Operations Management*, Pearson, 2017
3. S.N. Chary: Production and Operations Management, Mc Graw Hill, 2019.
4. Edward A. Silver (Author), David F. Pyke (Author), Douglas J. Thomas (Author): Inventory and Production Management in Supply Chains, CRC Press, 2021.

Evaluation Scheme:

S.No	Exam	Marks	Duration	Coverage/Scope of Examination
1.	T-1	15	1 Hour.	Syllabus covered upto T-1
2.	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teacher's Assessment	25	Entire Semester	Class Performance -10 Quizzes (2)-10 Attendance-5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	3	2	2	2	2	3	3	2.5
CO2	3	3	2	2	2	3	2	3	2.5
CO3	3	3	2	2	2	3	2	3	2.5
CO4	3	3	3	3	3	3	3	3	3.0
CO5	3	3	2	2	2	3	3	3	2.6
Average	3	3	2.2	2.2	2.2	2.8	2.6	3	2.6

IT TOOLS FOR BUSINESS

COURSE CODE: 24BB7HS471

COURSE CREDITS: 2

CORE/ELECTIVE: CORE

L-T-P : 0-0-4

Pre-requisite: None

Course Objectives:

1. To enable the development of IT Skills in students which are essential in today's work culture. The course provides knowledge about various operating systems, packages used for different applications, data base concepts and operations.
2. To enable them to learn basis computing skills, which will enhance their employability in general.

Course Outcomes:

S. No	Course Outcomes	Level of Attainment
CO-1	Make meaningful representations of data in the form of charts and pivot tables.	Usage
CO-2	Analyze data using spreadsheets and using interpretation to make decisions.	Usage
CO-3	Generate word documents with appropriate formatting, layout, proofing.	Usage
CO-4	Manage data for generating queries, forms and reports in a database.	Usage

Course Contents:

Unit	Contents	Lab Hours required
1	Spreadsheets: Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors. AI Formula Assistance: How tools like Microsoft Copilot in Excel suggest formulas automatically based on plain English instructions	4
2	Working with inbuilt function categories: like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. AI-Powered Function Recommendations: How Excel's built-in AI suggests the most relevant function based on the data pattern	4

3	Consolidating worksheets and workbooks: using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet. AI for Data Anomaly Detection: How AI in Excel flags unusual or inconsistent data entries automatically while consolidating data from multiple sheets.	2
4	Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. AI-Generated Charts: How Excel's "Recommended Charts" feature uses AI to suggest the most suitable chart type based on the selected data.	2
5	Analyzing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. AI in Data Summarization	4
6	Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver), Exchanging data using clipboard, object linking and embedding. AI for Business Scenario Planning	4
7	Wordprocessing: Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. AI Writing Assistance: How tools like Microsoft Copilot in Word help draft, rephrase, and format documents based on simple user instructions.	4
8	Spellcheck and Mail-Merge: Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography. Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together. AI Grammar and Style Checking: How AI-powered tools like Grammarly and Microsoft Editor go beyond basic spellcheck to improve sentence clarity, tone, and style.	4

9	Powerpoint Presentation- Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organizing ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons AI-Powered Presentation Design	4
10	Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation. AI-Generated Videos and Visuals	2
11	Databases: Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. AI Presentation Coaching	8
12	Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. How AI tools can automatically detect data types, suggest field names, and identify missing or duplicate entries while setting up a database.	6
13	Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.	4
14	Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports. AI for Report Summarization: How AI tools can automatically read a database report and generate a plain-language summary of key findings	4
Total lectures		56

Suggested Text Book(s):

1. Joan Lambert: Microsoft Office Step By Step (Office 2021 and Microsoft 365), 1st Edition, Microsoft Press, 2022
2. Shelly Cashman: Microsoft Office 365 & Office 2021 – Technology for Success, 1st Edition, Cengage, 2024

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Suggested Reference Book(s):

1. Peter Weverka: Office for Dummies, 10th Edition, for Dummies, 2022
2. Anthony DeBarros: Practical SQL: A Beginner's Guide to Storeytelling with Data, 1st Edition, No Starch Press, 2018

Evaluation Scheme:

S. No	Exam	Marks
1	Mid Sem. Evaluation	20
2	End Sem. Evaluation	20
3.	Attendance	15
4.	Lab Assessment	45
	Total	100

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	1	1	2	2	1	3	2	3	1.88
CO2	1	1	3	2	2	3	2	3	2.13
CO3	3	1	3	3	2	3	2	3	2.50
CO4	3	1	3	3	2	3	2	3	2.50
Average	2.00	1.00	2.75	2.50	1.75	3.00	2.00	3.00	2.25

Oral and Written Communication

COURSE CODE: 24BB1HS414

COURSE CREDITS: 3

CORE/ELECTIVE: CORE

L-T-P : 2-1-0

Pre-requisite:

None Course

Objectives:

1. Students will be able to understand the concepts of effective oral and written communication.
2. Students will learn the importance of nonverbal communication and body language in diverse business environments.
3. Students will be able to effectively communicate orally in various communicative situations.
4. Students will understand and apply the concepts of effective business writing.
5. Students will be able to write effective business reports, proposals, letters and business plans.

Course Outcomes:

S No	Course Outcomes	Level of Attainment
CO-1	Help students understand the concepts of effective oral and written communication	Familiarity
CO-2	Help students understand the importance of non verbal communication and body language in diverse business environments	Familiarity and Usage
CO-3	Enable students to effectively communicate orally in various communicative situations	Assessment
CO-4	Help students understand and apply the concepts of effective business writing	Usage
CO-5	Enable students to write effective business reports, proposals, letters and business plans	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Oral and Written Business Communication 1. Importance of effective oral and written communication for management professionals 2. Strategies to make communication better 3. Possible barriers to effective communication 4. Body language and Non-verbal Communication AI for Communication Feedback: Tools like Grammarly use AI to check tone, clarity, and readability of written communication instantly.	3

2	Oral Communication 1. Types of oral communicative situations 5. Public speaking for management professionals 2. Extempore speech 3. Panel discussion 4. Group discussion 5. Elevator's pitch 6. Business plans presentations AI Speech Coaching: Microsoft Presenter Coach listens to your speech and gives feedback on pace, tone, and filler words like "um" and "uh."	8
3	Personal Interviews and Presentations 1. Self-introduction 2. Personal interview techniques 3. Do's and don'ts of personal interviews 4. Frequently asked questions and how to answer behavioral questions 5. Delivering presentations AI Mock Interview Tools: Platforms like Google's Interview Warmup use AI to simulate interview questions and evaluate your responses.	7
4	Written Communication 1. Principles of effective business writing 2. Making effective Résumé and Curriculum Vitae (CV) 3. Using websites to create Résumé and CV 4. Writing business reports, Proposals, Letters and Business plans AI Writing Assistants: Tools like ChatGPT and Microsoft Copilot help draft reports, CVs, and business letters quickly	10
	Total Lectures	28

Suggested Text Book (s):

1. Carol M Lehman, Debbie D Dufrene, Mala. Sinha, *BCOM – A South Asian Perspective*. Cengage Learning, 2016.
2. R.V Lesikar, M.E. Flatley, K Rentz, N Pande. *Business communication*, 12th Edition, McGraw Hill, 2009.

Suggested Reference Book (s):

1. H.S. Mukherjee: *Business Communication-connecting at work*, Oxford University Press, 2nd Edition 2013.
2. Kristen Bell De Tienne: *Guide to Electronic Communication*, Pearson, 1st Edition, 2011.
3. Karen Schneider Williams, Joyce P Logan, A.C. Buddy Krizan, Patricia Merrier: *Communicating in Business*, Cengage Learning, 1st Edition 2012.

Evaluation Scheme:

S No	Examination	Marks	Duration	Coverage/Scope of Examination
1	T-1	15	1 Hour	Syllabus covered up to T-1
2	T-2	25	1.5 Hours	Syllabus covered up to T-2
3	T-3	35	2 Hours	Syllabus covered up to T-3

4	Teaching Assessment	25	Entire Semester	Assignments-10 Quizzes-10 Attendance-5
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Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	AVG
CO-1	3	1	3	3	1	2	3	3	2.4
CO-2	2	1	3	3	1	3	1	3	2
CO-3	2	1	3	3	1	2	1	2	2
CO-4	3	1	3	3	1	2	2	3	1.9
CO-5	3	2	3	3	3	1	3	3	2
Average Score	2.6	1.2	3	3	1.4	2	2	2.8	2.6

LOGICAL AND QUANTITATIVE TECHNIQUES - II

COURSE CODE: 24B11HS612

COURSE CREDITS: 2

CORE/ELECTIVE: CORE

L-T-P: 2-0-0

Pre-requisite: None

Course Objectives:

4. To familiarize the students with the concept and pattern of aptitude tests.
5. To solve quantitative aptitude problems and questions applying logical reasoning, within a short time span given during the placement drives.
6. To acquaint them with types of questions asked in quantitative aptitude, logical reasoning and verbal ability.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Outline the basic concepts of quantitative ability, logical reasoning skills, and verbal aptitude.	Familiarity
CO-2	Describe the quick ways to solve quantitative aptitude problems and questions applying logical reasoning, within a short time span.	Usage
CO-3	Develop a thorough understanding of the concepts of quantitative ability and verbal reasoning, enabling students to manage the placement challenges more effectively.	Usage
CO-4	Exhibit problem-solving strategies and time management skills to confidently handle aptitude tests in various competitive and recruitment examinations settings.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Arithmetic Ability: Surds and Indices, Divisibility, Profit and Loss, Ratio and Proportion, Progressions	6
2	Speed and Work Ability: Boats and Streams, Problems on Trains	3

3	Geometry Ability: Area, Volume and Surface Area, Mensuration, Height and Distance	4
4	Miscellaneous Numerical Ability: Logarithm, Odd Man Out and Series	2
5	General Mental Ability: Blood Test, Puzzle Test, Direction Sense Test, Mathematical Operations, Arithmetic Reasoning, Data Sufficiency	7
6	Non-Verbal Reasoning Ability: Logical Deductions from Arguments, Assumptions and Courses of Actions; Analytical Reasoning; Mirror Images; Water Images, Completion of Incomplete Pattern	6
Total lectures		28

Suggested Text Book(s):

3. R. S. Aggarwal: Quantitative Aptitude, Revised Edition, S. Chand, 2017.
4. R. S. Aggarwal: Verbal & Non-Verbal Reasoning, Revised Edition, S. Chand, 2022.

