



**DAYANANDA SAGAR
UNIVERSITY**

PROGRAMME GUIDELINES

FOR

BACHELOR OF BUSINESS ADMINISTRATION (B.B.A)

Mode: ONLINE

**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
DAYANANDA SAGAR UNIVERSITY
BENGALURU**

List of Contents

Sl. No	Contents	Page No
1.	Programme's Mission and Objectives	4
2.	Programme Curriculum Syllabus	
	2.1 Programme Curriculum	5-8
	2.2 Programme Detailed Syllabus	9-130
3.	Programme Delivery	
	3.1 Instructional Delivery Mechanisms	131-132
	3.3 Student Support Services	132-133
	3.4 Academic Calendar	133

B.B.A

PROGRAMME GUIDELINES

Introduction

Welcome to the Online B.B.A Programme at Dayananda Sagar University (DSU)

Welcome to the Centre for Distance and Online Education (CDOE), DSU, we bring you a three-year Online Bachelor of Business Administration (BBA) programme that's designed to meet industry standards and prepare you for a successful career in the field of Management.

As a student in this programme, you will gain in-depth knowledge in core areas like Digital marketing, Web development, E-commerce, Finance, Taxation, and Marketing. You also have the unique opportunity to choose from modern, high-demand electives such as Digital marketing, Business Analytics, and Supply Chain Management, allowing you to align your learning with emerging industry trends.

This course offers the right balance between traditional business education and new-age digital skills. You'll be trained to improve your financial literacy, strengthen your critical thinking, and develop managerial and analytical capabilities that are highly valued in today's competitive job market.

Throughout your learning journey, you'll stay updated with the latest technologies and industry practices, giving you a competitive edge in your career. You'll be encouraged to engage with real-world scenarios, enabling you to confidently handle business challenges and solve complex problems.

By the end of this programme, students will have a strong foundation in business management, finance, marketing, and operations. They will develop practical skills in communication, digital tools, project management, and strategic planning. Electives allow specialization in Digital Marketing, Supply Chain Management, or Business Analytics. The curriculum also emphasizes ethical leadership, entrepreneurship, and social responsibility. Overall, students will be industry-ready with both theoretical knowledge and hands-on experience..

1. Programme's Mission and Objectives

The online Bachelor of Business Administration (BBA) programme prepares students to excel as professional managers, equipping them with the academic foundation needed to succeed in business organizations. The programme aims to impart best training to the future effective managers with a modern blend of teaching, research and industry interaction. The programme provides a competent, innovation oriented, ethical and intellectual environment with a sharp focus on professional management in the ever changing technologically challenging global market-place. With a strong emphasis on professional attitudes, practical skills, and lifelong learning, students are empowered to perform as competent and productive employees in diverse industries. Additionally, students will develop their managerial communication abilities, enabling them to convey ideas effectively in a professional context. This comprehensive approach ensures the readiness of students for dynamic professional environments and gearing up for sustained career growth.

Objectives

- Students are academically prepared to be professional managers.
- Students will possess the professional attitudes and skills to perform as productive employees and continue learning.
- Students will be excellent managerial communicators.
- Students will be equipped with integrated knowledge and ability to perform as management leaders.
- Students will be productive managers with positive perspectives and skills.

The BBA programme is designed to equip students with comprehensive knowledge and skills to become professional managers. The programme aims to inculcate professional attitudes and skills among students to enable them to become productive employees with excellent managerial communication. The programme also focuses on developing students with positive perspectives and skills to integrate their knowledge and perform as effective managers.

2. Programme Curriculum Syllabus

2.1. Programme Curriculum

SEM	SN.	Course Code	TITLE OF THE COURSE	CREDITS
1	1	BBAOL101	ENGLISH	2
1	2	BBAOL102	FINANCIAL EDUCATION & INVESTMENT AWARENESS	2
1	3	BBAOL103	PRINCIPLES OF FINANCIAL ACCOUNTING	4
1	4	BBAOL104	BUSINESS ORGANIZATION & MANAGEMENT	4
1	5	BBAOL105	BUSINESS AND CORPORATE ENVIRONMENT	4
1	6	BBAOL106	QUANTITATIVE TECHNIQUES	4
1	7	BBAOL107	MICROSOFT OFFICE FOR BUSINESS	2
1	8	BBAOL108	INDIAN CONSTITUTION	1
				23

SEM	SN.	Course Code	TITLE OF THE COURSE	CREDITS
2	9	BBAOL201	BUSINESS & CORPORATE COMMUNICATION	2
2	10	BBAOL202	DIGITAL FLUENCY	2
2	11	BBAOL203	CORPORATE FINANCE	4
2	12	BBAOL204	BUSINESS LAW	4
2	13	BBAOL205	MARKETING MANAGEMENT	4
2	14	BBAOL206	ORGANIZATIONAL BEHAVIOUR	4
2	15	BBAOL207	ENTREPRENEURIAL SKILLS	2
2	16	BBAOL208	ENVIRONMENTAL STUDIES	1
				23

SEM	SN.	Course Code	TITLE OF THE COURSE	CREDITS
3	17	BBAOL301	PRODUCTION & OPERATION MANAGEMENT	4
3	18	BBAOL302	HUMAN RESOURCE MANAGEMENT	4
3	19	BBAOL3X31	ELECTIVE - 1	4
3	20	BBAOL3X41	ELECTIVE - 2	4

3	21	BBAOL305	MANAGERIAL ECONOMICS	4
3	22	BBAOL306	INDIAN ETHOS & LEADERSHIP	2
3	23	BBAOL307	UNIVERSAL HUMAN VALUE	2
3	24	BBAOL308	CORPORATE SOCIAL RESPONSIBILITY	2
				26

AREA	Course Code	ELECTIVE - 1
DIGITAL MARKETING (D)	BBAOL3D31	FUNDAMENTALS OF DIGITAL MARKETING
SUPPLY CHAIN MANAGEMENT (S)	BBAOL3S31	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT
BUSINESS ANALYTICS (A)	BBAOL3A31	FUNDAMENTALS OF BUSINESS ANALYTICS

AREA	Course Code	ELECTIVE - 2
DIGITAL MARKETING (D)	BBAOL3D41	WEB DEVELOPMENT & OPTIMIZATION
SUPPLY CHAIN MANAGEMENT (S)	BBAOL3S41	INVENTORY MANAGEMENT & MATERIAL REQUIREMENT PLANNING
BUSINESS ANALYTICS (A)	BBAOL3A41	BUSINESS ANALYTICS FOR DECISION MAKING

SEM	SN.	Course Code	TITLE OF THE COURSE	CREDITS
4	25	BBAOL401	COST & MANAGEMENT ACCOUNTING	4
4	26	BBAOL402	PROJECT MANAGEMENT	4
4	27	BBAOL4X32	ELECTIVE - 3	4
4	28	BBAOL4X42	ELECTIVE - 4	4
4	29	BBAOL405	OPERATIONS RESEARCH	4
4	30	BBAOL406	GENERAL PSYCHOLOGY	4

4	31	BBAOL407	CERTIFICATION COURSE	2
				26

AREA	Course Code	ELECTIVE - 3
DIGITAL MARKETING (D)	BBAOL4D32	E-COMMERCE
SUPPLY CHAIN MANAGEMENT (S)	BBAOL4S32	SUPPLY CHAIN RISK MANAGEMENT
BUSINESS ANALYTICS (A)	BBAOL4A32	PREDICTIVE ANALYTICS USING- R

AREA	Course Code	ELECTIVE - 4
DIGITAL MARKETING (D)	BBAOL4D42	SEARCH ENGINE MARKETING & PPC
SUPPLY CHAIN MANAGEMENT (S)	BBAOL4S42	SUPPLY CHAIN MODELLING & MANAGEMENT
BUSINESS ANALYTICS (A)	BBAOL4A42	FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE- PYTHON

SEM	SN.	Course Code	TITLE OF THE COURSE	CRE DITS
5	32	BBAOL501	STRATEGIC MANAGEMENT	4
5	33	BBAOL502	DIGITAL ACCOUNTING	2
5	34	BBAOL5X33	ELECTIVE - 5	4
5	35	BBAOL5X43	ELECTIVE - 6	4
5	36	BBAOL505	RESEARCH METHODOLOGY	4
5	37	BBAOL506	START-UP MANAGEMENT	1
5	38	BBAOL507	MINI PROJECT - ORGANIZATIONAL STUDY	2
				21

AREA	Course Code	ELECTIVE - 5
DIGITAL MARKETING (D)	BBAOL5D33	CONTENT MARKETING
SUPPLY CHAIN MANAGEMENT (S)	BBAOL5S33	SUSTAINABILITY & GREEN SUPPLY CHAIN MANAGEMENT
BUSINESS ANALYTICS (A)	BBAOL5A33	BASICS OF ECONOMETRICS

AREA	Course Code	ELECTIVE - 6
DIGITAL MARKETING (D)	BBAOL5D43	ANALYTICS & DATA DRIVEN MARKETING
SUPPLY CHAIN MANAGEMENT (S)	BBAOL5S43	INTERNATIONAL SUPPLY CHAIN MANAGEMENT
BUSINESS ANALYTICS (A)	BBAOL5A43	DATA VISUALIZATION TECHNIQUES

SEM	SN.	Course Code	TITLE OF THE COURSE	CREDITS
6	39	BBAOL601	STRATEGIES FOR WINNING BUSINESS NEGOTIATION	4
6	40	BBAOL602	PERSONAL BRANDING & NETWORKING	2
6	41	BBAOL603	IT & GST RETURNS	2
6	42	BBAOL604	RESEARCH PROJECT	6
				14
			Total Program Credits	133

2.2. Programme Detailed syllabus

SEMESTER – I

Course Name: ENGLISH

Credits: 02

Course Description:

This course in English language enhancement emphasizes on the practices of different methods/ways of using language as a means of communication. It is important to be empowered in communication skills as it is the life blood in Business day-to-day activities. The course connects well to the contemporary challenges in the real world. This course provides opportunities and options to hone listening, speaking, reading and writing abilities.

Course Objectives:

- Analyse articles and texts from multiple perspectives to derive a comprehensive understanding.
- Develop effective communication skills for articulating ideas clearly in various contexts.
- Enhance systematic recording and organization of ideas with precision and structure.

Course Outcomes

- Demonstrate the ability to critically analyse articles and texts from different perspectives, deriving a comprehensive understanding of the content.
- Develop and apply effective communication skills, articulating ideas clearly and confidently in various contexts.
- Systematically record and organize ideas with precision, ensuring logical structure and clarity in communication.

Units	Syllabus
Unit 01	Grammar Essentials: Introduction to Grammar Essentials, Types of Tenses in English: Present, Past, Future (Simple, Continuous, Perfect, Perfect Continuous), Concord (subject-verb agreement): Definition & Types, Word Formation: Definition & Concept, Types of Word Formation (Derivation, Compounding, Blending, Acronym, Borrowing, Coinage, Back-formation, Re-duplication, Clipping), Kinds of Word formation (prefixes, suffixes, roots, compounds), Sentences: Structure, Types & Application
Unit 02	Homonyms and Homophones: Introduction to Homonyms and Homophones Concept & Understanding, Homonyms: Definition, Functions & Examples, Homophones: Definition, Functions & Examples, Common Word Choice Confusions: Avoiding Errors in Context, Spelling, and Writing, Synonyms and Antonyms: Expanding vocabulary through meaning-based word study
Unit 03	Listening Skills: Introduction to Listening Skills, Active Listening Techniques: Focused Listening, Paraphrasing, and Summarising, Identifying Sounds: Differentiating Between Vowel

	and Consonant Sounds, Note-Taking During Listening: Methods for Capturing Key Points Effectively, Listening for Specific Information: Focus on Key Details, Instructions, and Tone in Conversation
Unit 04	Speaking Skills: Introduction to Speaking Skills, Common Pronunciation Errors: Individual Sounds, Intonation Patterns, Accent Reduction: Tips for Neutralising Regional Accents, Speaking Practice: Role-plays, Everyday Conversations, Peer Feedback, Public Speaking Techniques: Using Body Language, Voice Modulation, and Audience Engagement
Unit 05	Process Description in Speaking: Introduction to Process Description in Speaking, Describing the Working of Machines: Vocabulary for Technical Descriptions. Explaining Manufacturing Processes: Step-by-step Explanations, Sequence Markers, Process Presentation Techniques: Clarity in Delivery, Use of Visual Aids, Describing Everyday Processes: Cooking Recipes, Task Instructions, and Simple Processes in Daily Life
Unit 06	Group Discussion Techniques: Introduction to Group Discussion Techniques, Role of Moderators: Facilitating Discussion and Managing Group Dynamics. Structured Discussions: Introducing Topics and Summarising Viewpoints. Argument Formation: Supporting Opinions with Facts and Handling Counterarguments. Team Dynamics and Cooperation: Understanding Roles in Teamwork and Encouraging Collaboration.
Unit 07	Data Interpretation in Writing: Introduction to Data Interpretation in Writing, Interpreting Flow Charts and Diagrams: Understanding Processes and Relationships. Bar Charts and Pie Charts: Analysing Data Distribution and Trends. Drawing Conclusions from Data: Summarising and Presenting Findings, Writing Analytical Reports: Presenting Data-supported Conclusions with Clarity

Textbooks:

- Dhanavel, S.P. “English and Communication Skills for Students of Science and Engineering”. Orient Blackswan Pvt. Ltd., 2009. Print.
- Meenakshi Raman and Sangeetha Sharma. “Technical Communication- Principles and Practice”. 3rd Edition, Oxford University Press, 2009. Print.
- Murphy R. “English Grammar in Use”, Cambridge University Press, 2012. Print.

Reference book:

- Smt. Sudha Murthy, R.K.Narayan, Vikram Seth, Girish Karnad, Ruskin Bond, Swami Vivekananda, Kushwant Singh, Aravinda Adiga, Kiran Desai, Devdutt Pattanaik.