Suggested Reference Book(s):

5. Oswal Series: Quantitative Aptitude for All Competitive Examinations, Oswal Books, 2024.
6. Oswal Series: Objective Verbal and Non-Verbal Reasoning, Oswal Books, 2024.
7. Arun Sharma: Quantitative Aptitude, 11th Edition, Mc Graw Hills, 2024.
8. Arun Sharma: Verbal Ability and Reasoning Comprehension, 11th Edition, Mc Graw Hills, 2024.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	Av
CO1	1	3	3	2	1	1	1	2	x	x	3	2
CO2	1	3	3	2	1	1	1	2	x	x	3	2
CO3	1	3	3	2	1	1	1	2	x	x	3	2
CO4	1	3	3	2	1	1	1	2	x	x	3	2
Av	1	3	3	2	1	1	1	2	x	x	3	2

LEGAL ASPECT OF BUSINESS

COURSE CODE: 24BB1HS511

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Understanding basic laws affecting the operations of business enterprises.
2. To inculcate in the students an awareness of legal framework within which the business function.
3. To create awareness in respect of rules and regulations affecting various managerial functions.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understanding basic laws affecting the operations of business enterprises	Familiarity
CO-2	Application of various Laws in business practice.	Assessment
CO-3	To create awareness of the legal framework within which the business function. awareness in respect of rules and regulations affecting various managerial functions	Usage
CO-4	Acquire problem solving technique with legal procedure.	Usage
CO-5	Identify fundamental legal principal behind Contractual Agreements	Assessment

Course Contents:

Unit	Contents	Lectures required
1	The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency. AI for Contract Review: AI tools like LexCheck and SpotDraft automatically scan contracts, highlight missing clauses, and flag risky terms — saving time for legal teams.	10
2	Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque. AI in Payment Fraud Detection: Banks use AI to instantly detect fraudulent cheques and suspicious digital transactions by identifying unusual patterns.	10

3	The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. AI for Regulatory Compliance: AI tools help companies automatically track changes in company law and alert management when filings or compliances are due.	8
4	Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. AI-Powered Consumer Grievance Systems: Companies use AI chatbots to receive, categorise, and resolve consumer complaints faster without human intervention.	8
5	Intellectual Property Rights: Patent, Trademarks and Copyright Environment Protection Act – 1986 Information Technology Act 2000 AI and Copyright Challenges: AI-generated content raises new questions about ownership and copyright — who owns a poem or image created by AI is now a real legal debate worldwide.	6
Total lectures		42

Suggested Text Book(s):

1. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd. 8e,2012
2. R. K Bangla and S. K. Raghuvanshi , Principle of Mercantile Law, Eastern Book Company ,92,2023

Suggested Reference Book(s):

1. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi , Penguin Books, 2009
2. E. F Schumacher: Small is Beautiful : A Study of Economics As if People Mattered, Vintage, 1993

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	2	3	3	3	2	3	3	2.7
CO-2	3	2	3	3	3	3	3	3	2.8
CO-3	3	2	3	3	2	2	3	3	2.6
CO-4	3	2	3	3	2	2	3	3	2.6
CO-5	3	2	3	3	2	2	3	3	2.6
Average	3	2	3	3	2.4	2.2	3	3	

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE CODE:24BB1HS512

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

7. To introduce students to the fundamentals of operations research and its applications in managerial decision-making.
8. To equip students with mathematical modeling techniques for solving real-life business problems related to resource allocation, logistics, and project planning.
9. To enable students to interpret, evaluate, and apply optimization techniques to make informed and effective business decisions.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO1	Identify and describe key concepts, terminologies, and the role of quantitative techniques in managerial decision-making.	Familiarity
CO2	Formulate mathematical models for real-world business problems related to resource allocation, logistics, inventory, and project planning.	Assessment
CO3	Apply appropriate quantitative methods such as linear programming, decision theory, and project management tools to support business decisions.	Assessment
CO4	Evaluate alternative solutions to business problems under certainty and uncertainty, using quantitative data and decision-support tools.	Usage
CO5	Develop data-driven strategies using operations research models to optimize cost, time, and resources in various functional areas of business.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Linear Programming: Structure, Advantages, Applications and Limitations, General Mathematical Model, Guidelines on Linear Programming Model Formulations, Graphical Methods of Linear Programming AI for Optimization: AI tools automatically solve complex resource allocation problems	5
2	Linear Programming – Simplex Method: Standard form of an LP Problem, Simplex Algorithm (Maximization Case), Simplex Algorithm (Minimization Case), Some Complications and Their Resolution, Types of Linear Programming Solutions AI-Powered LP Solvers: Tools like Excel Solver and Google OR-Tools use algorithms to instantly solve maximization and minimization problems	6

3	Duality and Sensitivity in Linear Programming: Formulation of Dual Linear Programming Problem, Standard Results on Duality, Managerial Significance of Duality, Sensitivity Analysis AI in What-If Analysis: AI tools automatically run hundreds of sensitivity scenarios and highlight which variables most impact the optimal solution.	6
4	Introduction to Transportation Problems: Mathematical Model of Transportation Problem, The Transportation Algorithm, Methods for Finding Initial Solution, Test for Optimality, Variations in Transportation Problem, Maximization Transportation Problem, Trans-shipment Problem AI in Logistics Optimization: Companies like Zomato and Amazon use AI to automatically find the lowest-cost delivery routes	6
5	Decision Theory and Decision Trees: Steps of Decision-Making Process, Types of Decision-Making Environments, Decision-Making Under Uncertainty, Decision-Making Under Risk, Posterior Probabilities and Bayesian Analysis, Decision Trees Analysis, Decision-Making with Utilities AI-Assisted Decision Making: AI tools build and evaluate decision trees	6
6	Project Management – PERT and CPM: Basic Differences Between PERT and CPM, Phases of Project Management, PERT/CPM Network Components and Precedence Relationships, Critical Path Analysis, Project Scheduling with Uncertain Activity Times, Project Time-Cost Trade-Off, Updating of the Project Progress, Resource Allocation, Introduction to Gantt Chart AI in Project Scheduling: Tools like Microsoft Project and Monday.com use AI to predict project delays, reschedule tasks automatically	6
7	Inventory Management: The Meaning of Inventory Control, Functional Role of Inventory, Reasons for Carrying Inventory, Factors Involved in Inventory Problem Analysis, Inventory Model Building, Single Item Inventory Control Models without Shortages, Single Item Inventory Control Models with Shortages, Multi-Item Inventory Models with Constraints, Single Item Inventory Control Models with Quantity Discounts, Inventory Control Models with Uncertain Demand, Information Systems for Inventory Control, Instantaneous Demand Inventory Control Models without Set-Up Cost, Continuous/Instantaneous Demand Inventory Control Models without Set-Up Cost AI in Demand Forecasting for Inventory: AI predicts future demand patterns and automatically adjusts reorder levels	7
Total lectures		42

Suggested Text Book(s):

5. JK Sharma: Operations Research – Theory and Applications, 6th Edition, Trinity Press, 2016.

Suggested Reference Book(s):

9. ND Vohra: Quantitative Techniques in Management, 5th Edition, Mc Graw Hill, 2017.
10. Vikas Singla: Operations Research Using Excel – A Case Study Approach, 1st Edition, CRC Press, 2021.
11. Carter, Price and Rabadi: Operations Research – A Practical Approach, 2nd Edition, CRC Press, 2019

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	3	1	1	2	3	2	3	2.3
CO2	3	3	1	1	2	3	2	3	2.6
CO3	3	2	2	1	2	3	2	3	2.3
CO4	3	2	2	1	2	3	2	3	2.3
CO5	3	3	2	2	2	3	1	3	1.9
Av	3	2.6	1.6	1.2	2	3	1.8	3	2.3

CONSUMER BEHAVIOUR

COURSE CODE: 24B11HS511

COURSE CREDITS:4

CORE/ELECTIVE: ELECTIVE (Marketing)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives

1. Understand the foundational concepts of consumer behavior and core marketing principles.
2. Identify and interpret psychographic factors such as personality, lifestyle, and motivation that influence consumer behavior.
3. Analyze the stages of the consumer decision-making process and formulate strategic marketing responses.
4. Evaluate the impact of social, cultural, and group dynamics on individual and organizational buying behavior.

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Ability to examine consumer behavior and relate marketing concepts.	Familiarity
CO-2	Explore the psychographic influences on consumer behavior	Assessment
CO-3	Analyze the consumer decision making stages and deduce relevant strategies	Usage
CO-4	Evaluate the group influences on organization and institutional consumer behavior.	Usage
CO-5	Analyze social and cultural influences on consumer behavior	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Consumer Behavior Data-Driven Consumer Insights	2
2	Consumers as Individuals: Perception, Learning and memory Motivation, values and involvement Attitudes, Attitude change and interactive communications, The self Personalisation Using AI	14
3	Attitude Change and Consumers as Decision Makers: Attitudes , Attitude Change and Interactive Communications , Individual decision-making , Shopping, buying, evaluating and disposing, Group influence and opinion leadership	14

	Targeted Digital Advertising	
4	Consumers in Their Social and Cultural Settings: Total Group influence on social media, Income, Social Class and Family structure, Subcultures, Cultural Influence and Consumer behavior, The Creation and Diffusion of culture Social Media Analytics: Tools like Sprinklr and Brandwatch use AI to track cultural trends, group opinions, and viral content	12
	Total	42

Suggested Text Book(s):

1. M. R. Solomon, *Consumer Behaviour: Buying, Having, and Being*, 9th Canadian ed. Toronto, ON, Canada: Pearson Canada, 2024.

Suggested Reference Book(s):

- 1 L. G. Schiffman, L. L. Kanuk, and H. Hansen, *Consumer Behaviour: A European Outlook*, 2nd ed. Harlow, England: Pearson Financial Times/Prentice Hall, 2012.
- 2 W. D. Hoyer, D. J. MacInnis, and R. Pieters, *Consumer Behavior*, 7th ed. Boston, MA: Cengage Learning, 2018.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Entire Semester	Case study– 10 Assignments & Exercises- 10 Attendance -5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	1	1	2	3	2	3	3	2.25
CO2	2	3	1	2	2	2	2	3	2.13
CO3	3	2	1	2	3	2	3	3	2.38
CO4	3	3	1	2	2	2	2	3	2.25
CO5	3	3	1	2	2	2	3	3	2.38
Average	2.8	2.4	1	2	2.4	2	2.6	3	2.28

APPLIED MARKETING RESEARCH AND ANALYTICS

COURSE CODE: 25BBWHS531

CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Marketing)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To gain a comprehensive understanding of marketing analytics, including its principles, strategies, and applications in contemporary business environments.
2. To develop proficiency in designing marketing research studies, encompassing the process, various types of data relevant to marketing, and methods for utilizing data
3. To learn to effectively use Excel functions for summarizing marketing data, preparing data for analysis, and visualizing insights derived from sales and demographic data.
4. To acquire the ability to estimate demand curves, employ price bundling strategies
5. To develop a comprehensive understanding of customer analytics

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Ability to articulate the core concepts, strategies, and applications of marketing analytics, enabling them to appreciate its significance in contemporary business practices.	Familiarity
CO-2	Demonstrate competence in designing marketing research studies, selecting appropriate data types	Usage
CO-3	Proficiency in using Excel functions to summarize, prepare, and visualize marketing data	Usage
CO-4	Ability to estimate demand curves, implement price bundling strategies, and utilize multiple regression techniques to forecast sales.	Assessment
CO-5	Adept at employing advanced analytics methods such as cluster analysis, classification trees, and logistic regression for customer segmentation, targeting, and valuation of product attributes.	Usage

Course Contents:

Unit	Contents	Lectures (Hrs)
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1	Introduction: Overview of Marketing Analytics, Marketing strategy and marketing Analytics. AI in Marketing Strategy: Tools like Google Analytics and Meta Business Suite automatically track campaign performance and suggest improvements	4
2	Research Design: Research Process, Types of data relevant to marketing, Ways to use data- from generating ideas to automating decisions, Exploratory, Descriptive, & Causal Research, Digital Data Collection Tools: Platforms like Google Forms, SurveyMonkey, and Qualtrics	8
3	Descriptive Data Analysis: Data preparation , Using Excel Functions to Summarize Marketing Data, summarizing and visualizing data, analyzing sales and demographic data Data Visualisation Tools	7
4	Demand Forecasting & Pricing: Estimating Demand Curves. Price Bundling, Using Multiple Regression to Forecast Sales AI-Based Sales Forecasting	7
5	Analytics for Customer Segmentation: Cluster Analysis, Using Classification Trees for Segmentation Automated Segmentation Tools: Platforms like HubSpot and Salesforce automatically group customers into segments based on behaviour and demographics	6
6	Customer Analytics : Calculating Lifetime Customer Value, Analysis of Variance, Conjoint Analysis for valuation of product attributes and Discriminant Analysis, Perceptual Maps for Positioning, Logistic regression for customer targeting Customer Analytics Platforms: Tools like Google Analytics 4 and Adobe Analytics track customer journeys, calculate lifetime value, and help brands understand what drives purchase decisions.	10
		42

Suggested Text Book(s):

- 1 Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston, Wiley publications (2014)

Suggested Reference Book(s):

1	Principles of Marketing Engineering and Analytics, 3rd Edition, by Gary Lilien, Arvind Rangaswamy and Arnaud De Bruyn (DecisionPro, Inc. 2017), ISBN: 978-0985764821
2	Marketing Analytics by Brennan Davis (Edify Pub., May 2019), ISBN: 978-0-9987138-8-5
3	M. Grigsby, <i>Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques</i> , 2nd ed. London, U.K.: Kogan Page, 2022.

Evaluation Scheme:

Course	S. No	Exam	Marks	Duration	Coverage / Scope of Examination
	1	T-1	15	1 Hour.	Syllabus covered upto T-1
	2	T-2	25	1.5 Hours	Syllabus covered upto T-2
	3	T-3	35	2 Hours	Entire Syllabus
	4	Teaching Assessment	25	Entire Semester	Case study- 10 Assignments & Exercises- 10 Attendance -5

Outcomes (COs) contribution to the Programme Outcomes (POs)

Approved in Academic Council held on 30 July 2025

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	2	1	1	3	1	1	2	1.75
CO2	3	3	1	1	2	3	1	2	2.00
CO3	3	2	1	1	2	3	1	2	1.88
CO4	3	2	1	1	2	3	1	2	1.88
CO5	3	2	1	1	2	3	1	2	1.88
Average	3	2.2	1	1	2.2	2.6	1	2	1.88

INTERNATIONAL FINANCE

COURSE CODE: 24B11HS312

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Finance)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To provide the student with theoretical and practical knowledge of the international financial markets and financial management of multinational corporations.
2. To gain insights into the structure, operations, and dynamics of global financial markets, including foreign exchange markets, international bond markets, BoP issues, international investment and financial risk management.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the dynamics of international financial markets, globalization, technological development that have increased competition in global markets.	Familiarity
CO-2	Appreciate and assess the differences in the operations in the international and domestic financial markets	Assessment
CO-3	Make informed strategic decisions regarding international investments, financing options, and capital structure optimization to maximize shareholder value and minimize risks.	Usage
CO-4	Integrating theoretical concepts with practical applications through case studies, simulations, and real-world examples, to solve complex problems in international financial management.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Introduction to International Finance, Managing MNCs, Why MNCs pursue International Business, Methods to conduct International Business, Valuation of an MNC, IFM and Domestic Financial Management, Scope of IFM AI in International Financial Management: Using AI to analyze global financial markets, assess multinational business opportunities, and interpret financial information for international operations.	4
2	International Flow of Funds: Balance of Payments, Growth in International Trade, Factors Affecting International Trade Flows, International Capital Flows, Agencies that Facilitate International Flows AI-Based Global Economic Analysis: Leveraging AI to compare countries' external sector performance, identify trends in international trade and investment, and support cross-border financial decision-making.	5

3	International Financial Markets: Foreign Exchange Market, International Money Market, International Credit Market, International Bond Market, International Stock Markets, International Financial Market Crises, How Financial Markets Serve MNCs AI-Based Global Market Intelligence: Leveraging AI to compare international financial markets, identify market opportunities and risks, and evaluate the financial environment for multinational corporations.	4
4	Exchange Rate Determination: Measuring Exchange Rate Movements, Exchange Rate Equilibrium, Factors That Influence Exchange Rates, Movements in Cross Exchange Rates, Capitalizing on Expected Exchange Rate Movements AI-Based Currency Market Intelligence: Leveraging AI to identify trends in exchange rates, evaluate cross-currency movements, assess macroeconomic influences, and support international financial planning.	4
5	Government Influence on Exchange Rates: Exchange Rate Systems, A Single European Currency, Direct Intervention, Indirect Intervention	4
6	Currency Derivatives: Forward Market, Currency Futures Market, Currency Options Market, Currency Call Options, Currency Put Options, Other Forms of Currency Options AI-Based Derivatives Decision Support: Leveraging AI to compare currency derivative instruments, estimate potential hedging outcomes, and support international financial planning.	6
7	Relationships Among Inflation, Interest Rates and Exchange Rates: Purchasing Power Parity (PPP), International Fisher Effect AI in International Macroeconomic Analysis: Using AI to analyze macroeconomic indicators, compare inflation and interest rate trends across countries, and assess their impact on exchange rates.	3
8	Forecasting Exchange Rates: Why Firms Forecast Exchange Rates, Forecasting Techniques, Assessment of Forecast Performance, Accounting for Uncertainty Surrounding Forecasts	4
9	Measuring Exposures to Exchange Rate Fluctuations: Relevance of Exchange Rate Risk, Transaction Exposure, Economic Exposure, Translation Exposure AI-Assisted Foreign Exchange Exposure Analysis: Application of AI tools for identifying, measuring, and analyzing exchange rate exposures and supporting foreign exchange risk management decisions.	4
10	Direct Foreign Investment: Motives for Direct Foreign Investment, Benefits of International Diversification, Host Government Impact on DFI, Assessing the Feasibility of Potential DFI AI in International Investment Analysis: Using AI to analyze host country conditions, compare international investment alternatives, and evaluate the financial feasibility of direct foreign investments.	4
Total lectures		42

Suggested Text Book(s):

1. Jeff Madura: International Financial Management, 14th Edition, Cengage, 2021

Suggested Reference Book(s):

1. Alan C. Shapiro and Paul Hanouna: Multinational Financial Management, 11th Edition, Wiley, 2020

Approved in Academic Council held on 30 July 2025

2. Jeff Madura and Roland Fox: International Financial Management, 6th Edition, Cengage, 2023
3. Lawrence Mason: Zero to Mastery in International Finance Management, 1st Edition, VEI, 2022

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	2	3	2	1	1	2	1	3	1.9
CO2	3	3	1	1	1	3	3	3	2.5
CO3	3	3	2	1	1	3	2	3	2.6
CO4	3	2	2	2	2	3	2	3	2.7
Av	2.8	2.8	1.8	1.3	1.3	2.8	2.0	3.0	2.5