Course Name: FINANCIAL EDUCATION AND INVESTMENT AWARENESS**Credits: 02****Course Description:**

This course provides an in-depth understanding of essential financial concepts, tools, and services. It covers topics such as the importance and scope of financial literacy, financial institutions (banks, insurance companies, and post offices), financial planning, budgeting, and various banking services. The course also explores loans and advances, post office financial services, and investment options like equity, debt instruments, and insurance products. Through practical knowledge on financial products, services, and investment strategies, learner will gain the skills needed to manage personal, family, and business finances effectively.

Course Objectives:

- Develop a comprehensive understanding of essential financial concepts, including financial institutions, services, and products, and analyse their roles in personal and business finance.
- Interpret financial planning and budgeting techniques to real-life scenarios, evaluating various investment options and financial products such as loans, insurance, and equity.
- Create effective financial strategies for managing personal, family, and business finances, synthesizing knowledge from financial services, planning, and investment strategies.

Course Outcomes

- Analyse and understand financial concepts, institutions, and services, assessing their impact on personal and business finances.
- Applying financial planning and budgeting strategies to manage real-world financial situations, making informed decisions regarding investments and loans.
- Design and implement effective financial strategies for personal, family, and business finances, integrating knowledge of financial products, services, and investment options.

Units	Syllabus
Unit 01	Introduction to Financial Literacy: Introduction to Financial Literacy, Meaning, importance, and scope of financial literacy, Prerequisites of Financial Literacy — level of education, numerical and communication ability.
Unit 02	Financial institutions: Introduction to Financial Institutions, Banks, Insurance companies, Post Offices; Mobile App based services. Need for availing financial services from banks, insurance companies, and postal services.
Unit 03	Financial Planning and Budgeting: Introduction to Financial Planning and Budgeting, Meaning, importance, and need for financial planning. Personal Budget, Family Budget, Business Budget; Procedure for financial planning and preparing budget; avenues for savings from surplus.
Unit 04	Banking Services: Introduction to Banking Services, Types of banks; Banking products and services —, Types of bank deposit accounts — Savings Bank Account, Term Deposit, Current

	Account, Recurring Deposit, PPF, NSC, etc. Formalities to open various types of bank accounts, PAN Card, Address proof, KYC norms.
Unit 05	Loans and Advances: Introduction to Loans and Advances, Various types of loans: short-term, medium-term, long-term, microfinance, and related interest rates offered by nationalized banks and post offices. Cashless banking, e-banking, Check Counterfeit Currency; CIBIL, ATM, Debit and Credits Card, and APP-based Payment system; Banking complaints and Ombudsman. Unified Payment Interface (UPI).
Unit 06	Post Office Financial Services: Introduction to Post Office Financial Services, Post office Savings Schemes: Savings Bank, Recurring Deposit, Term Deposit, Monthly Income Scheme, Kisan Vikas Patra, Senior Citizen Savings Scheme (SCSS), Sukanya Samriddhi Yojana Account (SSY/SSA). India Post Payments Bank (IPPB): Money Transfer: Money Order, E-Money order, Instant Money Order, collaboration with the Western Union Financial Services; MO Videsh, International Money Transfer Service, Electronic Clearance Services (ECS), MoneyGram International Money Transfer, Indian Postal Order (IPO).
Unit 07	Investments: Introduction to Investments, Protection and Investment related Financial Services: -Insurance Services: Life Insurance Policies — Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Property Insurance; Policies offered by various general insurance companies. Post office Life Insurance Schemes: Postal Life Insurance and Rural Postal Life Insurance (PLI/RPLI). Housing Loans: Institutions providing housing loans, Loans under Pradhan Mantri Awas Yojana — Rural and Urban. Investment avenues in Equity and Debt Instruments: Portfolio Management: Meaning and importance; Share Market and Debt Market, Sensex and its significance; Investment in Shares — Mutual Fund — SIP.

Textbook:

- “Financial Literacy: A Complete Guide to Managing Your Money” by Dawn J. Bennett,.
- “Personal Finance: A Practical Guide for Busy People” by Sidney J. Cowell
- “Financial Institutions and Markets” by L.M. Bhole

Reference Books:

- “Financial Planning and Analysis: A Step-by-Step Guide to Budgeting, Forecasting, and Valuation” by Jack Alexander
- “Principles of Banking” by Gordon and Natarajan
- “The Complete Guide to Personal Finance: For Teenagers and College Students” by Terry L. Sweeney
- “Investment Management: A Science to Teach or an Art to Learn?” by Bodie, Kane, and Marcus
- “Financial Services: Marketing and Management” by N.D. Vohra

Course Name: PRINCIPLES OF FINANCIAL ACCOUNTING**Credits: 04****Course Description:**

The course aims at introducing basic concepts of accounting and problem-solving. The course deals with introductory topics such as journal, ledger, cash books, profit and loss accounts, balance sheets, and concepts of accounting equation, depreciation, single entry.

Course Objectives:

- Describe the concepts, principles, and processes in the field of accounting.
- Explain the ways to create an impact in the business organization with proper accounting techniques.
- Develop decision-facilitating and decision-enhancing roles for business leaders.
- Calculate alternative solutions to business problems and arrive at the right decisions.
- Familiarize contemporary issues in accounting.

Course Outcomes:

- Explain the fundamentals of financial accounting, the principles, and concepts underlying them.
- Classify the functioning of business through financial accounting
- Prioritize decision-facilitating roles of accounting information
- Evaluate contemporary developments in the area of accounting
- Apply the fundamentals and arrive at alternative solutions for a given financial problem

Units	Syllabus
Unit 01	Meaning & Scope of Accounting: Introduction, Meaning & Scope of Financial Accounting, Meaning and Nature of Business Transaction, Introduction to Basic Elements of Financial Accounting, Accounting Principles: Accounting Concepts, Principles and Conventions and Assumptions, Generally Accepted Accounting Principle (GAAP)
Unit 02	Accounting Mechanics: Accounting Process: Principles of Double Entry, Accounting Equation
Unit 03	Accounting Process: Formats and Preparation of Journal Entries, Formats and Preparation of Ledger Accounts, Formats and Preparation of Subsidiary Books, Formats and Preparation of Triple Column Cash Book and Trial Balance
Unit 04	Depreciation: Methods for Calculating Depreciation (SLM & WDV)
Unit 05	Financial Statements: Formats and preparation of Income Statement & Balance Sheet of a Sole Trader with Adjustments
Unit 06	Adjustment Entries: Outstanding and Prepaid expenses, Bad Debts, Depreciation, Treatment of closing stock, Provision of Doubtful debts and taxation, Proposed Dividend and reserves
Unit 07	Introduction to Bank Reconciliation Statement: Meaning, Scope and Objectives of Bank Reconciliation Statement
Unit 08	Passbook and Cash book: Meaning and Format of Passbook and Cash Book

Unit 09	Bank Balances and Problem Questions: Concept & Formats of Bank Balances: Ordinary & Overdraft, Simple Problems on Cash Book and Passbook
Unit 10	Consignment Accounts: Introduction to Consignment accounts: Concept & Journal entries in the books of consignor and consignee, Types of commission in consignment,
Unit 11	Bills of Exchange and Promissory Notes, Introduction and Parties to Bills of Exchange, Journal Entries and Promissory Notes
Unit 12	Sale of goods on approval or return basis: Introduction, Features, Books maintained by business entity, Problems on Sale of goods on approval or return basis
Unit 13	Financial Reporting & Inflation Accounting: Meaning, Types, Importance and Purpose of Financial Reporting, Meaning, Advantages and Disadvantages of Inflation Accounting
Unit 14	Forensic Accounting & Fraud Detection: Meaning and Types of Forensic Accounting, Meaning, Types and AI-based techniques, Application and Best Practices of Fraud Detection.

Textbook:

- Fundamentals of accounting T S Grewal S C Publishers.

Reference books:

- Narayanaswamy R., Financial Accounting – A Managerial Perspective, PHI Learning
- Charles T. Horngren Cost Accounting- A Managerial Emphasis, Pearson
- Bhattacharya, A.B. Financial Accounting for Business Managers. New Delhi: Prentice Hall of India

Course Name: BUSINESS ORGANIZATION AND MANAGEMENT**Credits: 04****Course Description:**

This course introduces the concepts of Management. It gives learners the overall activities of business organization right from planning to Controlling. It also gives a brief understanding of different forms of business ownership which helps the learners to recognize the kinds of businesses and their operations.

Course Objectives:

- Classify the functions of management, organisational structure, and hierarchy.
- Identify the nature and importance of planning.
- Synthesize staffing and directing to lead to efficient management of a business firm.
- Evaluate the concepts, importance, and principles of motivation.
- Execute the concept of coordination and control.

Course Outcomes:

- Explain managerial functions like planning and have some basic knowledge on international aspects of management.
- Describe the planning process in the organisation.
- Highlight the concept of organisation.
- Demonstrate the ability to direct, lead, and communicate effectively.
- Evaluate and isolate issues to formulate the best control methods.

Units	Syllabus
Unit 01	Introduction to Management: Introduction, Concept and Nature of Management, Scope of Management in Business Organisations, Differences between Management and Administration, Levels of Management: Top, Middle & Operational Levels, Overview of the Management Process/Functions: Planning, Organising, Staffing, Directing, and Controlling, Pre-scientific management period, Scientific management: F.W. Taylor's contributions, Classical theory: Henri Fayol's administrative principles, Behavioural approach: Human relations and social factors, Quantitative, systems, and contingency/situational approaches to management
Unit 02	Evolution of Management Thought: Introduction to Evolution of Management Thought, Pre-scientific management period, Scientific management: F.W. Taylor's contributions, Classical theory: Henri Fayol's administrative principles, Behavioural approach: Human relations and social factors, Quantitative, systems, and contingency/situational approaches to management
Unit 03	Modern Management Approaches: Introduction to Modern Management Approaches, Quantitative Approach (Operations Research), System Approach, Contingency / Situational Approach, Limitations of modern management theories

Unit 04	Planning and Decision-Making: Introduction to Planning and Decision-Making in management, Definition, nature, and importance of planning, Characteristics of planning, Components of planning, Types of Planning, Steps of planning, Barriers to effective planning and ways to overcome them
Unit 05	Strategic Planning and Forecasting: Strategic Planning - Definition & Conceptual Understanding, Steps of Strategic Planning, Strategic Planning Techniques (Balanced Scorecard, SWOT, PESTLE, Porter's Five-Forces), Forecasting - Definition & Conceptual Understanding, Steps in the process of Forecasting, Techniques of Forecasting
Unit 06	Organising & Span of Management: Introduction to Organising: Definition and Conceptual Understanding, Importance of Organising, Characteristics of Organising, Principles of Organising, Types of Organization and their Structures (Formal & Informal), Span of Management in Organisational Structure - Definition & Significance, Types of Spans of Management, Factors affecting Span of Management
Unit 07	Staffing: Introduction to Staffing: Definition, Concept, Nature & Characteristics, Importance of Staffing, Functions of Staffing, Sources of Staffing (Internal & External)
Unit 08	Directing: Introduction to Directing: Definition, Concept, Meaning & Significance, Importance of Directing in organization, Characteristics of Directing, Elements / Components of Directing - Communication, Leadership, Motivation, and Supervision, Principles of Achieving Effective Direction
Unit 09	Leadership in Management: Leadership in Management: Concept, Need & Importance, Styles of Leadership: Authoritarian, Democratic, Laissez-faire & Coaching, Leadership Traits: Need & Importance in Management, Essential Qualities for Effective Leadership
Unit 10	Motivation: Definition, Need & Importance of Motivation in organisations, Factors affecting motivation in workplace, McClelland's Three Needs Theory, Process of Motivation (Steps of Motivation Process), Maslow's Need Hierarchy Theory of Motivation, Elton Mayo's Hawthorne Studies, Herzberg's Motivation Hygiene Theory, McGregor's Participation Theory
Unit 11	Controlling: Introduction to Controlling: Definition & Nature, Importance of Controlling, Process of Controlling, Elements & Steps of Control Process
Unit 12	Coordination: Introduction to Coordination: Definition, Concept & Features, Importance of Coordination in achieving organisational goals, Principles of Coordination, Techniques of Coordination for Effective Management
Unit 13	Trends in Management: Recent Trends in Management, Total Quality management (TQM): Definition, Importance & Features, Workforce Diversity Management: Definition, Goals, Importance, Types & Challenges, Enterprise Mobility Management (EMM): Definition, Concept & Types, Best Management Practices for Managing Virtual Teams Effectively, Strategies for Building an Ethical Culture at Work
Unit 14	Emerging issues in Management: Introduction to Emerging issues in Management, Innovation management and organizational change, Role of technology in management: Digital

	transformation, AI, and automation, Crisis management and managing risk in uncertain environments, Sustainable business practices and green management
--	--

Textbooks:

- L M Prasad (2019), “Principles and Practice of Management”, Sultan Chand & Sons, New Delhi.
- "Principles of Management" by Harold Koontz and Heinz Weihrich
- "Fundamentals of Management" by Stephen Robbins, David DeCenzo, and Mary Coulter

Reference books:

- Hitt, M. A., Black, J. S., & Porter, L. W. (2013). Management (3rd ed). Boston: Prentice Hall.
- Drucker, P. F. (1999). Management (Rev. ed.). New York: Harper Collins.
- Mintzberg, H. (2009). Managing. San Francisco: Berrett-Koehler Publishers, Inc.
- Stoner: Principles of management, Pearson Publications, New Delhi.
- Terry: Principles of management & Administration, PHI New Delhi
- Chandra Bose: Principles of management & Administration, PHI New Delhi
- Manamohan Prasad: Principles of management, PHI Mumbai • Robbins: Management, Pearson's publications, New Delhi.

Course Name: BUSINESS & CORPORATE ENVIRONMENT**Credits: 04****Course Description:**

A business Environment course will prepare learner to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. The course helps in assessing the components of the business environment by looking into both micro-environment as well as the macro-environment of a business. The learner also will understand the Global business environment, the concepts of globalization, foreign market strategies & foreign direct investments.