FINANCIAL VALUATION AND MODELLING

COURSE CODE: 24B11HS512

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Finance)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To equip students an exposure to create efficient, robust and flexible financial models which enable them to report and analyze historical data, prepare future projections and present integrated financial statements, key financial ratios and outputs in a logical, summarized and effective manner.
2. To enable the students to take a realistic approach to understand wide range of financial valuation drivers in real world situations to build a strong knowledge base and skills in financial valuation and modeling as required by financial markets globally.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand the concept of financial valuation and modeling	Familiarity
CO-2	Understand and interpret performance of companies through their financial statements and other financial data	Assessment
CO-3	Assess various business scenarios available for a business situation	Assessment
CO-4	Employ various valuation methods that are currently being used by valuers across the globe and help in taking optimal business decisions	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Introduction to Financial Valuation, Valuation Approach and Spectrum, Economies and Share Prices, Historical Cost Approach, Residual Income Approach, Multiples Approach, The Dividend Discount Model, Discounted Cash Flow Approach, Economic Value Added AI-Assisted Financial Valuation: Application of AI tools for comparing valuation approaches, interpreting valuation assumptions, summarizing financial information, and critically validating AI-generated valuation insights for business decision-making.	5
2	Discounted Cash Flow Valuation: Components of DCF, Valuing Firm with DCF, Unlevering Beta and Firm Valuation AI-Assisted DCF Analysis	4
3	Undervaluation and Financial Distress: Trading & Earnings Multiples and Undervaluation, Enterprise Value Multiples, Financial Distress and Undervaluation, Managing Financial Distress Application of AI tools for identifying undervalued firms, analyzing valuation multiples, assessing financial distress indicators, and critically validating AI-generated	5

	investment and restructuring insights.	
4	Relative Valuation: Valuing Nontraded Private Companies and Divisions of Traded Companies, Comparable Valuations, Steps in Comparable Valuations, Equity and Enterprise Value, Valuing Profit Margin, Credit Profile, Precedent Transaction Analysis AI-Assisted Relative Valuation	6
5	Start-Up Valuation: Convertible Debt for Start-Ups, Equity Series Round, Pre- and Post-Money Valuations, Future Dilution, Option Pool, Preferred Stock and Liquidation Preference Application of AI tools for estimating start-up valuations, analyzing funding rounds, evaluating dilution scenarios, interpreting investment terms	5
6	Private Equity and Valuation: Functions and Structure of a PE Firm, PE and Hedge Funds, PE Investment Strategy, Types of Private Funds, Regulations of PE Market, Factors Responsible for PE Growth, PE in India Application of AI tools for evaluating private equity investments, analyzing portfolio companies, interpreting market trends, comparing investment strategies	4
7	M&A Valuation and Merger Modelling: Purchase Price and Stock Payment, Pro-Forma Balance Sheet, Valuation of Target with Multiples Application of AI tools for analyzing mergers and acquisitions	7
8	Brand Valuation: M&A and Brand Valuation, Brand Valuation Methods, IFRS and Brand Valuation, Intangible Assets, Value Drivers for Valuation Application of AI tools for evaluating brand value drivers, analyzing intangible assets, interpreting brand valuation methods	6
Total lectures		42

Suggested Text Book(s):

1. Sheeba Kapil: Financial Valuation and Modeling, 1st Edition, Wiley, 2022

Suggested Reference Book(s):

1. Palepu, Healy, Wright, Bradbury and Coulton: Business Analysis and Valuation, 3rd Edition, Cengage, 2021
2. Paul Pignataro: Financial Modeling and Valuation, 2nd Edition, Wiley Finance Series, 2022
3. Tim Koller, Mark Goedhart and David Wessels: Valuation – Measuring and Managing The Value of Companies, 7th Edition, McKinsey & Co, 2020
4. Aswath Damodaran: Damodaran on Valuation – Security Analysis for Investment and Corporate Finance, 2nd Edition, Wiley Finance, 2006
5. Sheridan Titman: Valuation – The Art and Science of Corporate Investment Decisions, 3rd Edition, Pearson, 2022

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2

Approved in Academic Council held on 30 July 2025

3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	2	2	1	2	3	1	3	2.1
CO2	3	2	1	1	2	3	3	3	2.5
CO3	3	1	1	1	1	3	1	3	2.6
CO4	3	2	2	1	1	3	2	3	2.7
Av	3.0	1.8	1.5	1.0	1.5	3.0	1.8	3.0	2.5

DATA ANALYTICS USING PYTHON

COURSE CODE: 25BBWHS532

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Business Analytics)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. The course aims to equip BBA students with foundational skills in data analytics using Python, enabling them to manipulate, analyze, and visualize data effectively for informed business decision-making.
2. The course focuses on applying analytical techniques to real-world business problems while emphasizing ethical considerations in data usage.

Course Outcomes:

S. No	Course Outcomes	Level of Attainment
CO-1	Manipulate and analyze datasets using Python libraries effectively.	Usage
CO-2	Conduct exploratory data analysis and visualize insights clearly.	Usage
CO-3	Build and evaluate predictive models for business decisions. Apply statistical methods for data-driven decision-making effectively.	Usage
CO-4	Understand and address ethical issues in data usage responsibly.	Familiar

Course Contents:

Unit	Contents	Hours required
1	Introduction to Data Analytics: Definition and scope of data analytics; Importance of data in decision-making;; Types of analytics: Descriptive, Diagnostic, Predictive, Prescriptive. Business analytics and business value: A comparative case study.	4
2	Fundamentals of Python Programming: Setting Up the Python Environment; Python basics: syntax, data types, control structures, List, Tuples, Dictionary, Functions.	8
3	Introduction to NumPy: Understanding NumPy arrays and operations, Array indexing and slicing. Data Manipulation using Pandas: Introduction to Pandas: Data Frames and Series; Importing data from CSV, Excel, and other formats; Basic data exploration and inspection; Data cleaning techniques: handling missing values, duplicates; Data type conversions; Filtering and sorting data.	8
4	Data Exploration and Visualization: Data Visualization using Matplotlib and Seaborn: Creating basic plots: line, bar, scatter, histogram; Customizing visualizations: titles, labels, colors; Advanced visualizations with Seaborn: box plots and pair plots.	6

5	Predictive Analytics and Machine Learning Basics: Overview of predictive analytics and its role; Time series data: Time series visualization and decomposition; Basic forecasting methods (moving averages, ARIMA). Introduction to regression analysis: Building a linear regression model with Scikit-learn and evaluating regression models. Introduction to classification problems: Logistic regression and decision trees, Evaluating classification models (accuracy, confusion matrix).	9
6	Applications of Data Analytics in Business: Case studies: Marketing, Finance, Operations; The role of data analytics in strategic decision-making. Ethics in Data Analytics: Data privacy and security concerns; Ethical considerations in analytics; Data governance frameworks and practices; Future trends: AI in analytics, big data technologies; Career pathways in data analytics.	7
Total lectures		42

Suggested Text Book(s):

1. Wes McKinney: Python for Data Analysis: Data Wrangling with pandas, NumPy, and Jupyter, 3rd Edition, Shroff/O'Reilly, 2022.

Suggested Reference Book(s):

1. Sandhya Arora and Latesh Malik: Data Science and Analytics using Python, 1st Edition, University Press, 2023.
2. Bharti Motwani: Data Analytics using Python, 2nd Edition, Wiley, 2020.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	1	x	x	x	3	1	3	2.2
CO2	3	2	1	x	2	3	1	3	2.1
CO3	3	2	1	x	2	3	1	3	2.1
CO4	2	2	2	1	2	2	3	3	2.1
Av	2.8	1.8	1.3	1.0	2.0	2.8	1.5	3.0	2.0

LEADERSHIP AND TEAM MANAGEMENT

COURSE CODE: (25BBWHS533)

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (HR)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.
2. To develop an understanding of the interpersonal processes and group dynamics.
3. To provide a theoretical understanding of leadership practices in organizations.
4. To provide an understanding of factors influencing teamwork and team leadership.
5. To evaluate the role of leadership in the development of an institution.

Course Outcomes:

Sr. No	Course Outcomes	Level of Attainment
CO-1	Explain how global leadership skills contribute to leadership effectiveness.	Familiarity
CO-2	Understand the leader's role in team-based organizations.	Assessment
CO-3	Explain the potential contribution of outdoor training to the development of team leadership.	Usage
CO-4	Explain how evidenced based leadership can contribute to contingency and situational leadership.	Usage
CO-5	Explain the basics of leadership during a crisis.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Leadership & Team Management: Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model Application of AI tools for leadership self-assessment, reflective practice, communication planning, scenario-based leadership learning	4

2	LMX Theory and Normative Decision Model :Situational Leadership Model; Contingency Model and Path Goal Theory; Emotional Approach Charismatic and Transformational Leadership; Leadership for Tomorrow Application of AI tools for analyzing leadership styles, evaluating team scenarios, supporting managerial decision-making, enhancing communication strategies	4
3	Leadership Attributes: Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership Application of AI tools for analyzing leadership traits	4
4	Power and Leadership: The art of influence in leadership; Leadership and “Doing the Right Things; Character-Based Approach to Leadership; Role of Ethics and Values in Organisational Leadership Application of AI tools for evaluating ethical dilemmas, analyzing leadership influence strategies	4
5	Leadership Behaviour: Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments; The Dark Side of; Leadership- Destructive Leadership; Managerial Incompetence and Derailment Conflict Management Application of AI tools for interpreting leadership feedback, analyzing behavioural patterns, evaluating conflict situations	4
6	Negotiation and Leadership: Leadership under a crisis situation; The Situation and the Environment; Culture and Leadership; Global Leadership Application of AI tools for analyzing negotiation scenarios, evaluating crisis leadership strategies, understanding cross-cultural leadership challenges	3
7	Motivation and Leadership: Introduction to Groups and Teams; Characteristics of Leader, Follower and Situation; Group Dynamics; Team Formation AI-Assisted Team Motivation Analysis	3
8	Delegation and Empowerment: Leading teams: Enhancing teamwork within a group; The leader’s role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development Application of AI tools for planning delegation strategies, improving team collaboration	3
9	Understanding Team processes and Team Coaching: Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams Application of AI tools for facilitating team decision-making	3
10	Experiential Learning: Action Learning; Development Planning: GAP Analysis; Coaching and Mentoring; Women in Leadership Roles Application of AI tools for preparing individual development plans, conducting gap analyses	3
11	Building Effective Relationship with subordinates and peers : Fostering Followers satisfaction; The Art of Communication; Setting Goals and Providing Constructive Feedback; Enhancing Creativity problem solving skills Application of AI tools for improving workplace communication, preparing constructive feedback, setting SMART goals	4

12	Building High-Performance Teams: The Rocket Model; Building Credibility and Trust; Skills for Developing Others; Team Building at the Top; Community Leadership Application of AI tools for evaluating team effectiveness, strengthening trust and collaboration	3
Total lectures		42

Suggested Text Book(s):

1. Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (2019), Leadership: Enhancing the lessons of experience 9th Edition, McGraw Hill Education, Chennai, India.
2. Dr. Michael J. Walsh, Leadership Essentials You Always wanted to know, Vibrant Publishers Stanley McChrystal , Tantum Collins , David Silverman , Chris Fussell , Team of Teams: New Rules of Engagement for a Complex World

Suggested Reference Book(s):