Course Objectives:

- Familiarize graduates with basic business concepts, environment, components, and analytical techniques.
- Analyse the political and economic environment, classify economic systems, and evaluate their impact on business.
- Recognize and understand social and cultural factors affecting business decisions.
- Examine technological advancements and legal issues relevant to businesses.
- Analyse the global business environment and develop strategies for global positioning.

Course Outcomes:

- Examine how different factors affect business, the trends in environmental components, and their impact on a business venture.
- Explain the political scenario, risks involved, and the broader economic environment affecting businesses.
- Identifying types of social organizations and cross-cultural issues.
- Examine technological and legal aspects related to the business environment.
- Analyse the global environment and evaluate the global position of India in the business context.

Units	Syllabus
Unit 01	Introduction to Business & Types: Introduction to Business and Types, Business – Meaning, Definition, Nature & Scope, Type & Forms of Business Organizations with examples
Unit 02	Business Environment: Introduction to Business Environment, Business Environment – Meaning, Characteristics, Scope, Significance & Challenges, Components of Business Environment, Micro & Macro Environment
Unit 03	Environmental Scanning: Introduction to Environmental Scanning, Meaning and Concept of Environmental Scanning, Steps involved, Techniques involved SWOT, PESTLE, ETOP, Case Study Discussions
Unit 04	Political Environment: Introduction to Political Environment, Meaning, Political system

Unit 05	Political institutions & Risks: Introduction to Political Institutions and Risks, Meaning, Types & Causes
Unit 06	Economic Environment: Introduction to Economic Environment, Economic Systems- Types- Merits & Demerits- Government and Business Relationships in India
Unit 07	Social Environment: Introduction to Social Environment, Social Environment – Meaning, Definition, and Factors Affecting Business in the Social Environment, Significance
Unit 08	Cultural Environment: Introduction to Cultural Environment, Nature of Cultural Environment & Components of Cultural Environment, Cross-cultural Issues
Unit 09	Technological Environment, Introduction to Technological Environment, Technological Environment – Emerging Trends in Business
Unit 10	Natural Environment: Introduction to Natural Environment, Natural Environment – Meaning, Influence on Business & Protection of the Environment
Unit 11	Legal Environment: Introduction to Legal Environment, Legal Environment – Legal Foundations, Procedures & Exemptions
Unit 12	CSR Corporate Social Responsibility: Introduction to CSR Initiatives, CSR – Initiatives & Examples
Unit 13	Global business environment: Introduction to Globalisation, Global business environment- LPG- Globalisation, Meaning, Nature, Features and Stages of Globalization
Unit 14	Foreign Direct Investment & Indian Scenario: Introduction to Foreign Direct Investments, Foreign Market entry strategies & Benefits of Foreign Direct Investment, Introduction to Indian Scenario, Positioning Indian brand in global arena

Textbooks:

- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
- Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.
- Business Environment, Francis Cherunilam, Himalaya Publishing House Pvt. Ltd., 2018

Reference books:

- 1. Shaik Saleem, Business Environment,
- E, Pearson, 2010
- 2. Fernando, Business Environment, IE, Pearson, 2011
- Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.

Course Name: QUANTITATIVE TECHNIQUES**Credits: 04****Course Description:**

The course on Quantitative Techniques provides foundation in mathematical and statistical methods used in business and decision-making. It equips learner with the skills necessary to analyse and solve complex problems using quantitative data.

Course Objective:

- Define statistics, its scope, and apply data collection techniques.
- Explain measures of central tendency and Dispersion
- Describe and apply correlation and regression analysis in real-world data.
- Learn price and quantity index numbers in analysis
- Illustrate time series analysis and trend estimation methods.

Course outcomes:

- Describe statistics' scope and effectively collect and present data.
- Estimate measures of central tendency and Dispersion
- Analyze correlation and perform simple regression for data interpretation.
- Solve problems using price and quantity index numbers.
- Compute time series data and estimate trends and seasonal indices.

Units	Syllabus
Unit 01	Meaning & Scope of Statistics and Data collection: Introduction to the Meaning and Scope of Statistics and Data Collection, Definition of Statistics, Functions, Scope, and Limitations. Importance and Applications of Statistics. Collection and Presentation of Data and Tabulation, Types of Frequency Distribution.
Unit 02	Measures of Central Tendency: Mean, Median, Mode: Introduction to Measures of Central Tendency: Mean Median, Mode, Basic Concepts and Problems on Mean, Median, and Mode. Comparative Analysis and Relationship of Mean, Median, and Mode.
Unit 03	Geometric Mean & Harmonic Mean: Introduction to Geometric Mean and Harmonic Mean, Geometric Mean: Basic Concepts and Problems, Harmonic Mean: Basic Concepts and Problems.
Unit 04	Measures of Dispersion: Range and Quartile Deviation: Introduction to Measures of Dispersion: Range and Quartile Deviation, Meaning and Objectives of Range and Quartile Deviation (Problems).
Unit 05	Mean Deviation & Standard Deviation: Introduction to Mean Deviation and Standard Deviation, Meaning and Objectives of Mean Deviation and Standard Deviation (Problems).

Unit 06	Variance & Coefficient of Variation: Introduction to Variance and Coefficient of Variation, Meaning and Objectives of Variance and Coefficient of Variation (Problems).
Unit 07	Correlation: Types and Applications in Real-World Data: Introduction to Correlation: Types and Applications in Real-World Data
Unit 08	Measurement Techniques: Introduction to Karl Pearson Correlation and Spearman's Rank Correlation, Basic concepts of Karl Pearson Correlation and Spearman's Rank Correlation (Problems).
Unit 09	Regression Analysis: Simple Regression: Introduction to Regression Analysis: Simple Regression, Meaning and Definition of Regression Analysis and Problems on Simple Regression Analysis only.
Unit 10	Price Index Numbers: Introduction to Price Index Numbers, Meaning and Definition of Price Index Numbers (Basic Problems).
Unit 11	Quantity Index Numbers: Introduction to Quantity Index Numbers, Meaning and Definition of Quantity Index Numbers (Basic Problems). Application of Index Numbers
Unit 12	Time series analysis: Introduction to Time Series Analysis, Meaning, Definition, and Objectives of Time Series Analysis; Variations in Time Series.
Unit 13	Methods of estimating trend: Introduction to Methods of Estimating Trend, Methods of Estimating Trend: Freehand Method, Moving Average Method, Semi-Average Method, And Least Squares Method.
Unit 14	Methods of estimating seasonal index: Introduction to Methods of Estimating Seasonal Index, Methods of Simple Averages, Ratio to Trend Method, Ratio to Moving Average Method.

Textbook:

- Fundamentals of statistics (2012), S C Gupta- Himalaya publications

Reference book:

- Quantitative techniques in Management, ND Vohra, 5th Edition, McGraw Hill Publishers.

Course Name: MICROSOFT OFFICE FOR BUSINESS**Credits: 02****Course Description:**

Knowledge of Computer skills for learners enhances to understand the usefulness of information technology tools for business operations. Microsoft office is a powerful tool for business analysis. This course aims to develop learner's ability to formulate, analyse, and solve business problems using Microsoft Office tools.

Course Objectives:

- Describe the fundamentals of MS Word and its applications.
- Learn presentation skills and create professional business presentations.
- Use spread sheet models and charts to solve business problems and support decision-making.

Course Outcomes:

- Demonstrate proficiency in using MS Office tools for business applications.
- Formulate and interpret data analysis using Excel functions, formulas, and charts.
- Develop effective presentations and reports using data-driven insights.

Units	Syllabus
Unit 01	INTRODUCTION TO MS OFFICE: Introduction to office and features – Elements – Uses of MS Office – Application of MS Office in various fields –, MS Word – Formatting and alignment – Inserting Table, Picture, Smart Art, Header, Footer, Page number – Print settings – Table of Contents and other tools – Setting a default font style in MS Office.
Unit 02	BASICS OF MS WORD: MS Word – Formatting and alignment – Inserting Table, Picture, Smart Art, Header, Footer. Page number – Print settings – Table of Contents and other tools.
Unit 03	PREPARING PRESENTATIONS: Basics of presentations: Slides, Fonts, Drawing, Editing – Inserting: Tables, Images, Texts, Symbols, Media – Design – Transition – Animations and Slideshow.
Unit 04	BASICS OF MS-EXCEL: Create Worksheets and Workbooks – Import data from a delimited text file – Add a worksheet to an existing workbook, Copy and move a worksheet – Navigate to a named cell, range, or workbook element – Insert and remove hyperlinks.
Unit 05	FORMULAS AND FUNCTIONS IN MS-EXCEL: Perform operations with Formulas and Functions – Insert references – Perform calculations by using the SUM function, perform calculations by using MIN and MAX functions – Perform calculations by using the COUNT function – Perform calculations by using the AVERAGE function.
Unit 06	CHARTS & COMPONENTS OF CHARTS AND: Create a new chart and its types – Switch between rows and columns in source data – Analyse data by using Quick Analysis Format Charts, resize charts – Add and modify chart elements – Apply chart layouts and styles – Move

	charts to a chart sheet. Insert and Format Objects – Insert text boxes and shapes – Insert images – Modify object properties
Unit 07	ADVANCED MS-EXCEL FEATURES: Add alternative text to objects for accessibility – Printing a Worksheet – Cell Reference to another Worksheet – Types of Cell Referencing.

Textbook:

- Microsoft Excel Latest Version Inside Out – Mark Doge and Craig Stinson – PHI Learning Private Limited, New Delhi – 110001.

Reference books:

- Excel 2013 Bible; John Walkenbach, Wiley
- Financial Analysis and Modeling using Excel and VAB: Chandan Sengupta, Wiley
- Excel Data Analysis – Modeling and Simulation: Hector Guerreor, Springer
- Microsoft Excel 2013: Data Analysis and Business Modeling: Winston, PHI
- Excel Functions and Formulas: Bernd Held, BPB Publications.

Course Name: INDIAN CONSTITUTION**Credit: 01****Course Description:**

The Constitution of India aims to imbue learners with the constitutional making process and its formulations. Further, it is done with the objective to acquaint them to have the basic understanding of the Constitution of India.

Course Objectives:

- Familiarize the key elements of the Indian Constitution, Fundamental Rights Directive Principles.
- Describe the judiciary system and the state-centre relationship in promoting equality and social justice.

Course Outcomes

- Explain the structure, philosophy, and significance of the Indian Constitution.
- Express the powers, functions, and role of constitutional offices and the judiciary in ensuring democracy and social justice.

Units	Syllabus
Unit 01	Constitution – Structure and Principles: Introduction to Constitution – Structure and Principles, Meaning and importance of the constitution; making of the Indian constitution – sources; preamble and salient features of the Indian constitution. Fundamental rights; fundamental duties; directive principles.
Unit 02	Government of the Union and States: Introduction to Government of the Union and States, Government of the Union: President of India – election and powers; Prime Minister and Council of Ministers; Lok Sabha – composition and powers; Rajya Sabha – composition and powers. Government of the States: Governor – powers; Chief Minister and Council of Ministers; Legislative Assembly – composition and powers; Legislative Council – composition and powers.
Unit 03	The Judiciary: Introduction to The Judiciary, Features of the judicial system in India; Supreme Court – structure and jurisdiction; High Court – structure and jurisdiction.
Unit 04	Administrative Organization and Constitution: Introduction to Administrative Organisation and Constitution, Federalism in India – features, Local Government - Panchayats – powers and functions; 73rd and 74th amendments, Election Commission – organisation and functions; Citizen-oriented measures – RTI and PIL – provisions and significance.

Textbooks:

- Constitution of India (Full Text), India.gov.in. National Portal of India, https://www.india.gov.in/sites/upload_files/npi/files/coi_part_full.pdf
- Durga Das Basu, Introduction to the Constitution of India, Gurgaon; LexisNexis, 2018 (23rd edn.)

Reference Books:

- M.V.Pylee, India's Constitution, New Delhi; S. Chand Pub., 2017 (16th edn.)
- J.N. Pandey, The Constitutional Law of India, Allahabad; Central Law Agency, 2018 (55th edn.)
- Durga Das Basu, Bharatada Samvidhana Parichaya, Gurgaon; LexisNexis Butterworths Wadhwa, 2015
- K B Merunandan, Bharatada Samvidhana Ondu Parichaya, Bangalore, Meragu Publications, 2015

SEMESTER – II

Course Name: BUSINESS & CORPORATE COMMUNICATION

Credits: 02

Course Description:

The course encompasses various business communication activities that help shape the organization's image, reputation, and relationships with internal and external audiences. The course will help learners in better understanding of Business and corporate communication and application of the same in successfully managing the organization.

Course Objectives:

- Explain speaking and writing skills, focusing on effective expression and organization of ideas.
- Develop competencies in managing communication tools, strengthening interpersonal and intrapersonal communication abilities.
- Describe the relevance of corporate communication and the impact of emerging technologies on communication practices.

Course Outcomes:

- Apply formal business language effectively, incorporating verbal and non-verbal communication in business contexts.
- Articulate professional communication documents.
- Design corporate communication and utilize technology for improved communication practices.

Units	Syllabus
Unit 01	BUSINESS COMMUNICATION: Introduction to Communication: Meaning, definition, and process of communication, Channels of Communication: Various types of communication channels. Nature and Importance: Understanding the nature, need, and significance of communication in business. 7Cs of Communication: Key principles for effective communication.
Unit 02	VERBAL AND NON-VERBAL COMMUNICATION IN BUSINESS: Types of Communication: Interpersonal and intrapersonal communication; definitions of verbal and non-verbal communication. Role in Personality Development: Importance of verbal and non-verbal communication in personality building. Cultural Awareness: Understanding cultural similarities and differences in the workplace. Effective Communication Letters: Writing impactful business communication letters.
Unit 03	BUSINESS LETTER WRITING: Scope and Types: Business letters, professional writings, and their scope. Formats and Styles: Difference between formal and informal letters. Routine Communication:

	Job applications (cover letter, resume, CV), inter-office/intra-office memos, orders, notices, circulars, reports, proposals, and emails. Technical Writing: Basics of technical and business writing
Unit 04	DEPARTMENTAL COMMUNICATION: Meetings: Agenda, barriers to effective meetings. Introduction to Managerial Skills, Types of Managerial Skills, Communication Skills for Managers. Problem-Solving and Decision-Making Skills
Unit 05	CORPORATE COMMUNICATION: SCOPE AND RELEVANCE: Overview: Introduction, meaning, and scope of corporate communication. Corporate Communication in India: Need and relevance in the contemporary scenario. Corporate Identity: Meaning and features. Corporate Image: Definition and factors influencing it. Corporate Reputation: Meaning and benefits of a good corporate reputation.
Unit 06	EMERGING TECHNOLOGY IN CORPORATE COMMUNICATION: Communication Technology: Introduction to modern communication technologies. Role and functions of technology in corporate communication. Types of Communication Technology: Digital tools for business communication. Emerging trends in communication: AI, social media, automation. The role of technology in crisis communication
Unit 07	Management, Administration, and Corporate Attributes: Managerial and Administrative Roles: Key attributes of a manager. Differences between administration and management. Role of managers in effective communication. Corporate Communication Strategies: Importance of internal and external corporate communication. Communication channels for effective management. Relationship between leadership and corporate communication

Textbook:

- Pragyan Rath, K Shalini & Debankita Ray, Corporate Communication, 2018, Cengage India Private Limited

Reference books:

- Richard R. Dolphin, The Fundamentals of Corporate Communication, Latest edition
- Joep Cornelissen, Corporate Communications: Theory and Practice, Sage Publishing, 5 th edition.
- Corporate Communication and Public Relations, Dr. Rinkesh Chheda, Himalaya Publishing House, Edition 2023.

Course Name: DIGITAL FLUENCY**Credits: 02****Course Description:**

This course on Digital Fluency equips with essential skills to thrive in the digital age, focusing on both technological proficiency and soft skills for effective communication and collaboration. It covers computer basics, operating systems, internet browsing, email, and social media management, while also introducing emerging technologies like AI, IoT, cloud computing, and cyber security. The course emphasizes the practical application of these technologies in business operations and decision-making. Additionally, learners will develop critical thinking, problem-solving, and communication skills to excel in digital workspaces and foster innovation in their careers.

Course Objectives:

- Develop an understanding of digital fluency, computer basics, and safe online practices.
- Explore emerging technologies like AI, IoT, cloud computing, and cyber security and their real-world applications.
- Construct skills in digital communication, collaboration, and innovative problem-solving for modern business challenges.

Course Outcomes

- Demonstrate proficiency in using computer systems, the internet, and digital tools securely for personal and professional purposes.
- Apply technologies like AI, IoT, and cloud computing to enhance business operations and decision-making.
- Express digital communication tools, creativity, and design thinking to address challenges and collaborate effectively

Units	Syllabus
Unit 01	Introduction to Digital Fluency: Understanding Digital Fluency, Importance of Digital Fluency in Business and Career, Skills Required for Digital Fluency: Digital literacy vs. digital fluency
Unit 02	Computer Basics and Digital Devices: Introduction to Computer Basics and Digital Devices, Introduction to Computer Hardware and Software: Key computer components (CPU, memory, storage, peripherals); understanding various software types (system, application, utility). Basics of Operating System and File Management: Overview of popular operating systems (Windows, macOS, Linux); file organisation, naming conventions, and backup techniques. Internet and Web Browsing: Overview of browsers and their functionalities; safe browsing practices.
Unit 03	Internet, Email, and social media Essentials: Introduction to Internet, Email, and social media Essentials, Using the Web Effectively: Search engines and search strategies;

	evaluating the reliability of online information. Email Management and Etiquette: Creating, organising, and managing email accounts; composing, sending, and archiving emails; email etiquette and best practices. Social Media Basics: Privacy and security settings on social media platforms; responsible posting and sharing of content, Introduction to social media marketing and trends.
Unit 04	Overview of Emerging Technologies-I: Introduction to Emerging Technologies, Artificial intelligence, machine learning, deep learning, Database management for data science and big data analytics
Unit 05	Overview of Emerging Technologies-II: Internet of Things (IoT) and Industrial Internet of Things (IIOT), Cloud computing and service models (SaaS, PaaS, IaaS), Cyber security: types of cyber-attacks (phishing, ransomware, hacking).
Unit 06	Applications of Emerging Technologies: Real-world applications of artificial intelligence (AI) in business operations, Real-world applications of big data analytics for decision-making, Real-world applications of Internet of Things (IoT) in supply chain and manufacturing, Real-world applications of cloud computing in cost-saving and scalability, Real-world applications of cyber security solutions for business protection
Unit 07	Building Essential Skills Beyond Technology: Introduction to Building Essential Skills Beyond Technology, Effective Communication in Digital Environments: Professional email communication, Virtual presentations, Digital collaboration tools (Slack, Microsoft Teams), Creative Problem Solving & Critical Thinking: Approaching business challenges with innovation. Data-driven decision-making, Collaboration and Teamwork in Digital Workspaces: Tools and platforms for virtual teamwork, Innovation & Design Thinking: Fostering innovation in the digital age Introduction to design thinking methodologies

Textbook:

- "Digital Literacy For Dummies", Author: **Faith Wempen**, Publisher: **Wiley**
- "The Digital Transformation Playbook: Rethink Your Business for the Digital Age", Author: **David L. Rogers**, Publisher: **Columbia Business School Publishing**

Reference Books:

- P. N. Thomas and A. Raghuramaraju, “Digital India: Understanding Information, Communication and Social Change,” New Delhi, India: Sage Publications India Pvt Ltd, 2017.
- R. Thareja, “Computer Fundamentals and Programming in C,” New Delhi, India: Oxford University Press, 2021.
- R. P. Jain and S. K. Jain, “Introduction to Information Technology,” New Delhi, India: Firewall Media, 2015.
- K. D. Tripathi, “Social Media: Concepts, Practices and Trends,” New Delhi, India: PHI Learning Pvt. Ltd., 2020.
- N. K. Venkateswaran, “Cyber Security and Digital Forensics: A Practical Approach,” Boca Raton, FL: CRC Press, 2018.
- S. Gandhi and R. Sharma, “Digital Privacy and Security,” New Delhi, India: Springer Nature Singapore Pte Ltd, 2021.

Course Name: CORPORATE FINANCE

Credits: 04

Course Description:

This course aims at equipping the participants with the basic tools, techniques, and theories necessary for corporate financial analysis especially while investing, raising funds, and rewarding the shareholders of a business organization.

Course Objectives:

- Define the basic concepts of financial management, time value of money and its computation.
- Explain investment management decision making techniques.
- Learn various capital structure theories
- Examine the Cost of capital.
- Describe dividend policy decision for real life situations.

Course Outcomes:

- Demonstrate the concept of financial management function and time value of money.
- Discuss investment appraisal techniques and evaluation of project
- Analyse the techniques and theories of capital structure.
- Demonstrate the concept of cost of capital.
- Apply theories of dividend policy for real life scenarios.

Units	Syllabus
Unit 01	Introduction to Finance and Business Finance: Definition and Significance of Finance in Business. Understanding the Role and Importance of Finance in Business Operations. Overview of the finance function and its responsibilities. Objectives and Goals Associated with Managing Business Finances Effectively.
Unit 02	Organization Structure and Financial Management: Organization Structure of Finance Department: Exploring the Structure and Roles within a Finance Department. Financial Management: Introduction to Financial Management, Goals of Financial Management: Key objectives, including profit maximization and wealth maximization.
Unit 03	Time Value of Money and Techniques: Time Value of Money: Understanding the concept and significance of the time value of money in finance. Techniques of Time Value of Money: Compounding and Discounting Techniques.3.4 -
Unit 04	Introduction to Investment Appraisal Techniques: Overview of Investment Appraisal Techniques, Importance and Role in Decision Making
Unit 05	Non-Discounted Cash Flow Techniques: Payback Period Method, Accounting Rate of Return (ARR) Method

Unit 06	Discounted Cash Flow Techniques: Net Present Value (NPV) Method, Internal Rate of Return (IRR) Method, Profitability Index (PI) Method, Discounted Payback Period Method
Unit 07	Fundamentals of Capital Structure: Optimum Capital Structure, Factors Determining Capital Structure and Theories in Determination of Capital Structure
Unit 08	Leverages and EBIT-EPS Analysis: EBIT-EPS Analysis and Types of Leverages with Basic Problems
Unit 09	Problems and Practical Applications: Problems Related to Capital Structure
Unit 10	Cost of Individual Sources of Finance: Introduction to Sources of Finance and Overview of different types of finance (Equity, Debt, Preferred Capital, Retained Earnings)
Unit 11	Weighted Average Cost of Capital (WACC): Introduction to WACC, Application of WACC and Calculating WACC-Problems
Unit 12	Dividends and Dividend Policy: Types of Dividends and Dividend Policy, Determinants of Dividend Policy
Unit 13	Dividend Theories: Gordon Growth Model, Walter's Model and MM Dividend Irrelevancy Theory
Unit 14	Problems and Practical Applications: Problems Related to Dividend Policy

Textbooks:

- Khan & Jain, Financial Management, Tata McGraw Hill Education, Seventh Edition, 2017.
- I.M. Pandey, Financial Management, Vikas publishing House, Eleventh Edition, 2015.

Reference books:

- Schall & Haley, Introduction to Financial Management, McGraw-Hill College, Subsequent Edition.
- Brealey & Myres, Principles of Corporate Finance, McGraw-Hill Education / Europe, Eleventh Edition, 2013.
- Prasanna Chandra, Financial Management, theory and practice, Tata McGraw Hill, Tenth Edition, 2019.

Course Name: BUSINESS LAW

Credits: 04

Course Description:

This course provides understanding on issues related to formation of a company and the corporate laws. A brief understanding on the laws of insolvency is also provided.

Course Objectives:

- Introduce various Business Regulations and familiarize them with common issues of business in the day today business scenario.
- Explain the regulation related share capital and financing of companies.
- Describe legal aspects of administration of corporates
- Discuss law related to insolvency of corporates.
- Explain the laws related to frauds and fraudulent activities in corporates

Course Outcomes:

- Describe the formation and constitution of a company.
- Comprehend the regulations related to financing of corporates
- Evaluate the legal provisions related to administration of companies
- Explain the legal aspects related to insolvency and liquidation of companies
- Apply legal controls over market abuse and criminal activity

Units	Syllabus
Unit 01	The formation and Constitution of a company: Introduction to the Formation of a Company, the rules relating to pre-incorporation contracts, the procedure for registering companies (both public and private), including the system of streamlined company registration.
Unit 02	Constitution of a company: Introduction to the Constitution of a Company, Explain the meaning and effect of limited liability. Analyse different types of companies, especially private and public companies. Illustrate the effect of separate personality and the veil of incorporation. Discuss the role and duties of company promoters, as well as breaches of those duties and the remedies available to the company.
Unit 03	Constitutional Documents: Introduction to Constitutional Documents, Analyse the effect of a company's constitutional documents, including the contents of model articles of association. Explain how articles of association can be changed and the controls over the names that companies may or may not use.
Unit 04	Introduction to Share Capital: Introduction to Capital and Revenue and different types of capital, Illustrate the difference between various classes of shares, including treasury shares, and the procedure for altering class rights.

Unit 05	Allotment of Shares: Explain the Allotment of Shares, distinguish between right issue and bonus issues, Examine the effect of issuing shares at either a discount, or at a premium.
Unit 06	Loan Capital: Define companies borrowing powers and explain the meaning of loan capital and debentures. Distinguish loan capital from share capital, and explain the different rights held by shareholders and debenture holders,
Unit 07	Company charge: Explain the concept of a company charge and distinguish between fixed and floating charges. Describe the need and the procedure for registering company charges
Unit 08	Capital maintenance and Dividend law: Introduction to Capital Maintenance and Dividend Law, Explain the doctrine of capital maintenance and capital reduction. Explain the rules governing the distribution of dividends.
Unit 09	Company directors: Meaning of Company Directors, Explain the role of directors in the operation of a company, Different Types of Director-executive, Non-executive or de jure and de facto directors and Shadow directors , Discuss the ways in which directors are appointed, can lose their office and the disqualification of directors, Distinguish between the powers of the board of directors, the managing director/chief executive and individual directors to bind their company, Explain the duties that directors owe to their companies controls imposed by statute over dealings between directors and their companies, including loans.
Unit 10	Company Auditors: Discuss the appointment procedure relating to, and the duties and rights of a company auditor, Procedure of removal or resignation of a company auditor
Unit 11	Company meeting and resolution: Distinguish between types of meetings: general meetings and annual general meetings, distinguish between types of resolutions: ordinary, special, and written, Explain the procedure for calling and conducting company meetings.
Unit 12	Insolvency and administration: Introduction to Insolvency and Administration, Explain the meaning of and procedure involved in voluntary liquidation, Including members and Creditors voluntary Liquidation. Explain the meaning of the grounds for, and the procedure involved in compulsory liquidation, Explain the order in which company debts will be paid off on liquidation, Explain administration as a general alternative to liquidation. Explain the way in which of an administrator may be appointed, the effects of such appointment, and the powers and duties an administrator.
Unit 13	Legal Controls: Recognise the nature and legal controls over market abuse, Insider Dealing, money laundering, Bribery

Unit 14	Criminal Activity: Discuss potential criminal activity in the operation, management and liquidation of companies, Recognise the nature and legal control over fraudulent and wrongful trading.
---------	--

Textbook:

- M C Kuchhal & Vivek Kuchhal (2003) Business Law, S Chand Publishing

Reference books

- N D Kapoor (1998) Mercantile Law, Sultan Chand & Sons publishers
- P C Tulsian (1987) Business Law, Tata McGraw Hill publisher.
- A James Barnes, Terry M Dworkin & Eric Richards, (2001) Law for Business, McGraw Hill publications.