1. Paul Moore, Hitchhiking Through Management: Moore's 10 Laws for Successful Leadership

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	1	3	2	3	3	1	3	3	2.3
CO-2	1	3	2	3	3	1	3	3	2.3
CO-3	1	3	2	3	3	1	3	3	2.3
CO-4	2	3	2	3	3	1	3	3	2.5
CO-5	1	3	2	3	3	1	3	3	2.3
Average	1.2	3	2	3	3	1	3	3	

MANAGEMENT OF INDUSTRIAL RELATIONS AND LABOUR LAW

COURSE CODE: 25BBWHS534

COURSE CREDITS: 4 CORE/ELECTIVE:
ELECTIVE (HR)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To provide fundamental knowledge and exposure to the industrial relations and related aspects prevailing in industries.
2. To provide knowledge on Factories acts and Labour laws
3. To Give students a glimpse of conflict handling and negotiation

Course Outcomes:

Sr. No	Course Outcomes	Level of Attainment
CO-1	Exposed to various IR situations and will learn extant laws that apply to a given set of contexts within the ecosystem of work.	Familiarity
CO-2	Familiarized with the administration of labour laws in India at the National and State levels	Familiarity
CO-3	Enhancing their understanding on functioning of labour related departments	Familiarity
CO-4	Will apply conflict management and negotiations skill in professional context	Assessment

Course Contents:

Unit	Contents	Lectures required
1	Labor Laws: Nature and Need, Objectives and Principles of Labour Laws, Social Justice, Fundamental Rights, Directive Principles, Judicial Activism and Labour Welfare in India, Impact of Liberalization and Globalization, Labour Policy of India Labour Welfare: Meaning, Definition, Scope ,Theories, Principle & Approaches Statuary & Non-Statuary labour welfare Intra Mural – Extra Mural, Agencies of labour Welfare, State, Employer, Trade Unions, Voluntary Agencies. Industrial Employment Standing Order Act, 1946: Introduction, Objectives, Definitions ,Model Standing Orders , Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance Offences and penalties Application of AI tools for interpreting labour legislation, summarizing legal provisions, analyzing labour welfare policies	10

2	Factories Act 1948: Objectives, definitions Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties Contract Labor (Regulation & Abolition) Act, 1970: Application, Establishments, Definitions, jurisdiction of government, Central and State advisory boards, Registration of establishments and licensing of contractors Prohibition of employment of contract labor, Welfare and health of contract labor Liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc. The Child Labour (Prohibition and Regulation) Act, 1986: Object and Scope; Definition; Prohibition of employment of children in certain, occupations and processes Regulation of Conditions of Work of Children Weekly, holidays Notice to Inspector; Maintenance of register; Display of notice Penalties Application of AI tools for interpreting statutory provisions	8
3	Theory and Concepts of Industrial Relations IR – Approaches to IR ,Forms of IR, Roles of Workers, Management & Government in IR IR in India Application of AI tools for analyzing industrial relations scenarios, interpreting workplace issues	3
4	Trade Unions and Industrial Disputes -Origin and Importance of Trade unions, Forms of Unrest & Effect of strikes ,Changing Public Perception of Trade unions, Future role of Trade unions in India ,Trade Union Act – 1926, Industrial Dispute Act – 1947 ,Machinery for settlement of industrial disputes, key provisions of I. D act Application of AI tools for analyzing industrial disputes	8
5	Workers' Participation in Management: Concept, Objectives, evolution, Statutory and Non-Statutory Forms of WPM, Level of WPM, Assessment of WPM in India , Necessary conditions for effective working of WPM Discipline: Meaning and definitions, Characteristics, Objectives of discipline Code of Discipline, Disciplinary proceedings - procedure for disciplinary action - Misconduct - Charge sheet - service of charge sheet - power to suspend pending enquiry - procedure to conduct a Domestic Enquiry -Report of the enquiry officer - punishment intervention by a tribunal. Grievance Handling: Meaning, definition, Causes, Importance of grievance handling, Formal Grievance handling mechanism Sexual harassment of women in workplace: Nature of problem ,Supreme Court's guidelines on this issue Application of AI tools for drafting HR policies, grievance documentation, analyzing employee relations cases, supporting POSH compliance	8
6	Collective Bargaining -Nature and advantages of collective bargaining , Negotiation of Agreement and Implementation of agreement, Renewal and revision of agreement ,Current Collective Bargaining trends and reasons for failure of CB in India Application of AI tools for preparing negotiation strategies, analyzing collective bargaining agreement	3
7	Conflict Management: Conflict resolution, Negotiation for win-win, Dispute resolution, Management of discipline, Management of strikes and lock outs Critically validating AI-generated recommendations for effective industrial relations	2
Total lectures		42

Suggested Text Book(s):

1. Ghosh, P and Nandan, S, Industrial relations and Labour Laws, Mc Graw Hill, 2015

Suggested Reference Book(s):

1. Monappa, A, Industrial Relations, Tata McGraw-Hill, 2002
2. Srivastava, S.C, Industrial Relations & Labour Laws, 5th Rev., Vikas Publication House, New Delhi, 2006
3. Singh B.D, Industrial relations and labor laws, Excel books, 2008

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	1	3	2	3	3	1	3	3	2.3
CO-2	1	3	2	3	3	1	3	3	2.3
CO-3	1	3	2	3	3	1	3	3	2.3
Average	1	3	2	3	3	1	3	3	

BUSINESS POLICY AND STRATEGY

COURSE CODE: 25BB1HS611

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To provide a comprehensive understanding of strategic management principles in the context of a competitive and globalized business environment.
2. To develop analytical and critical thinking skills to assess internal capabilities and external market dynamics influencing strategic decisions.
3. To enable students to integrate strategic tools and concepts to formulate, implement, and evaluate strategies for achieving organizational goals.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO1	Describe the strategic management process and its importance in achieving competitive advantage in dynamic business environments.	Familiarity
CO2	Formulate appropriate business and corporate-level strategies by aligning organizational resources with environmental challenges and opportunities.	Assessment
CO3	Analyze internal strengths and weaknesses, and external opportunities and threats using frameworks such as SWOT, value chain, and industry analysis.	Assessment
CO4	Evaluate strategic options and select optimal courses of action considering risk, resource constraints, and stakeholder expectations.	Usage
CO5	Design strategic implementation plans that include functional alignment, leadership roles, and performance measurement mechanisms.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Business Strategy: The Study of Strategic Management, Globalization, Innovation, and Sustainability, Theories of Organizational Adaptation, Creating a Learning Organization, Basic Model of Strategic Management, Initiation of Strategy, Strategic Decision Making Application of AI tools for analyzing business environments, generating strategic alternatives	5
2	Environmental Scanning and Industry Analysis: Environmental Scanning, Industry Analysis, Competitive Intelligence, Forecasting, Synthesis of External Factors Application of AI tools for analyzing market trends, monitoring competitors	6

3	Internal Scanning - Organizational Analysis: A Resource-Based Approach to Organizational Analysis, Business Models, Value-Chain Analysis, Scanning Functional Resources and Capabilities, Synthesis of Internal Factors Application of AI tools for evaluating organizational resources and capabilities	6
4	Strategy Formulation: SWOT Approach, Review of Mission and Objectives, Business Strategies, Corporate Strategy, Directional Strategy, Portfolio Analysis, Corporate Parenting Application of AI tools for conducting SWOT analysis, evaluating strategic alternatives	6
5	Functional Strategy and Strategic Choice: Functional Strategy – Marketing, Financial, Operations, R&D, Purchasing, Logistics, The Sourcing Decision, Strategies to Avoid, Strategic Choice, Developing Policies Application of AI tools for analyzing functional strategies, evaluating sourcing alternatives	6
6	Strategy Implementation: Who Implements Strategy, What Must Be Done, How Is Strategy to Be Implemented, International Issues in Strategy Implementation, Staffing, Leading Application of AI tools for developing implementation plans, supporting resource allocation, analyzing organizational change	6
7	Evaluation and Control: Measuring Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Incentive Management AI-generated recommendations for strategic control and continuous improvement	7
Total lectures		42

Suggested Text Book(s):

6. Wheelen, Hunger, Hoffman and Bamford: Strategic Management and Business Policy – Globalization, Innovation and Sustainability, 16th Edition, Pearson, 2023.

Suggested Reference Book(s):

12. Pearce, Robinson and Mital: Strategic Management – Formulation, Implementation and Control, 12th Edition, Mc Graw Hill, 2017.
13. Thompson, Peteraf, Gamble and Stickland: Crafting and Executing Strategy – The Quest for Competitive Advantage, 23rd Edition, Mc Graw Hill, 2021.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Approved in Academic Council held on 30 July 2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	3	1	1	2	1	2	3	2.0
CO2	3	3	1	1	2	3	2	3	2.3
CO3	2	2	1	1	2	2	2	3	1.9
CO4	3	2	1	1	1	2	2	3	1.9
CO5	3	3	2	2	2	3	1	3	2.4
Av	2.8	2.6	1.2	1.2	1.8	2.2	1.8	3	2.1

FINANCIAL INSTITUTIONS AND MARKETS

COURSE CODE: 25BB1HS612

COURSE CREDITS: 4

CORE/ELECTIVE: CORE

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To familiarize students with key financial markets, institutions, and instruments operating in the Indian and global financial environment.
2. To develop an understanding of the regulatory framework and various financial services that support the efficient functioning of the financial system.
3. To enable students to critically analyze the interrelationships between financial institutions, markets, and macroeconomic indicators.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO1	Describe the components, structure, and functions of a financial system and its role in promoting economic growth.	Familiarity
CO2	Identify various financial markets (money, capital, debt) and evaluate their instruments, operations, and policy linkages.	Assessment
CO3	Explain the role and functioning of financial institutions, including banks, development financial institutions, NBFCs, mutual funds, and insurance companies.	Assessment
CO4	Evaluate the contribution of regulatory bodies such as SEBI and RBI in maintaining financial stability and market integrity.	Usage
CO5	Analyze emerging trends, reforms, and innovations in the Indian financial system and assess their implications for business and the economy.	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Financial System: Components of the Formal Financial System, Functions of a Financial System, Key Elements of a Well-functioning Financial System, Financial System Designs, Nature and Role of Financial Institutions (Intermediaries) and Financial Markets, A Macro-Economic Framework Analysis, National Income Accounts, Flow of Funds Accounts, Trends in Saving and Investment, Relationship Between the Financial System and Economic Growth Application of AI tools for analyzing financial systems, interpreting macroeconomic indicators	3