Course Name: MARKETING MANAGEMENT**Credits: 04****Course Description:**

The course aims to introduce basic concepts of marketing and promotion models. The course deals with introductory topics such as segmenting, targeting, positioning, and pricing strategies. Application of basic concepts in management situations is done with the help of topics like AIDA Model, personal selling, direct marketing and network marketing.

Course Objectives:

- Explain key marketing concepts and skills.
- Describe the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy
- Discuss the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting, and positioning.
- Examine the product mix, pricing strategy, branding, and packaging tools in marketing.
- Evaluate marketing channels, supply chain, and multi-level marketing.

Course Outcome:

- Summarise the importance of STP in marketing.
- Categorise the various product and pricing strategies.
- Apply the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting, and positioning.
- Prepare marketing plans using product mix, pricing strategy, branding, and packaging tools.
- Analyse and manage marketing channels and supply chain decisions effectively.

Units	Syllabus
Unit 01	Foundations of Marketing: Introduction to Marketing : Definition & Core Concept, Nature, Importance and Scope of Marketing, The Evolution of Marketing Orientation, Customer Orientation : Definition, Concept & Four Basic Stages of Customer Orientation (Develop, Manufacture, Market, Deliver), Core Concepts of Marketing (Needs, Wants, Demand, Product, Value, Cost, Satisfaction, Exchange, Transaction, Market), Philosophies of Marketing Management (Production, Product, Selling, Marketing, and Societal Marketing), The Marketing Mix (4Ps and 7Ps)
Unit 02	Segmentation and Targeting: Introduction to Segmentation, Targeting and Positioning, Bases for Market Segmentation of Consumer Goods, Effective Segmentation Criteria, Evaluating & Selecting Target Markets, Concept of Target Market - Definition & Importance, Types of Target Market
Unit 03	Positioning & International Marketing: Concept of Positioning: Positioning Statement & Differentiation, Approaches, Strategies and Methods of Positioning, Positioning Error and

	Repositioning, International Marketing - Entry Strategies (Choice of Target Market, Entry Mode, Marketing Plan and Control System)
Unit 04	Product Concepts & Development: Introduction to Product Concept: Core Product, Actual product, Augmented Product, Product Hierarchy: Definition & Levels of Hierarchy, New Product Development: Understanding, Importance & Benefits, Stages of New Product Development, Diffusion of New Products, Product Life Cycle (PLC) : Concept & Stages of PLC, Product Mix : Concept & Strategies
Unit 05	Strategic Marketing Tools: Ansoff's Matrix, BCG Matrix
Unit 06	Services Marketing: Meaning of Services and Unique Characteristics of Services, 7Ps of Service Marketing, Service Delivery Process
Unit 07	Pricing Strategy: Pricing Strategy: Introduction & Concepts for Establishing Value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, new product pricing – Price Skimming & Penetration pricing.
Unit 08	Branding: Introduction to Branding: Definition, Concept & Importance, Brands: Meaning, Types, Examples, Brand equity: Definition & Concept
Unit 09	Branding Strategies: Branding Strategies: Concept & Types, Factors Affecting Branding Strategies
Unit 10	Packaging and Labelling: Introduction to Packing and Labelling, Packaging as a Marketing Tool and Its Challenges, Requirement of Good Packaging, Role of Labelling in Packaging
Unit 11	Marketing Communications: Introduction to Marketing Communications, Difference between Marketing Mix and Marketing Communications Mix, Components of Communications Mix, Communication Objectives, Steps in Developing Effective Communication, Stages in Designing Message
Unit 12	Advertising: Introduction to Advertising: Concept & Understanding, Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions
Unit 13	Promotion Decisions: Introduction to Promotion Decisions: Concept, Need, Types & Importance, Tools and Techniques of Sales Promotion, Push-Pull Strategies of Promotion, Personal Selling - Concept, Features & Functions, Steps of Personal Selling Process, Types of Selling, Publicity / Public Relation - Meaning, Objectives, Types, Functions of Public Relations, Direct Marketing - Meaning, Features, Functions, social media and Social Networks Marketing: Concept & Understanding
Unit 14	Marketing Channels: Introduction to Marketing Channels: Concept, Types & Importance, Alternative Channels, Factors Affecting Channel Choice, Channel Design and Channel Management Decision, Channel Conflict, Distribution Channels in Marketing, Supply Chain Management: Concept & Understanding, Multi-Level Marketing (Pyramid Selling/Network Marketing/Referral Marketing): Concept & Understanding

Textbooks:

- Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 15/e, Pearson Education, 2017.
- Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2018.

Reference books:

- Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014.
- Marketing Management- Karunakaran, HPH.
- Marketing in India: Neelamegham, 4/e, Vikas publications.

Course Name: ORGANIZATIONAL BEHAVIOUR**Credits: 04****Course Description:**

This course provides a comprehensive analysis of individual and group behaviour in organisations. Its purpose is to provide an understanding of how organisations can be managed more effectively and at the same time, enhance the quality of employees' work life. The topic includes organizational behaviour models, individual behaviour, group behaviour, leadership theories, organizational culture, climate, managing change and resistance to change among employees and gender sensitive workplaces.

Course Objectives:

- Illustrate basic elements that shape human behaviour and provide an in-depth look at key factors essential for the successful execution of managerial roles and responsibilities.
- Explain the implications of OB in today's organisational work life.
- Recognise the importance of human behaviour.
- Describe how people behave under different conditions and understand why they exhibit such behaviour.
- Analyse specific strategic human resources demands for future action.

Course Outcomes

- Deduce how individual and group behaviour play a predominant role in organisational work-life.
- Apply the skills to manage individual and group behaviour, steering towards organisational effectiveness, addressing challenges, and adopting coping strategies while introducing changes in the organisation.
- Demonstrate the applicability of the concept of organisational behaviour to understand the behaviour of people in the organisation.
- Analyse the complexities associated with the management of group behaviour in the organisation.
- Assess strategic human resource demands to plan future actions.

Units	Syllabus
Unit 01	Organisational Behaviour: Introduction: Meaning, Nature, Features & Significance, Contributing Disciplines of OB, Foundations of OB, Application of OB in Management, Theoretical Framework of OB (Behavioural Framework, Cognitive Framework, Social Cognitive Framework), Organisational Behaviour Models (Autocratic, Custodial, Supportive, Collegial & System), Emerging issues in Organisational Behaviour.
Unit 02	Individual Behaviour: Introduction to Individual Behaviour: Concept & Definition, Factors Affecting Individual Behaviour (Personal, Environmental, Organizational)
Unit 03	Personality: Personality: Definition & Nature, Measuring Personality (Self-Report Survey & Observer-Rating Surveys), Factors Influencing Personality, Personality Traits: Definition &

	Understanding, Types of Personality Traits, Personality Traits Theories (Big Five Personality & Myers-Briggs Type Indicator)
Unit 04	Learning: Introduction: Definition & Concept, Theories of Learning (Stimulus-Response, Cognitive, Social Learning), Principles of Learning, Schedules of Reinforcement
Unit 05	Emotions: Emotions: Definition & Concept, Role of Emotions in Organisational Behaviour, Types of Emotions, Theories of Emotion in Workplace (Affective Events Theory, Emotional Contagion Theory, Emotion Regulation Theory)
Unit 06	Emotional Labour & Emotional Intelligence: Emotional Labour: Definition & Concept, Emotional Labour: Three Major Levels (Surface Acting, Deep Acting & Genuine Acting), Concept of Cognitive Dissonance, Emotional Intelligence: Definition & Concept, Four Building Blocks of Emotional Intelligence (Self-Awareness, Self-Management, Social Awareness & Relationship Management)
Unit 07	Perception: Perception: Definition & Introduction, Process of Perception (Receiving, Selecting, Organizing, Interpreting), Importance of Perception in OB, Attribution Theory, Impression Management - Definition & Concept, Types of Impression Management (Defensive & Assertive; Self-Presentation Techniques), Influence of Impression Management on Organisational Culture
Unit 08	Attitude: Attitude: Definition & Nature, Components of Attitude, Function of Attitude, ABC model (Antecedent-Behaviour-Consequence), Function of Attitude, Measurement of Attitude, Work-related Attitude: Employee's Evaluation About the Working Environment
Unit 09	Group Behaviour: Group Behaviour: Definition & Concept, Types of Groups in Organisational Behaviour, Factors Affecting Group Behaviour, Five Stages of Group Development by Bruce Tuckman, Properties of Groups
Unit 10	Group Decision Making: Group Decision Making: Concept & Understanding, Techniques of Group Decision Making, Groupthink: Meaning, Features, Causes, & Ways to Avoid, Group shift: Concept & Causes, Difference between Groupthink & Group shift
Unit 11	Leadership: Leadership: Meaning & Importance, Leaders Vs Managers, Leadership Styles, Core Leadership Theories (Trait Theory, Behavioural Theory, Contingency Theory, Power & Influence Theory)
Unit 12	Power and Politics: Power: Definition & Characteristics, Sources of Power in Organisations (Interpersonal Sources & Structural Sources), Power Centres and Organizational Dynamics, Political Perspectives of Organisations, Politics as Means of Resolving Conflicting Interest in Organisations
Unit 13	Organisational Culture: Organisational Culture: Concept & Characteristics, Organisational Climate: Concept & Characteristics, Differences Between Organisational Climate & Culture with Examples, Factors Influencing Organisational Climate, Factors Influencing Organisational Climate
Unit 14	Organisational Change: Organisational Change : Definition, Importance & Types, Process of Organisational Change, Kurt Lewin's Model of Planned Change (Unfreezing, Moving,

	Refreezing), Forces for Change in Organisation, Stability Vs Change, Proactive Change Management : Definition, Concept & Example, Reactive Change Management : Definition, Concept & Example, Proactive Vs Reactive Change Management – Differences, Resistance to Change : Causes & Ways to Overcome Them, Strategies to Effectively Manage Organisational Change
--	--

Textbook:

- Prasad, L. M. (2019). *Organizational Behaviour* (6th rev. ed.). Sultan Chand.

Reference Books:

- Stephen P Robbins, et al: *Organizational Behaviour*, Pearson Publication, Recent
- John W Newstrom& Keith Davis: *Organizational Behaviour*, McGraw Hill.
- P G Aquinas: *Organizational Behaviour*, Excel Books.

Course Name: ENTREPRENEURIAL SKILLS**Credits: 02****Course Description:**

Entrepreneurship is not just about start-ups: it is a topic that is rapidly growing in importance in government policy and in the behaviour of established firms. The course provides with an understanding of the role and personality of the entrepreneur, and a range of skills aimed at successful planning of entrepreneurial ventures. Material covered includes fostering creativity and open-mindedness, knowledge acquisition and management, innovation systems, screening and evaluating new venture concepts, market evaluation and developing a marketing plan, legal Issues Including intellectual property, preparation of venture budgets, and raising finance. The major piece of assessment is the writing of a comprehensive business plan for a new venture.

Course Objectives:

- Describe the fundamental concepts of entrepreneurship and emerging trends for effective decision-making.
- Explain the entrepreneurial process and various thinking styles.
- Discuss creativity and innovation through problem-solving techniques and the development of business models.

Course Outcomes

- Demonstrate an understanding of entrepreneurship and its role in decision-making.
- Apply the entrepreneurial process and various thinking styles
- Analyse and create innovative solutions using problem-solving techniques and business models.

Units	Syllabus
Unit 01	INTRODUCTION TO ENTREPRENEURSHIP: Evolution, Characteristics, Nature, Types, Functions of Entrepreneur, Distinction between an Entrepreneur and a Manager, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Emerging trends of contemporary entrepreneurship.
Unit 02	THE ENTREPRENEURIAL PROCESS: Steps in the Entrepreneurial Process: Generating Ideas, Opportunity Identification, Implementing and managing the Venture, Design Thinking, Systems Thinking, Agile thinking and Lean thinking.
Unit 03	CREATIVITY: Creativity, Principles of creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectic's, Value Analysis
Unit 04	INNOVATION: Innovation and Entrepreneurship: Concept and Models of Innovation Principles of Innovation, Methods of protecting Innovation and creativity.
Unit 05	ENTREPRENEURSHIP PRACTICE: Essentials of Business Ownership, Types of ventures, Risk and Benefits, Market Research (venture opportunity screening), Feasibility Analysis

Unit 06	BUSINESS PLAN: Introduction to the Business Plan, Developing the Business Model for starting a new venture, The nature of international entrepreneurship and their importance.
Unit 07	SOURCES OF RAISING CAPITAL: Different sources of financing for start-ups, stages of financing involve in start-ups, advantages and disadvantages of the different sources of financing, Specific financial assistance from government and financial institutions to promote entrepreneurship.

Textbooks:

- Allen, K. R. (2011), “Launching New Ventures: An Entrepreneurial Approach”, 6th Edition. Mason, Ohio: South-Western Cengage Learning.
- Kuratko, Donald F. Entrepreneurship: (2010) Theory, Process, Practice 9th Edition. Mason, Ohio: South-Western Cengage Learning.

Reference Books:

- Scarborough, N. M. (2011), “Essentials of Entrepreneurship and Small Business Management”, 6th Edition. New Jersey: Prentice Hall.
- Verstraete, T. and Jouioson-Laffitte, E. (2012), “A Business Model for Entrepreneurship”, Cheltenham: Edward Elgar Publishing Ltd.
- Poornima Charantimath, (2007) “Entrepreneurship Development-Small Business Enterprise”, Pearson Education.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, (2007), Entrepreneurship, (6 ed.), The McGraw-Hill companies.
- Rajiv Roy, (2011), Entrepreneurship, (2 ed.) Oxford University Press

Course Name: ENVIRONMENTAL STUDIES**Credit: 01****Course Description:**

This course aims to provide a comprehensive understanding of ecosystems, including the flow of energy within various ecosystems. It delves into the study of natural resources, both renewable and non-renewable, highlighting their importance and sustainability. The course also focuses on a detailed analysis of biodiversity and its conservation, examining the different types of conservation efforts and identifying key biodiversity hotspots in India. Additionally, it covers environmental pollution by exploring its types, causes, effects, and mechanisms for controlling pollution. The course further examines environmental legislation and case studies to understand the legal and practical approaches to addressing environmental issues.

Course Objectives:

- Explain the importance of ecosystems, biodiversity, and human interventions in nature for sustainable existence.
- Describe national policies, Environmental Acts, effective waste management and ecosystem conservation.

Course Outcomes:

- Discuss the significance of environmental studies, natural resources, biodiversity conservation, and sustainability practices.
- Assess pollution control measures, environmental laws, to address mitigate environmental challenges effectively.

Units	Syllabus
Unit 01	Introduction to environmental studies & ecosystems: Multidisciplinary Nature of the Environment, what is an Ecosystem? Structure and Function of Ecosystems; Energy Flow in an Ecosystem: Food Chains, Food Webs, and Ecological Succession.
Unit 02	Natural resources: Introduction to Natural Resources, Renewable and Non-Renewable Resources, Land Resources and Land Use Change, Land Degradation, Soil Erosion, and Desertification. Deforestation: Causes and Impacts Due to Mining and Dam Building on the Environment and Forests.
Unit 03	Biodiversity and conservation: Introduction to Biodiversity and Conservation, Levels of Biological Diversity: Genetic, Species, and Ecosystem Diversity, Biogeographic Zones of India - Biodiversity Patterns and Global Biodiversity Hotspots. India as a Mega-Biodiversity Nation; Endangered and Endemic Species of India, Threats to Biodiversity: Habitat Loss, Poaching of Wildlife, and Man-Wildlife Conflicts
Unit 04	Environmental pollution: Introduction to Environmental Pollution, Types, Causes, Effects, and Controls: Air, Water, Soil, and Noise Pollution. Nuclear Hazards and Human Health Risks,

Textbooks

- Main Readings: 1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
- Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.

Reference books

- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland: Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013.

SEMESTER – III

Course Name: PRODUCTION AND OPERATION MANAGEMENT

Credits: 04

Course Description:

The course 'Production and Operations management' aims at production planning procedure and production controls to achieve best production practices in manufacturing environment. This course introduces inventory management and deals with various inventory techniques like ABC analysis, VED analysis, JIT, EOQ, and FSN Analysis. The Course covers concepts of standard time, charts and diagrams and automation. The course also covers total quality management, quality circles, ISO, and waste management.

Course Objectives:

- Identify the productions and operations management with different planning procedures.
- Describe the Factors determining the production and inventory control techniques like EOQ, ABC analysis, VED analysis, JIT.
- Illustrate Models for Operations Management and International Operations Management
- Assess supply chain management concepts, logistics, and operations.
- Explain operations management, quality control and waste management concepts.

Course Outcomes:

- Distinguish the different types of production procedures and identify the advantages &disadvantages.
- Explain the Factors determining the production and inventory control techniques like EOQ, ABC analysis, VED analysis, JIT.
- Practice Models for Operations Management and International Operations Management
- Apply SCM strategies, logistics operations, and documentation processes.
- Analyse operations management, quality control and waste management concepts use in Business organisations.

Units	Syllabus
Unit 01	Introduction to production and operation management: Introduction to production and operation management, Meaning and definition, objectives production and operation management. Scope & Classification of POM
Unit 02	Production planning and control: Introduction to Production Planning, Meaning & definition, objectives of production planning, Factors determining the production planning procedure
Unit 03	Production Control: Introduction to Product Control, Production control-meaning, Factors determining the production control.
Unit 04	Introduction to inventory Management: Introduction to inventory Management, Meaning and definition, purchasing, selection of suppliers of inventory management, Market equilibrium.

Unit 05	Material Handling: Introduction to Material Handling, Material handling principles and practices, Economic consideration, criteria for selection of materials handling equipment, Standardization, codifications, simplification,
Unit 06	Inventory Control: Introduction to Inventory Control, inventory control, Techniques of inventory control – ABC analysis, VED analysis, JIT, EOQ(Questions), FSN analysis.
Unit 07	Introduction to SCM: Introduction to SCM, Definition of supply chain management, Information Technology and SCM, Logistics - An Integral Component of Supply Chain Management
Unit 08	Logistics and SCM: Introduction to Logistics and SCM, Logistics Operations in Supply Chain Network International Logistics - Finished Goods Supply Chain – Reverse Logistics - 3PL Contract Logistics Operations, Warehouse Management System - Documentation in Supply Chain Management -
Unit 09	Aggregate Product Planning: Introduction to Aggregate Product Planning, Aggregate Product Planning - Factors Affecting Aggregate Planning - Aggregate Planning as an Operational Tool - Importance of Aggregate Planning - Aggregate Planning Strategies
Unit 10	Introduction to Operation Management: Introduction to Operation Management, Meaning & Definition, Elements of Operational Management, Different schools of management thought
Unit 11	Framework and Strategic Role of operation Management: Introduction to Framework of Management, Framework of Managing Operations, Strategic role of Operations, Trends in Operational Management. Forced choice model of strategic planning for Operations.
Unit 12	Production and operation strategy: Introduction to production and operation Strategy, Building Production and Operations Strategy on competitive priorities, International Operations Management- Challenge in operations management.
Unit 13	Introduction to Quality Control: Introduction to Quality Control, Statistical quality control, quality management, control charts & operating characteristics curves, acceptance sampling procedures.
Unit 14	Quality Areas and Waste Management: Introduction to Quality Area and Waste Management, Quality circles, Meaning of ISO & TQM, Maintenance & waste management: Modern scientific maintenance Methods

Textbooks

- Ashwathappa. K and Sridhar Bhatt, (2012), Production & Operations Management, Himalaya publications
- Everett E. Adam, Jr. Ronald J. Ebert, Production and Operations Management, PHI Learning Pvt Ltd

Reference books

- Sarin Buffa (2011), Modern Production & Operations Management, Wiley India Pvt. Ltd
- Victory E Sower, Michael J Sovie (2012), Production & Operations Management, MCB Ltd.

- JK Sharma (2010), Operations Research - Problems & Solutions, Macmillan India Limited.

Course Name: HUMAN RESOURCE MANAGEMENT**Credits: 04****Course Description:**

This course introduces to Human Resource Management (HRM), focusing on its strategic role in organizations. Learners will learn key HRM functions and explore current HRM issues and trends.

Course Objectives:

- Describe the basic concepts, principles, and functions of Human Resource Management (HRM).
- Explain with the process of HR planning and recruitment.
- Develop an understanding of training needs and training methods.
- Explore the objectives and process of performance management.
- Discuss the concept of compensation and benefits.

Course Outcomes:

- Define HRM, explain its importance, and identify its major functions in organizations.
- Analyse job analysis, describe recruitment processes, and evaluate recruitment sources.
- Design and evaluate training programs, including employee orientation processes.
- Explain the performance appraisal process, analyse common problems, and apply different performance rating systems.
- Apply total compensation, analyse forms of pay, and understand legal and ethical issues in compensation

Units	Syllabus
Unit 01	Meaning, Definition, Nature, Scope, Importance, Evolution: Introduction to Meaning, Definition, Nature, Scope, Importance, Evolution, Meaning, Nature, Scope of HRM, Importance and Evolution of the concept of HRM
Unit 02	Functions and Principles, Models of HRM: Introduction to Functions and Principles, Models of HRM, Functions of HRM, Principles of HRM, Models of HRM
Unit 03	HRM & Personnel Management: Introduction to HRM & Personnel Management, HRM & Personal Management, Factors Influencing HRM
Unit 04	HR Planning: Introduction to HR Planning, Importance, Factors, Benefits, Process, Barriers; Job Analysis, Job Description, Job Evaluation
Unit 05	Recruitment: Introduction to Recruitment, Importance of Recruitment, Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment, Trends of Recruitment
Unit 06	Selection: Introduction to Selection, Selection Process, Selection Tests, Factors Affecting Selection
Unit 07	Training: Introduction to Training, Introduction, Definitions, Training Needs Analysis, Training Methods, and Techniques

Unit 08	Development: Introduction to Development, Development Programs and Career Planning, Evaluating Training Effectiveness, Employee Orientation and On boarding
Unit 09	Introduction to Performance Management: Introduction to Performance Management, Objectives of Performance Management, Performance Management
Unit 10	Performance Appraisal: Introduction to Performance Appraisal and Objectives of Performance Management, Meaning, Features, Benefit and Common Problems with Performance Appraisals
Unit 11	PM Process & Performance Rating System: Introduction to PM Process & Performance Rating System, Performance Management Process, Meaning of performance Rating system & Types of Performance Rating Systems
Unit 12	Introduction to Compensation: Introduction to Compensation, Induction Definitions, and need of induction programme
Unit 13	Rewards System, Forms of Pay, pay rates: Introduction of Rewards System, Forms of Pay, pay rates, Total Compensation, Total Rewards System, Forms of Pay and Establishing Pay Rates, Employee Benefits
Unit 14	Legal and Ethical issues: Introduction to Legal and Ethical issues, Employee Benefits, Legal and Ethical Issues in Compensation, Managing Compensation Costs.

Textbooks:

- Human Resource Management by Gary Dessler - 16th Edition, 2019.
- Human Resource Management: Theory and Practices by R. C. Sharma, Nipun Sharma - 2019 Edition.

Reference books:

- Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold - 6th Edition, 2012.
- Strategic Human Resource Management by Jeff Mello - 5th Edition, 2014.

Course Name: MANAGERIAL ECONOMICS**Credits: 04****Course Description:**

The ability to make informed decisions is essential for managers, individuals, and households. Success relies on understanding factors like resource limitations, opportunity costs, and trade-offs. A strong grasp of economic principles ensures efficient resource allocation, rational choices, and effective solutions across businesses, organizations, governments, and daily life.

Course Objectives:

- Explain fundamental concepts of Economics in decision-making processes.
- Describe the concepts of demand and supply to market dynamics and consumer behaviour.
- Analyse the production function for business optimization.
- Relate market structures and the application of game theory for competitive strategies.
- Review the National Income and their implications on the economy.

Course Outcomes:

- Apply the concepts and principles of Managerial Economics
- Discuss and relate to the market concepts of Demand and Supply
- Correlate the Production Function and Cost Analysis
- Demonstrate the Market structures and Game theory.
- Describe National Income concept and types of Business Cycles.

Units	Syllabus
Unit 01	Introduction to Managerial Economics: Introduction, Meaning, Nature and Scope, Fundamental Economic Concepts: Opportunity Cost, Discounting Principle, Time Perspective, Incremental Reasoning, Equi-Marginal Concept, Marginal Concept in Economics.
Unit 02	Economic Information: Introduction to Economic Information, Economies of Information: Risk, Uncertainty, And Theory of the Firm.
Unit 03	Introduction to Demand and supply analysis: Introduction, Market demand and supply functions and curves. Law of Demand, Determinants of demand, Elasticity of Demand & Elasticity of Supply, Market Equilibrium.
Unit 04	Consumer Behaviour: Introduction to Consumer Behaviour, Consumer Behaviour and Rational Choice: Cardinal and Ordinal Approaches to Consumer Utility. Maximisation of Consumer Utility by the Technique of Indifference Curves and Budget Lines.
Unit 05	Demand Forecasting: Introduction to Demand Forecasting, Benefits of Demand Forecasting, Demand Forecasting, its Methods and Uses

Unit 06	Law of Diminishing Returns: Introduction to Diminishing Marginal Utility, Introduction to the Law of Diminishing Returns, Introduction: Laws of Diminishing Returns to a Factor.
Unit 07	Return to scale: Introduction to Returns to Scale, Returns to Scale, Economies and Diseconomies of Scale.
Unit 08	Production function and cost Analysis: Introduction to Production Function and Cost Analysis, Production Function: Estimation of Production Function; Cobb-Douglas Production Functions. Concepts of Cost: Cost Analysis
Unit 09	Perfect Market: Introduction to Perfect Market and its features, Price Determination under Perfect Competition.
Unit 10	Imperfect Market: Introduction to Imperfect Market, Monopoly, Oligopoly, Duopoly, and Monopolistic Competition and their features
Unit 11	Game Theory and pricing Practice: Introduction to Game Theory and Pricing Practice, Game Theory and Competitive Strategy: Dominant Strategy, Nash Equilibrium. Types of Pricing Practice: Competitive Pricing and Non-Pricing Strategies.
Unit 12	Introduction to National Income: Definition, Measurement of National Income in India, Importance of National Income in India
Unit 13	National Income Analysis: Introduction to National Income Analysis, Importance of National Income Analysis; Balance of Payments (BOP). Types / Components of BOP
Unit 14	Business Cycles: Business Cycles, Business Cycles: Meaning, Types of Business Cycles. Characteristics of Business Cycles. Causes and Phases of Business Cycles.

Textbook:

- Yogesh Maheswari, Managerial Economics, PHL Learning, New Delhi, 2005

Reference books:

- Mark Hirschey, “Managerial Economics – An Integrative Approach”, 2008, 1st Ed. Cengage Learning.
- Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Managerial Economics, 2008, 4th Ed., Pearson Education
- D. N. Dwivedi, “Managerial Economics”, 2009, 7th Ed. Vikas Publishing House Pvt. Ltd
- Dominik Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.

Course Name: INDIAN ETHOS AND LEADERSHIP**Credits: 02****Course Description:**

This course introduces Indian Ethos and leadership as the modern managerial approach to ethical questions in business environment. It gives not only understanding of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics through leadership in organizations. This course is an important contribution to increasing standards of business as the learners are future executives of organizations.

Course Objectives:

- Describe concepts of ethics, types, importance of various approaches including Indian ethos.
- Define the nature of strategic leadership in organisation.
- Discuss about leadership in different culture, inclusion, diversity and trends in leadership.