2	The Money Market: Introduction to Money Market, Money Market Instruments like Treasury Bills, Commercial Papers, Commercial Bills, Certificate of Deposits, Call/Notice Money, CBLO, MIBOR/ LIBOR, Money Market and Monetary Policy, Tools for Managing Liquidity in The Money Market Application of AI tools for analyzing money market instruments	3
3	The Capital Market: History of the Indian Capital Market, Capital Market Scams, Reforms in the Capital Market, Primary Market and its Functioning, Secondary Market and its Functioning, Introduction to Derivative Market Application of AI tools for analyzing capital market trends, evaluating securities markets	8
4	The Debt Market: Introduction to Debt Market, The Private Corporate Debt Market, The Public Sector Undertaking Bond Market, The Government Securities Market, New Financial Instruments Application of AI tools for evaluating debt instruments, analyzing bond market trends, comparing fixed-income securities	6
5	Development Financial Institutions: Evolution of Development Banks, Changing Role of Development Financial Institutions, Policy Measures Relating to Development Financial Institutions, IFCI, SIDBI, EXIM Bank, NABARD Application of AI tools for analyzing the role of development financial institutions, comparing institutional performance	4
6	Banking and Non-Banking Institutions: Banking Institutions, Functions of Bank, Scheduled Commercial Banks, Small Finance Banks, Payments Banks, Reforms in the Banking Sector, Stress Testing, Common Equity Tier 1 Capital, Additional Tier 1 Capital, Capital Charge for Operational Risk, Cooperative Banking, Non-Banking Financial Companies Application of AI tools for analyzing banking operations, evaluating banking risks, supporting stress testing	4
7	Mutual Funds: Concept and History of Mutual Funds, Mutual Fund Investors and Organization of a Mutual Fund, Equity Funds, Debt Funds, Risk and Return in Mutual Funds, Sebi Guidelines Relating to Mutual Funds Application of AI tools for comparing mutual fund schemes, analyzing risk-return characteristics	3
8	Insurance: Origin and Development of Insurance, IRDA, Insurance Intermediaries, General/Health/Life Insurance Application of AI tools for comparing insurance products, analyzing customer needs, evaluating risk coverage	3
9	Financial Services: Investment Banking, Merchant Banking, Depositories, NSDL, CDSL, Factoring and Forfaiting, Leasing and Hire-Purchase Application of AI tools for evaluating financial services, analyzing financing alternatives	4
10	Financial Regulators: SEBI, RBI AI-generated insights to support responsible financial governance and compliance	4
Total lectures		42

Suggested Text Book(s):

1. Bharati V. Pathak: Indian Financial System – Markets, Institutions and Services, 6th Edition, Pearson, 2024.

Suggested Reference Book(s):

Approved in Academic Council held on 30 July 2025

1. L. M. Bhole: Financial Institutions and Markets – Structure, Growth and Innovations, 6th Edition, Mc Graw Hills, 2017.
2. Mishkin, Eakins, Jayakumar, Pattnaik: Financial Markets and Institutions, 8th Edition, Pearson, 2017.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	3	1	1	1	1	2	3	1.9
CO2	3	3	1	1	1	1	2	3	1.9
CO3	2	2	1	1	1	2	2	3	1.8
CO4	3	2	1	1	1	2	2	3	1.9
CO5	3	3	2	2	2	3	1	3	2.4
Av	2.8	2.6	1.2	1.2	1.2	1.8	1.8	3	2.0

DIGITAL MARKETING ESSENTIALS

COURSE CODE: 25BBWHS631

CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Marketing)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Understand the fundamental concepts and principles of digital marketing, including the relevance of the Internet to modern marketing concepts and the key differences between digital marketing and traditional marketing.
2. Comprehend digital marketing landscape and identify key drivers shaping the industry, with a focus on the macro and micro environments affecting digital marketing strategies.
3. Explore emerging forms of digital marketing and evaluate their significance in contemporary marketing strategies.
4. Understand operational digital marketing techniques, including search engine marketing, search engine optimization, and website development, to effectively leverage online channels for marketing purposes.
5. Implementing best practices for creating engaging content tailored to social media platforms.

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Ability to articulate the relevance of the Internet to modern marketing concepts and delineate the differences between digital marketing and traditional marketing approaches	Familiarity
CO-2	Critically analyze the digital marketing landscape, identify key drivers shaping the industry, and assess the impact of macro and micro environmental factors on digital marketing strategies	Assessment
CO-3	Demonstrate a comprehensive understanding of emerging forms of digital marketing, and their role in contemporary marketing strategies.	Usage
CO-4	Acquire practical skills in operational digital marketing techniques, enabling them to effectively enhance online visibility and engagement.	Assessment
CO-5	Students will be capable of developing digital marketing mix	Usage

Course Contents:

Unit	Contents	Lectures & Tutorial
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Approved in Academic Council held on 30 July 2025

		required
1	Introduction to Digital Marketing Relevance of the Internet to the modern marketing concept, Differences between digital marketing and traditional marketing. Digital Marketing Landscape, Key Drivers	4
2	Digital Customers: Analyzing the Digital Marketing Macro and Micro Environment, The Digital users in India, Online buying behavior Customer Data Platforms and AI Personalization: Real-time behavioral tracking, AI-driven personalization engines, and privacy-first marketing in cookie-less digital environments	6
3	Emerging Forms of Digital Marketing: Personalization, Viral marketing, Influencer marketing , Affiliate marketing, Omni channel Marketing Automation and Chatbots: AI-powered chatbot marketing, automated email sequences, conversational commerce, and omnichannel AI orchestration platforms	5
4	Operational Digital Marketing : Search Engine Marketing, Search engine optimization, Website Development AI-Powered SEO and SEM: Google's AI algorithms (RankBrain, BERT), automated bidding strategies in Google Ads, and AI-assisted keyword research and content optimization	5
5	Social Media marketing: Importance, Overview of different social media platforms (e.g., Facebook, Twitter, Instagram, LinkedIn, TikTok) including their demographics, features, and best practices for each. : Strategies for identifying and understanding target audiences on social media platforms, reading engaging content tailored to each platform, including text, images, videos, and other multimedia formats. Social Media AI Algorithms: How TikTok's For You Page, Instagram's Reels algorithm, and LinkedIn's AI recommendation engine shape content reach and user engagement	8
6	Digital Marketing Mix: Internet marketing strategy to marketing and business strategy ,opportunities and threats arising from the Internet, elements of the marketing mix in an online context, digital product management & characteristics of an online brand, Interactive marketing communications Generative AI in Digital Marketing Mix: AI-generated ad creatives (Meta Advantage+), dynamic pricing in digital channels, and personalized product recommendations at scale	10
7	E-service Quality Different stages involved in creating a new site or relaunching an existing site. Design elements that contribute to effective web site content. Factors that are combined to deliver an effective online customer experience AI-Driven UX and Conversion Rate Optimization: A/B testing automation, AI-powered heatmaps, and personalization engines for optimizing online customer experience	4
		42

Suggested Text Book(s):

- 1 Digital Marketing: A Practical Approach, Alan Charlesworth, Routledge (2023)

Suggested Reference Book(s):

- 1 E-Marketing 5/E by Judy Strauss and Raymond Frost ©2009 Pearson Education, Inc. Publishing as Prentice Hall
- 2 D. Ryan, *Understanding Digital Marketing: A Complete Guide to Engaging Customers and Implementing Successful Digital Campaigns*, 5th ed. London, U.K.: Kogan Page, 2020

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered up to T-1
2	T-2	25	1.5 Hours	Syllabus covered up to T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Entire Semester	Case study– 10 Assignments & Exercises- 10 Attendance -5

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Course Outcomes (COs) contribution to the Programme Outcomes (POs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	1	1	2	3	2	3	3	2.25
CO2	2	3	1	2	2	2	2	3	2.13
CO3	3	2	1	2	3	2	3	3	2.38
CO4	3	3	1	2	2	2	2	3	2.25
CO5	3	3	1	2	2	2	3	3	2.38
Average	2.8	2.4	1	2	2.4	2	2.6	3	2.28

STRATEGIC SERVICE DESIGN AND MARKETING

COURSE CODE: 25BBWHS632)

CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Marketing)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. Understand the concept of services design and service marketing
2. Comprehend the emergence of marketing thought in the services economy
3. Appreciate the reasons for a distinctive marketing approach for services
4. Ability to design and operate an effective service system.
5. Identify professional and career opportunities in the services sector

Course Outcomes:

S.No.	Course Outcomes	Level of Attainment
CO-1	Examine the nature and Importance of services, and distinguish between the design of products and services	Familiarity
CO-2	Develop an understanding of the dynamics of Services sector in Indian economy and the opportunities thereof.	Assessment
CO-3	Identify the major elements needed to improve the design and marketing of services	Assessment
CO-4	Develop an understanding of the roles of relationship marketing and Service quality management.	Usage
CO-5	. Identify the distinctive behavior patterns of consumer's relationship management.	Familiarity