Course Outcomes:

- Explain the basic concepts in ethics, types, the need & importance of various approaches with reference to best practices.
- Describe the nature of strategic leadership in organisation
- Demonstrate leadership in different culture, inclusion, diversity and its trends.

Units	Syllabus
Unit 01	Introduction: Ethics vs Ethos, Theories of Ethics, Absolutism versus Relativism, Teleological approach; the Deontological approach, Kohlberg's six stages of moral development, Ethical Principles in Business
Unit 02	Indian Ethos: Introduction to Indian Ethos, Values and Ethics, "A Holistic Management System: Management in Indian Perspective.", Trusteeship model of management (Gandhi's influence), Servant Leadership in the Indian Context
Unit 03	Strategic Leadership in Organisation: Introduction to Strategic Leadership in Organisations, Definition; the nature of leadership, Manager vs Leaders, Traits of Good Leaders and Followers, Effective Leadership Behaviours, Leadership Training Programs, Ethical Leadership
Unit 04	Leadership, Inclusive & Diversity: Introduction to Leadership, Inclusion & Diversity, Gender and Leadership, Leadership in Different Cultures, Managing Diversity: Women in Leadership.
Unit 05	Trends in leadership: Introduction to Trends in Leadership, Blue Ocean Leadership, Well-being Focused Leadership, AI-Powered Leadership, Emotionally Intelligent Leadership
Unit 06	Integrating Indian Wisdom with Modern Leadership Theories: Introduction to Integrating Indian Wisdom with Modern Leadership Theories, Comparing Indian Leadership Concepts

	with Western Theories, Emotional Intelligence and Indian Psychology, Mindfulness and Leadership Effectiveness
Unit 07	Indian Values in Modern Context: Introduction to Indian Values in a Modern Context, Ahimsa (Non-violence) and Conflict Resolution, Satya (Truthfulness) and Organisational Transparency, Aparigraha (Non-possessiveness) and Corporate Social Responsibility

Textbooks :

- Indian Ethos and Values: For Leadership Excellence, Nagarajan, K., New Age International Publisher, 1st Edition.

Reference books:

- Indian Ethos and Leadership, Bhavani M.R., Dr. Sindhu A. N, Nikitha Alur, 2nd edition.
- Indian Ethos in Management, Tushar Agarwal & Nidhi Chandorkar, Himalaya Publications Ltd, 2nd edition.

Course Name: UNIVERSAL HUMAN VALUE**Credits: 02****Course Description:**

This course on Value Education and Harmony provides a comprehensive exploration of human values, their role in personal growth, and their application in society. It covers the importance of values in education, the process of achieving continuous happiness and prosperity, and the understanding of harmony within oneself, the family, society, and nature. The course emphasizes the holistic perception of existence and the implications of these values on professional ethics. It also provides strategies for transitioning towards a more harmonious and ethical human order at both individual and societal values.

Course Objectives:

- Describe the importance of value education for happiness and harmony.
- Explain ethical behaviour and holistic values in professional conduct.
- Discuss self-exploration strategies to achieve a universal human order.

Course Outcomes

- Demonstrate the importance of value education for happiness and harmony.
- Analyse ethical behaviour and holistic values in professional conduct.
- Apply self-exploration strategies to achieve a universal human order.

Units	Syllabus
Unit 01	Introduction to Value Education: Introduction to Value, Need for Value Education, Basic Guidelines and Content of Value Education, Process of Value Education, Natural Acceptance and Experiential Validation, Continuous Happiness, and Prosperity: Human's Basic Aspirations fulfilment of Aspirations, Correct Priority of Basic Requirements, Role of Education and Summary
Unit 02	Harmony in the Human Being: Introduction to Harmony in the Human Being, Understanding Happiness, and Prosperity correctly: Meaning of Happiness and Method to Continue Happiness, Meaning of Prosperity and Current Notion of Happiness _Part I, Meaning of Prosperity and Current Notion of Happiness Part 2, Method for Happiness, Understanding Harmony: What Makes a Human Being? Understanding Human Being as Co-Existence of the Body and, the Self Understanding Needs of the Self and the Body Understanding the Body as an Instrument of 'I'
Unit 03	Harmony in the Family and Society: Introduction to Harmony in the Family and Society, Understanding Harmony in the Family and Society: Family-The Fundamental Unit of Human Interaction, Justice-Meaning, Nine Important Values in Relationships, Other Values in Relationship, Understanding the Harmony in the Society, Comprehensive Human Goals, Visualising Undivided Society, Universal Order and Summary

Unit 04	Harmony in the Nature and Existence: Introduction to Harmony in the Nature and Existence, Understanding Harmony in the Nature, and Existence: Understanding Harmony in Nature, Four Orders in Nature, Recyclability and Self-Regulation in Nature, Space: Meaning, Holistic perception of Harmony: Characteristics and Importance of Holistic Perception of Harmony at All Levels of Existence Part 2, Human Beings Causing Imbalance in Nature Part 1, Role of Human Beings in Pollution Part 2 and Summary
Unit 05	Implications of the above Holistic Understanding of Harmony on Professional Ethics: Introduction to Harmony on Professional Ethics, Implications of the above Holistic Understanding: Values in Human Living's Different Dimensions, Definitiveness of Ethical Human Conduct, preparing for the Humanistic Tradition – Part 1, Preparing for Humanistic Tradition – Part II and Summary
Unit 06	Professional ethics: Introduction to Professional Ethics, Competence in Professional ethics: The Holistic Criteria Used for Evaluation, An Important Appraisal of the Current Systems, Learning from Traditional Practices and Systems in Nature, Case Studies of Typical Holistic Technologies, Management Models and Production Systems and Summary
Unit 07	Strategy for transition: Introduction to Strategy for transition, Strategy for transition from the present state to Universal Human Order: Valuing the Need for Self-Exploration, Enabling the Understanding of Harmony at Different Levels, Steps for Transition at the Individual Level, Steps for Transition at the Society Level and Summary

Textbook:

- The Textbook A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978- 93-87034-47-1
- The Teacher's Manual for A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G

Reference Books:

- Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amar kantik, 1999.
- Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
- The Story of Stuff (Book).
- The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi
- Small is Beautiful - E. F Schumacher.
- Slow is Beautiful - Cecile Andrews

Course Name: CORPORATE SOCIAL RESPONSIBILITY**Credits: 02****Course Description:**

This course on Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) principles explores the evolving role of businesses in fostering social and environmental responsibility. It delves into the historical development, frameworks, and legislation governing CSR, with a focus on India's regulatory landscape. The course examines key drivers of CSR, stakeholder roles, and global sustainability initiatives like the Sustainable Development Goals (SDGs). Additionally, it highlights ESG concepts, environmental policies, energy management strategies, and sustainability reporting frameworks, preparing participants to align business practices with ethical, sustainable, and socially responsible objectives.

Course Objectives:

- Explain concepts and models of Corporate Social Responsibility (CSR) and the role of business in sustainable development
- Describe various provisions of Companies Act 2013 related to CSR in India and highlight the significance of CSR
- Examine the development of corporate social responsibility and understanding international framework of CSR

Course Outcomes:

- Demonstrate an understanding of CSR concepts, models, and the significance of sustainable development in business practices.
- Analyse CSR provisions in the Companies Act 2013 and evaluate their application in the Indian business context.
- Enumerate international CSR frameworks and design strategies for effective CSR implementation in global and local scenarios.

Units	Syllabus
Unit 01	Introduction to CSR: Introduction to CSR, Meaning and Definition- History of CSR- Concepts of Charity Corporate philanthropy- Corporate Citizenship, Sustainability and Stakeholder Management CSR through triple bottom line and Sustainable Business- relation between CSR and Corporate governance, Environmental aspect of CSR Chronological evolution and Models of CSR in India Carroll's model Major codes on CSR Initiatives in India.
Unit 02	International Framework for Corporate Social Responsibility: Introduction to International Framework for Corporate Social Responsibility, Millennium Development Goals, Sustainable Development Goals- Relationship between CSR and MDGs. , United Nations (UN) Global Compact 2011 - UN guiding principles

	on business and human rights - OECD CSR policy tool , ILO tri-partite declaration of principles on multinational enterprises and social policy.
Unit 03	CSR-Legislation in India: Introduction to CSR-Legislation in India, Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, Computation of Net Profit's Implementing Process in India
Unit 04	The Drivers of CSR in India: Introduction to The Drivers of CSR in India, Market based pressure and incentives, civil society pressure, the regulatory environment in India Counter trends, Review of current trends and opportunities in CSR, Review of successful corporate initiatives and challenges of CS
Unit 05	Identifying key Stakeholders of CSR: Introduction to Stakeholders of CSR, Role of Public Sector in Corporate, Government programs- Non-profit and Local Self Governance in implementing CSR, Global Compact Self-Assessment Tool-National Voluntary Guidelines by Govt. of India, Roles and responsibilities of corporate foundations.
Unit 06	ESG: Introduction to ESG, the concept of environment and its significance, Policy related aspects of environment, Environmental policies, Environmental impacts, the scenario of energy consumption in India, the approaches embraced by various companies for fostering energy conservation, Creating awareness for effective energy management, Bureau of Energy Efficiency, Environmental improvement scenario in India.
Unit 07	Environment & Sustainability Reporting: Introduction to Environment and Sustainability Reporting, Sustainability Audit; ESG Rating; Emerging Mandates from Government and Regulators, Integrated Reporting Framework; Global Reporting Initiative Framework, Business Responsibility & Sustainability Reporting.

Textbooks

- Corporate Social Responsibility: Concepts and Cases – The Indian Experience, Author: C.V. Baxi & Ajit Prasad, Publisher: Excel Books,
- Kumar, R., & Rao, S. (2020). CSR practices in India: The evolving landscape. New Delhi: PHI Learning.

Reference Books:

- Institutional Investors - By E. Philip Davis and Benn Steil
- Corporate Governance: Principles, Policies and Practices, Third Edition by A.C.

- Fernando, K.P. Muraleedharan and E.K. Satheesh, Publisher: Pearson
- Governance: Issues and Challenges by Abhay Prasad Singh and Krishna Murari, Publisher: Pearson India
- ESG Matters: How to Save the Planet, Empower People, and Outperform the
- Competition by Debra Brown and David Brown
- Rethinking Good Governance: Holding to Account India's Public Institutions by Vinod Rai

ELECTIVE -1

Course Name: FUNDAMENTALS OF DIGITAL MARKETING

Credits: 04

Course Description:

This course offers a comprehensive introduction to digital marketing, covering strategies and tools across various channels like websites, social media, email, and advertising. Through practical exercises and case studies, learners gain hands-on experience in campaign development, content creation, and analytics. By course end, learners will have the skills to design and implement effective digital marketing strategies that drive engagement and achieve business goals.

Course Objectives:

- Discuss the fundamental concepts and strategies of digital marketing.
- Explain website development, social media marketing, content creation, email campaigns, and digital advertising
- Demonstrate effective digital marketing campaigns that engage target audiences, generate leads, and achieve business objectives.
- Explore the importance of data analytics in measuring campaign performance, identifying trends, and optimizing digital marketing strategies.
- Describe the rapidly evolving digital landscape to adapt digital marketing strategies for meeting changing consumer behaviours and market dynamics.

Course Outcomes:

- Articulate key digital marketing principles and strategies.
- Describe the components and tools used in digital marketing.
- Apply digital marketing techniques to engage audiences and achieve goals.
- Analyse campaign performance and optimize strategies using data insights.
- Adapt marketing strategies to meet changing consumer behaviour and market trends.

Units	Syllabus
Unit 01	Overview of Digital Marketing: Definition and scope of digital marketing, Evolution of digital marketing, Importance of digital marketing in the modern business landscape
Unit 02	Digital Marketing Ecosystem: Understanding the digital marketing landscape, Key digital marketing channels and platforms (websites, search engines, social media, email marketing, mobile apps), Interplay between different channels
Unit 03	Digital Marketing Trends and Technologies: Emerging trends in digital marketing, Impact of new technologies (AI, VR, AR, etc.) on digital marketing, Future of digital marketing

Unit 04	Website Design and Usability: Principles of website design and user experience (UX), Creating a user-friendly website, Responsive web design and mobile optimization
Unit 05	Search Engine Optimization (SEO): Understanding SEO concepts (on-page, off-page, technical SEO), Keyword research and optimization, Link building strategies, Local SEO
Unit 06	Website Analytics: Google Analytics and other analytics tools, tracking website performance metrics, Analysing user behaviour and conversion funnels
Unit 07	Social Media Platforms and Strategy: Major social media platforms and their target audience, developing a social media marketing strategy, Creating a social media content calendar
Unit 08	Social Media Advertising: Paid social media advertising (Facebook Ads, Instagram Ads, Twitter Ads), Targeting options and campaign optimization, Measuring social media advertising performance
Unit 09	Social Media Listening and Engagement: Monitoring brand mentions and social media conversations, engaging with the target audience, Managing social media crises
Unit 10	Content Marketing Strategy: Understanding the role of content marketing in digital marketing, Content marketing planning and content calendar, Creating high-quality content (blog posts, articles, infographics, videos)
Unit 11	Email Marketing Fundamentals: Building an email list, Email marketing best practices, Email marketing automation
Unit 12	Digital Advertising Platforms: Google Ads, Facebook Ads, Display advertising, Other digital advertising platforms
Unit 13	Digital Advertising Campaigns: Planning and executing digital advertising campaigns, Budgeting, targeting, and bidding strategies, Ad copy and creative assets
Unit 14	Digital Marketing Analytics: Key digital marketing metrics (impressions, clicks, conversions, ROI), Data analysis and reporting, using analytics to optimize campaigns

Textbooks:

- Digital Marketing, Seema Gupta, McGraw Hill Publications, 2018.
- Digital Marketing" by Ragjavedra K and Shruthi Prabhakar, Publisher: Himalayan Publishing House, Edition: First Edition, Year: 2016

Reference books:

- Digital Marketing, Ragjavendra K and Shruthi Prabhakar, Himalayan Publishing House, first edition, 2016
- Digital Marketing Seema Gupta McGraw Hill Education 2017.
- Marketing 4.0: Moving from Traditional to Digital Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Wiley 2017.
- Fundamentals of Digital Marketing Puneet Bhatia Pearson 2/e, 2014.
- Social Media Marketing Tracy L Tuten, Michael R Solomon Sage Publications 3/e, 2020 Readings & Case Ana

Course Name: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**Credit: 04****Course Description:**

This course provides an overview of the principles, concepts, and practices of supply chain management (SCM). It covers the fundamental components of SCM including sourcing, procurement, production, distribution, and logistics. Learners will gain an understanding of how effective supply chain management contributes to organizational success, sustainability & competitiveness in today's global business environment.