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Services Marketing: Differentiating Goods from Services, Characteristics of Services, The Growth of the Services Sector, Career Opportunities in the Services Sector Digital Service Delivery and Platform Economy: App-based service ecosystems (Swiggy, Urban Company), AI-enabled service personalization, and the gig economy's transformation of service delivery	4
2	Marketing Management: Core Concepts, Goods Marketing Versus Services Marketing AI and the Service-Dominant Logic: How AI blurs goods-services distinction; digital twins, smart products, and product-service systems in modern marketing	4
3	The Services Sector in the Indian Economy: Introduction, Reasons for the Growth of Services in India, Key Services Businesses in India IT/ITeS and India's Digital Services Economy: India's global leadership in BPO, AI-enabled automation in IT services, and the digital	3

	transformation of India's service sector	
4	Services Strategy: Introduction, The Process of Strategic Planning, A Market-oriented Service Strategy, Strategy Evaluation and Control Digital Strategy Tools: AI-powered SWOT analysis, scenario planning platforms, and digital strategy frameworks (Blue Ocean Strategy in digital markets)	4
5	Market Segmentation: Introduction, Bases for Market Segmentation, Criteria for Market Segmentation, Differentiability, Stages in Market Segmentation AI-Based Micro-Segmentation: Machine learning for behavioral segmentation, real-time dynamic audience segments using customer data platforms (CDPs)	3
6	Competition Analysis and Strategies: Introduction, Competitive Threats, Competition from the Industry Perspective, Competition Analysis, Competition Strategies Digital Disruptors and Tech Competition: How fintech, edtech, and healthtech startups disrupt traditional service industries; competitive intelligence using AI tools	3
7	Service Demand Management: Introduction, Demand Situations, Demand Patterns, Demand Management AI-Driven Demand Forecasting in Services: Machine learning for service demand prediction (hospital beds, hotel rooms, ride-sharing); dynamic capacity management	3
8	The Service Product: Service Product Classification: The Consumer's Perspective, The Development of a New Service, The Service Product Mix, Service Differentiation, Summary Digital Service Innovation: Design thinking for digital services, API-driven service ecosystems, and AI-assisted new service development processes	4
9	Service Branding and Positioning: Introduction, Service Branding, Choosing Brand Elements, Benefits of Branding Digital Branding and AI: AI-generated brand assets, social media brand monitoring tools, and digital brand equity measurement using sentiment analytics	4
10	Service Quality Management: Introduction, How is Service Quality Perceived, Determinants of Service Quality, The Process of Service Quality Management, SERVQUAL, Total Quality Services Marketing Technology-Enhanced Service Quality: AI chatbots for 24/7 service delivery, IoT for real-time service monitoring, and digital NPS (Net Promoter Score) tracking systems	3
11	Service Failures and Recovery: Introduction, Reasons for Customer Grievances, Customer Response to Service Failures, Complaint Management, Service Recovery AI-Powered Service Recovery: Automated complaint detection using NLP, AI-driven service recovery recommendation engines, and digital customer feedback analytics	3
12	Customer Relationship Management: Introduction, Benefits of CRM, Three Drivers of Successful CRM, A CRM Framework AI-Enhanced CRM Systems: Salesforce Einstein AI, predictive	4

	customer churn analytics, and hyper-personalization using AI in customer relationship management	
	Total lectures	42

Suggested Text Book(s):

- 1 K. R. M. Rao, *Services Marketing*, 2nd ed. New Delhi, India: Pearson Education India, 2011.
- 2 J. Wirtz and C. Lovelock, *Services Marketing: People, Technology, Strategy*, 9th ed. New Jersey: World Scientific Publishing Company, 2021

Suggested Reference Book(s):

- 1 C. H. Lovelock and J. Wirtz, *Services Marketing: Global Edition*, 7th ed. Harlow, England: Pearson Education, 2015.
- 2 C. Grönroos, *Service Management and Marketing: Managing the Service Profit Logic*, 4th ed. Hoboken, NJ, USA: Wiley, 2016.
- 3 M. Schultz, J. E. Doerr, and L. Frederiksen, *Professional Services Marketing: How the Best Firms Build Premier Brands, Thriving Lead Generation Engines, and Cultures of Business Development Success*, 2nd ed. Hoboken, NJ, USA: Wiley, 2013

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3	T-3	35	2 Hours	Entire Syllabus
4	Teaching Assessment	25	Entire Semester	Class Performance– 10 Assignments- 10 Attendance -5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Average
CO1	3	2	1	1	3	1	1	2	1.75
CO2	3	3	1	1	2	3	1	2	2.00
CO3	3	2	1	1	2	3	1	2	1.88
CO4	3	2	1	1	2	3	1	2	1.88
CO5	3	2	1	1	2	3	1	2	1.88
Average	3	2.2	1	1	2.2	2.6	1	2	1.88

FINANCIAL ANALYTICS

COURSE CODE: 24B11HS412

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Finance)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

4. To apply modern data science tools to explore and understand interesting financial data patterns.
5. To enable the students to know how to collect financial data from different sources and how to analyze it to support data-driven decision making in companies.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Understand key data analytics skills, techniques, and tools to analyze financial data	Familiarity
CO-2	Understand the use of advanced data analytics tools and techniques to analyze different types of financial data	Assessment
CO-3	Understand data visualization theories and techniques and use visualization techniques to visualize real-time and offline financial data	Usage
CO-4	Able to access the financial data, analyze it to extract meaningful insight and builds models to make predictions that will be useful to the organizations	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Introduction to Financial Analytics, Data-Driven Nature of Finance, Use of R and Python, Fundamental Data, Obtaining Fundamental Data, Market Data, Analysts' Data, Alternate Data AI and Machine Learning in Finance: Overview of AI applications in financial services; robo-advisors, algorithmic trading, and AI-driven credit scoring systems	4
2	Understanding Financial Data: Reading Financial Data, Check Data Types, Managing Missing and Invalid Data, Managing Outliers Automated Data Quality Management: AI-powered data cleaning tools, anomaly detection for financial data validation, and data governance frameworks in financial analytics	4
3	Preliminary Data Analysis: Univariate, Bivariate and Multivariate Analysis of Fundamental Data, Analysis of Time Series Data Exploratory Data Analysis with Python/R: Using Pandas Profiling, AutoEDA tools, and statistical visualization libraries for rapid financial data exploration	4

4	Accounting Data Analytics: Detecting Patterns in Financial Statements, Predicting Corporate Bankruptcy Machine Learning for Credit Risk: Logistic regression, random forest, and XGBoost models for bankruptcy prediction; Altman Z-score modernized with ML	4
5	Financial Fraud Analytics: Benford's Law, Predicting Credit Card Fraud AI in Financial Fraud Prevention: Deep learning models (LSTM) for transaction fraud detection; real-time AI fraud scoring systems used by banks and payment processors	4
6	Valuation Analytics: Theory of Valuation, Building a Valuation Model, Creating a Valuation Function, Estimating Implied Returns, Extending the model AI-Assisted Company Valuation: Natural language processing for automated earnings transcript analysis; AI-driven DCF modeling and comparable company analysis	5
7	Portfolio Analytics: Return and Risk of a Portfolio, Portfolio Optimization Process, Portfolio Performance Evaluation Robo-Advisory and AI Portfolio Management: Betterment, Wealthfront-style automated portfolio optimization; reinforcement learning for dynamic portfolio rebalancing	5
8	Developing and Backtesting Technical Trading Rules: Trend Indicators, Momentum Indicators, Volatility Indicators, Volume Indicators, Backtesting and Technical Analysis Algorithmic Trading Platforms: Python-based backtesting frameworks (Backtrader, Zipline); introduction to quantitative trading and AI-driven technical signal generation	6
9	Predicting Stock Prices / Returns: Predicting Stock Returns based on Accounting Ratios, Prediction based on past return data, Prediction using Technical Indicators, Prediction using Value Drivers, Prediction based on Stock Characteristics Deep Learning for Stock Price Prediction: LSTM neural networks for time series forecasting; ensemble models combining fundamental and technical signals in Python	6
Total lectures		42

Suggested Text Book(s):

1. Pitabas Mohanty: Financial Analytics, 1st Edition, Wiley, 2023

Suggested Reference Book(s):

1. Mark J Bennet and Dirk L Hugen: Financial Analytics with R – Building a Laptop Laboratory for Data Science, 1st Edition, Cambridge University Press, 2016
2. Julie Rodrigue and Piotr Kaczmarek: Visualizing Financial Data, 1st Edition, Wiley, 2016.
3. Edward E. Williams and John A. Dobelman: Quantitative Financial Analytics – The Path to Investment Profits, 1st Edition, World Scientific, 2017
4. RK Arora: Financial Risk Analytics – Measurement, Management and Examples in R, 1st Edition, Wiley, 2022

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination

1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes(2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	3	2	2	1	2	3	1	3	2.1
CO2	3	2	1	1	2	3	3	3	2.5
CO3	3	1	1	1	1	3	1	3	2.6
CO4	3	2	2	1	1	3	2	3	2.7
Av	3.0	1.8	1.5	1.0	1.5	3.0	1.8	3.0	2.5

INVESTMENT ANALYSIS

COURSE CODE: 25BBWHS633

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Finance)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To understand the structure, components, and functioning of financial markets and the role of various investment instruments.
2. To analyze risk and return characteristics of different asset classes and apply models to evaluate investment decisions.
3. To apply financial theories and tools, including portfolio management, CAPM, APT, and derivative strategies, to real-world investment scenarios.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO1	Describe the functioning of financial markets and differentiate between various asset classes and financial instruments.	Familiarity
CO2	Compute and interpret risk and return metrics, and explain their relevance in investment decision-making.	Assessment
CO3	Evaluate investment portfolios using concepts like diversification, capital allocation, and the Markowitz model.	Assessment
CO4	Apply Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT) to estimate expected returns and assess risk.	Usage
CO5	Explain and use derivative instruments such as options and futures for investment and risk management purposes.	Usage

Course Contents:

Unit	Contents	Lectures required
1	The Investment Environment: Introduction, Real Assets Vs Financial Assets, Financial Markets and the Economy, Investment Process, Investment Players, Financial Crisis of 2008-09. FinTech Disruption and Digital Financial Markets: How algorithmic trading, high-frequency trading (HFT), and AI contributed to flash crashes; regulatory responses to digital financial risks	3
2	Asset Classes and Financial Instruments: The Money Market, The Bond Market, Equity Securities, Stock and Bond Market Indexes, Derivative Markets, How Firms Issues Securities, Trading of Securities Digital Securities and Tokenization: Blockchain-based security tokens, digital	3

	bond issuance, and electronic trading platforms transforming capital market structures	
3	Risk and Return: Measuring Returns over Different Holding Periods, Interest Rates and Inflation Rates, Risk and Risk Premiums, The Normal Distribution, Deviations from Normality and Tail Risk, Learning from Historical Returns, Historic Returns on Risky Portfolios, Normality and Long-Term Investments AI-Driven Risk Assessment: Machine learning models for VaR (Value at Risk) estimation; natural language processing for central bank communication analysis	4
4	Capital Allocation and Efficient Diversification: Risk and Risk Aversion, Capital Allocation across Risky and Risk-Free Portfolios. The Risk-Free Asset, Portfolios of One Risky Asset and a Risk-Free Asset, Risk Tolerance and Asset Allocation, Diversification and Portfolio Risk, Portfolios of Two Risky Assets, The Markowitz Portfolio Optimization Model AI in Portfolio Construction: Python-based mean-variance optimization using PyPortfolioOpt; machine learning enhancements to modern portfolio theory	5
5	Capital Asset Pricing Model: Introduction to CAPM, Assumptions and Extensions of CAPM, Issues in Testing CAPM, CAPM and the Investment Industry AI-Powered Asset Pricing: Factor investing with machine learning; smart beta ETFs and AI-driven alpha generation strategies in quantitative finance	3
6	Arbitrage Pricing Theory and Multi-Factor Model of Risk and Return: Multifactor Models: A Preview, Arbitrage Pricing Theory, The APT and the CAPM, A Multifactor APT, The Fama-French (FF) Three-Factor Model Alternative Data in Factor Models: Satellite imagery, social sentiment, and web traffic data as alternative factors; AI-driven multifactor model construction	5
7	Efficient Market Hypothesis: Random Walks and Efficient Markets, Implications of the EMH, Event Studies, Are Markets Efficient Algorithmic Trading and Market Efficiency: High-frequency trading's impact on price discovery; AI arbitrage strategies and the debate on semi-strong form efficiency	4
8	Introduction to Options Market: The Option Contract, Values of Options at Expiration, Option Strategies, The Put-Call Parity Relationship, Option-like Securities, Exotic Options FinTech Options Platforms: Zerodha Kite, Sensibull for options analytics; AI-powered options strategy builders and automated Greeks calculation dashboards	4
9	Option Valuation: Intrinsic and Time Values, Restrictions on Option Values, Binomial Option Pricing, Black-Scholes Option Valuation, Using the Black-Scholes Formula Machine Learning for Options Pricing: Neural network alternatives to Black-Scholes; implied volatility surface modeling using deep learning	3
10	Future Markets: The Futures Contract, Trading Mechanics, Futures Markets Strategies, Futures Prices, Futures Prices versus Expected Spot Prices Cryptocurrency Futures and Digital Asset Derivatives: Bitcoin futures on CME, DeFi derivatives protocols, and algorithmic strategies in crypto futures markets	4
11	Futures, Swaps and Risk Management: Foreign Exchange Futures, Stock-Index Futures, Interest Rate Futures, Swaps, Commodity Futures Pricing	4

	AI in Commodity Markets: Machine learning for commodity price forecasting; satellite data and AI for agricultural commodity supply prediction	
Total lectures		42

Suggested Text Book(s):

1. Zvi Bodie, Alex Kane and Alan J. Marcus: Investments, 13th Edition, McGraw Hill, 2024.

Suggested Reference Book(s):

1. Reilly, Brown and Leeds: Investment Analysis & Portfolio Management, 11th Edition, Cengage, 2019.
2. Shveta Singh and Surendra S Yadav: Security Analysis & Portfolio Management – A Primer, 1st Edition, Springer, 2020.

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) - 10 Quizzes (2) -10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Av
CO1	1	2	3	1	2	2	2	3	2.0
CO2	3	3	3	2	2	3	2	3	2.6
CO3	3	2	2	1	2	3	2	3	2.3
CO4	3	2	2	1	2	3	2	3	2.3
CO5	1	3	1	1	2	3	1	3	1.9
Av	2.2	2.4	2.2	1.2	2	2.8	1.8	3	2.2

HUMAN RESOURCE ANALYTICS

COURSE CODE: 25BBWHS6345

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (Business Analytics)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes. ▪
2. To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics. ▪
3. To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
4. To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
5. To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes:

SNo	Course Outcomes	Level of Attainment
CO-1	Gain an understanding of the relevance of HR Analytics in the current business scenario.	Familiarity
CO-2	Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.	Familiarity
CO-3	Use MS Excel for conduction of HR Analytics for key HR Processes	Usage
CO-4	Have an overview of various tools and software technologies used for conduction of Descriptive Analytics and Visualization of HR Data.	Assessment
CO-5	Appreciate the significance of Predictive and Prescriptive Analytics	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction to Human Resource Analytics: Introduction to HR Analytics, People Analytics & Workforce Analytics, HR Analytics & the Organizational Structure, Types of Data, HR Analytics & HRBP, Understanding HR indicators, metrics and data, Frameworks for HR Analytics: LAMP Framework, Human Capital Management 21Framework. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes. People Analytics Technology Ecosystem: Overview of HR analytics tools (Workday People Analytics, SAP SuccessFactors, IBM Watson Talent Insights) and their role in strategic HRM	10
2	Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics. AI-Driven HR Analytics Workflow: Using Python and R for HR data analysis; automated HR dashboards using Power BI and Tableau for real-time workforce insights	10
3	Diversity Analysis: Equality, Diversity and Inclusion, Measuring Diversity and Inclusion, Testing the Impact of Diversity, Workforce Segmentation and Search for Critical Job Roles. Recruitment and Selection Analytics--Evaluating Reliability and Validity of Selection Models, Finding Out Selection bias. Predicting the Performance and Turnover. Performance Analysis-- Predicting Employee Performance, Training Requirements, Evaluating Training and Development. Algorithmic Fairness in HR: Detecting and mitigating bias in AI-driven recruitment; using statistical testing to audit algorithmic hiring tools for diversity outcomes	8
4	Benchmarking and best Practices : Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, Employee satisfaction analytics Predictive People Analytics: Machine learning models for employee churn prediction; AI-driven learning recommendation engines for personalized L&D programs	8
5	Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management. AI-Powered HR Tech in Practice: Using Python with MS Excel for recruitment funnel analysis; ATS data integration and automated selection bias detection dashboards	6
Total lectures		42

Suggested Text Book(s):

1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your company's Human Capital Investments, American Management Association
2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business

3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
4. Becker, B.E., Huselid, M.A., Ulrich, D, The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press

Suggested Reference Book(s):

1. Rama Shankar Yadav & Sunil Maheshwari, 2021, HR Analytics, Wiley.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, 2019, HR Analytics, Practical Applications of HR Analytics, Sage
3. Dipak Kumar Bhattacharya 2017,, HR Analytics, Sage
4. Ramesh Soundarajan & Kuldeep Singh, 2017, Winning on HR Analytics, Sage

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	2	3	3	3	2	3	3	2.7
CO-2	3	2	3	3	3	3	3	3	2.8
CO-3	3	2	3	3	2	2	3	3	2.6
CO-4	3	2	3	3	2	2	3	3	2.6
CO-5	3	2	3	3	2	2	3	3	2.6
Average	3	2	3	3	2.4	2.2	3	3	

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

COURSE CODE: 25BBWHS635

COURSE CREDITS: 4

CORE/ELECTIVE: ELECTIVE (HR)

L-T-P: 3-1-0

Pre-requisite: None

Course Objectives:

1. To enable understanding of importance of cross culture in conduct of business.
2. To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3. To explain culture and corporate structures.
4. To elucidate on the importance of business communication across cultures.
5. To highlight the importance of Working with International teams.

Course Outcomes:

Sr. No	Course Outcomes	Level of Attainment
CO-1	Understand the importance of the influence of national culture on business culture.	Familiarity
CO-2	Learn about value orientations and dimensions.	Usage
CO-3	Assess culture and leadership, culture and strategy, cultural change in organizations. Understand cross cultural team management.	Assessment
CO-4	Understand cross cultural team management	Assessment
CO-5	Learn the aspects of working with international teams and multiple cultures and management of conflicts	Usage

Course Contents:

Unit	Contents	Lectures required
1	Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West. Technology and Cultural Intelligence: Digital cultural intelligence tools, AI-powered cultural adaptation in global apps, and cross-cultural UX design considerations	8
2	Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values. Readings-Edward Hall, Geert Hofstede; Kluckhohn and Strodtbeck; Trompenaars AI-Mediated Cross-Cultural Communication: Machine translation tools, AI cultural brokers, and the role of technology in bridging cultural communication gaps in global teams	6
3	Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.	6
4	Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally. Technology as Intercultural Bridge: Real-time AI translation (DeepL, Google Translate), virtual reality for cultural immersion training, and tech tools for multicultural team collaboration	5
5	Marketing Across Cultures: Introduction, Development of Cross cultural marketing strategies, Challenges and benefits of Marketing in cross culture, Advertising in different culture	5
6	Motivation across Cultures: Motivation process. Maslow Need Theory, Collectivist need theory, Two factor Theory of Motivation, Digital Motivation Across Cultures: Gamification adapted for collectivist vs. individualist cultures; culturally adaptive AI-driven employee engagement platforms	4
7	IHRM, International Assignments and Expatriate Management HR Tech for Global Mobility: Digital relocation management platforms, AI-powered expatriate tax compliance tools, and virtual onboarding technologies for international assignments	4
8	Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships. AI-Assisted Conflict Resolution in Multicultural Teams: Natural language processing for detecting cultural miscommunication; digital platforms for online intercultural mediation	4
Total lectures		42

Suggested Text Book(s):

1. Madhavan, Shobhana, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi, 2016

Suggested Reference Book(s):

Approved in Academic Council held on 30 July 2025

1. Marie-Joelle Browaeys, Roger Price, , Understanding Cross-Cultural Management, Pearson, 4e,. 2019
2. David C.Thomas, , Cross Cultural Management, Sage Publications, 4e, 2017
3. Nigel Holdon, Cross Cultural Management, Knowledge Management Perspective, Pentice Hall, 2012

Evaluation Scheme:

S. No	Exam	Marks	Duration	Coverage / Scope of Examination
1	T-1	15	1 Hour.	Syllabus covered upto T-1
2	T-2	25	1.5 Hours	Syllabus covered upto T-2
3.	T-3	35	2 Hours	Entire Syllabus
4.	Teaching Assessment	25	Entire Semester	Assignment (2) – 10 Quizzes (2) - 10 Attendance - 5

Course Outcomes (COs) contribution to the Programme Outcomes (POs)

Sr No	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	Average
CO-1	3	2	3	3	3	2	3	3	2.7
CO-2	3	2	3	3	3	3	3	3	2.8
CO-3	3	2	3	3	2	2	3	3	2.6
CO-4	3	2	3	3	2	2	3	3	2.6
CO-5	3	2	3	3	2	2	3	3	2.6
Average	3	2	3	3	2.4	2.2	3	3	