Course Objectives:

- State the concept and importance of supply chain management.
- Identify the key components and processes involved in supply chain management.
- Summarize the role of supply chain management in achieving organizational goals and objectives.
- Explore various strategies and techniques for optimizing supply chain performance.
- Develop critical thinking and problem-solving skills in supply chain management contexts.

Course Outcomes:

- Describe the Concept and Importance of Supply Chain Management
- Apply Key Components and Processes of Supply Chain Management
- Analyse the Role of Supply Chain Management in Organizational Success
- Illustrate Strategies and Techniques for Supply Chain Optimization
- Focus the future trends in supply chain management

Units	Syllabus
Unit 01	Introduction to Supply Chain Management: Definition and scope of supply chain management. Evolution and historical perspective. Importance in modern business. Key stakeholders in supply chains.
Unit 02	Supply Chain Components: Introduction to Supply Chain Components, Overview of suppliers and sourcing strategies. Procurement and purchasing processes. Manufacturing and production operations. Role of intermediaries.
Unit 03	Inventory Management: Introduction to Inventory Management, Inventory types and functions. Techniques for managing inventory (e.g., EOQ, JIT). Importance of demand forecasting in inventory management.
Unit 04	Distribution Channels: Introduction to Distribution Channels, Transportation and logistics management. Warehouse management principles. Role of third-party logistics (3PL).
Unit 05	Supply Chain Integration: Introduction to Supply Chain Integration, Role of information technology in supply chain management. Collaboration and coordination among supply chain partners. Strategies for enhancing supply chain visibility.

Unit 06	Supply Chain Planning and Scheduling: Introduction to Supply Chain Planning and Scheduling, Aggregate planning. Master production scheduling (MPS). Material Requirements Planning (MRP) systems
Unit 07	Supply Chain Performance Measurement: Introduction to Supply Chain Performance Measurement, Key performance indicators (KPIs) for supply chain management. Metrics for assessing supply chain efficiency. Continuous improvement in supply chain operations.
Unit 08	Supply Chain Risk Management: Introduction to Supply Chain Risk Management, Identifying and assessing supply chain risks. Risk mitigation strategies. Building resilience and flexibility into supply chains.
Unit 09	Global Supply Chain Management: Introduction to Global Supply Chain Management, Challenges of managing global supply chains. Global sourcing and offshoring. Cross-border logistics and international trade regulations.
Unit 10	Sustainability in Supply Chains: Introduction to Sustainability in Supply Chains, Environmental responsibility in supply chains. Green procurement practices. Social responsibility and ethical considerations in global supply chains.
Unit 11	Supply Chain Financials: Introduction to Supply Chain Financials, Cost structures in supply chains. Working capital management. Financial performance measurement.
Unit 12	Supply Chain Technologies: Introduction to Supply Chain Technologies, Role of emerging technologies (e.g., blockchain, IoT). Artificial intelligence and predictive analytics in supply chains. Automation and its impact on supply chain processes.
Unit 13	Supply Chain Strategy and Design: Introduction to Supply Chain Strategy and Design, Strategic importance of supply chains. Designing supply chains for competitive advantage. Lean supply chains and agility.
Unit 14	Future Trends in Supply Chain Management: Introduction to Future Trends in Supply Chain Management, Impact of globalisation on supply chains. Future of digital supply chains. Technological advancements and their implications for supply chain practices.

Textbook:

- Introduction to Operations and Supply Chain Management ; Authors, Cecil B. Bozarth, Robert B. Handfield ; Edition, 4 ; Publisher, Pearson Education, 2015.

Reference books:

- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl
- Harvard Business Review articles on supply chain management
- Industry reports and case studies on supply chain best practices.

Course Name: FUNDAMENTALS OF BUSINESS ANALYTICS**Credits: 04****Course Description:**

This course provides the fundamental concepts and methods needed to understand the emerging role of business analytics in organizations. The subject helps to learn how to apply basic business analytics methods using Microsoft Excel and interpret analytic models and results for making better business decisions

Course Objectives:

- State the requisite knowledge and skills essential for making data-informed business decisions and showcase proficiency in utilizing MS Excel.
- Show the necessary steps to efficiently arrange data within MS Excel.
- Explain fundamental calculations and aggregations using MS Excel proficiently.
- Prepare financial computations and aggregations through MS Excel.
- Locate basic data analytics and visualization techniques by utilizing Pivot Tables and Pivot Charts within MS Excel.

Course Outcomes:

- **Explain** knowledge and demonstrate proficiency in using MS Excel for data-informed business decisions.
- Execute efficient data organization and management techniques within MS Excel.
- Conduct fundamental calculations and aggregations proficiently using MS Excel.
- Illustrate financial computations and aggregations using MS Excel.
- Apply data Analytics and visualization techniques through Pivot Tables and Pivot Charts in MS Excel.

Units	Syllabus
Unit 01	Solving the business problem using Analytics - Overview of Analytical cycle and Hierarchy of information user: Introduction to Business Analyst, Apply analytical methods. Identify business challenges. Develop data-driven solutions. Understand analytical phases. Explore data collection processes.
Unit 02	Understand Business Analyst roles and Responsibilities -Identify the Popular Business Analytics Tools: Introduction to Business Analyst roles and Responsibilities, define business analyst tasks. Explore skill requirements. Understand stakeholder collaboration. Identify key tools. Explore software applications.
Unit 03	Using select options and status bar and getting familiar with the backstage view of Excel - Selecting cells and entering data, Naming conventions in Excel.: Introduction, familiarize with Excel interface. Use status bar features. Explore options menu. Learn cell selection techniques. Enter data efficiently. Navigate worksheet effectively.

Unit 04	Formatting cells-Using the Ribbon to Format Numbers-Using the Format Cells, Dialog Box-Add a Border, background Colour: Introduction to Formatting cells, apply cell formatting. Enhance data presentation. Utilize formatting options. Navigate the Ribbon. Format numerical data.
Unit 05	Understanding Dates and Times - Format Percentages, Fractions, In Scientific Notations - Formatting worksheet- Align Data, Rotate Data: Introduction of Understanding Dates and Times, Format date entries. Manage time values. Use date functions effectively. Apply percentage formatting. Format fractions appropriately. Use scientific notation.
Unit 06	Hide Columns or Rows, hide a Worksheet - Move or Copy a Worksheet – Freeze Worksheet Titles: Introduction to Freeze Worksheet Titles, conceal unnecessary data. Use hide functions. Manage worksheet visibility. Conceal entire worksheets.
Unit 07	Understanding formulas - Calculate with an Operator: Introduction of Understanding Formulas, Define Excel formulas. Recognize formula structure. Analyse formula components. Utilize arithmetic operators. Perform basic calculations.
Unit 08	Introduction to functions in Excel - Function Wizard - Round a Number - Conditional Formula - Conditional Sum - Conditional Count: Introduction to functions in Excel - Function Wizard, Define Excel functions. Understand function syntax. Explore built-in functions. Use ROUND, ROUNDUP, and ROUNDDOWN. Use SUMIF function. Use COUNTIF function.
Unit 09	Using VLOOKUP and index- Retrieve Column or Row Numbers: Introduction to VLOOKUP, Define VLOOKUP function. Retrieve data efficiently. Understand table structure. Use COLUMN function. Apply ROW function.
Unit 10	Using VLOOKUP - Determine the Location of a Value Using INDEX: Introduction to VLOOKUP, Define INDEX function. Retrieve data by position. Combine with MATCH function.
Unit 11	Calculate the Median or the Mode- Calculate Rank – Macros and Automation: Introduction to Median or Mode Calculate Rank, Use MEDIAN function. Apply MODE function. Analyse data distributions. Use RANK function. Define macros in Excel.
Unit 12	Formatting data in table- Create and format table: Introduction to Create and Format table, Apply table formatting. Use design options. Enhance readability effectively.
Unit 13	Working with Pivot Tables - Create a Pivot Table calculated Field - Group the Rows or Columns in a Pivot Table: Introduction to Pivot Tables, Define Pivot Tables. Analyse data efficiently. Summarize large datasets.
Unit 14	Working with types of Charts, Trend line, Histograms, Bar and Pie Charts - Creating Pivot chart. Introduction to Charts, Density chart types. Understand appropriate uses. Analyse data visually. Link Pivot Tables to charts. Visualize summarized data.

Textbook:

- Microsoft Office: Excel 2007, John Walkenbach., Reprint 2010, Wiley Publications

Reference book:

- Succeeding in Business with Microsoft® Excel® 2013: Problem-solving
- Approach – Cengage Publisher
- VBA for Modelers: Developing Decision Support Systems with Microsoft® OfficeExcel®, Fifth Edition

ELECTIVE 2

Course Name: WEB DEVELOPMENT AND OPTIMIZATION

Credits: 04

Course Description:

Web development and optimization are essential components of creating effective and user-friendly websites. This course aims to equip learners with the knowledge and skills necessary to develop, design, and optimize websites for performance, accessibility, and user experience.

Course Objectives:

- Identify the fundamentals of web development, including HTML, CSS, and JavaScript.
- State best practices for designing and structuring websites for optimal user experience and accessibility.
- Illustrate web development tools and technologies to create responsive and interactive web applications.
- Recognize techniques for optimizing website performance, including speed, responsiveness, and search engine visibility.
- Learn advanced web development concepts such as server-side scripting, database integration, and content management systems.

Course Outcomes:

- Explain proficiency in HTML, CSS, and JavaScript for web development.
- Design websites for optimal user experience and accessibility.
- Develop responsive and interactive web applications using modern web development tools and technologies.
- Apply website performance and search engine visibility through techniques such as performance optimization and SEO
- Analyse advanced web development concepts and technologies, including server-side scripting and content management systems.

Units	Syllabus
Unit 01	Web Development, Fundamentals of HTML: Introduction to Web Development, Fundamentals of HTML, understands web architecture. Use HTML elements. Learn web protocols.
Unit 02	Cascading Style Sheets, Introduction to JavaScript: Introduction to Cascading Style Sheets, Introduction to JavaScript, Style web pages. Implement responsive designs. Use CSS selectors. Manipulate the DOM. Real-time examples
Unit 03	Web Development Tools and IDEs + Version Control with Git: Introduction to Web Development Tools IDEs + Version Control with Git, explore development environments. Use of various debugging tools. Enhance productivity features. Simple case study

Unit 04	Principles of good web design, User interface (UI) and user experience (UX) design: Introduction to Principles of good web design, User interface (UI) and user experience (UX) design, Study simplicity in design. Understand visual hierarchy and its significance Focus on consistency and navigation. Real-time examples
Unit 05	Responsive web design, Accessibility standards and guidelines: Introduction to Responsive web design, Accessibility standards and guidelines, Explore media queries. Study flexible grid systems. Usage on real- time systems.
Unit 06	Graphic design for the web, Wire framing and prototyping tools: Introduction to Graphic design for the web, Wire framing and prototyping tools with examples, Study typography for web. Learn colour theory. Explore image optimisation. Real-time examples.
Unit 07	Advanced HTML and CSS techniques, Introduction to front-end frameworks, JavaScript frameworks: Introduction to Advanced HTML and CSS techniques, Introduction to front-end frameworks, JavaScript frameworks, Master complex styling, Study responsive design, Use CSS frameworks. Implement grid systems.
Unit 08	DOM manipulation and event handling, AJAX and asynchronous programming: Introduction to DOM manipulation and event handling, AJAX and asynchronous programming, manipulate page elements, Learn JavaScript events. Handle user interactions. Real-time examples.
Unit 09	Website performance metrics and benchmarks, Techniques for improving website speed and responsiveness: Introduction to Website performance metrics and benchmarks, Techniques for improving website speed and responsiveness, Analyse speed metrics. Understand load times. Evaluate user experience. Case study
Unit 10	Caching and content delivery networks (CDNs), Optimizing images, scripts, and style sheets: Introduction to Caching and content delivery networks (CDNs), Optimising images, scripts, and style sheets, utilise browser caching. Types of Content Delivery Networks. Explore CDN benefits. Improve content delivery.
Unit 11	Mobile optimization strategies, Search engine optimization (SEO) basics: Introduction to Mobile optimisation strategies, Search engine optimisation (SEO) basics and notable rules to consider, implement responsive designs. Optimise touch interfaces. Enhance mobile performance.
Unit 12	Server-side scripting languages, Database integration and management: Introduction to Server-side scripting languages, Database integration and management, Learn PHP fundamentals. Explore Node.js capabilities. Understand server-side logic.
Unit 13	Content management systems, Web security best practices: Introduction to Content Management System, Use Word Press features. Explore Drupal functionalities. Customize CMS interfaces. Simple example/ case study

Unit 14	Introduction to web analytics and tracking tools: Introduction to web analytics and tracking tools. Types of web analytics and tracking tools, Understand tracking tools. Analyse user behaviour. Measure website performance. Real-time case study
---------	---

Textbook:

- Web Development with HTML, CSS, JavaScript and PHP by P. Srinivasan (McGraw Hill Education), 2018
- The Complete Reference – HTML & CSS by Thomas Powell (Tata McGraw Hill Education), 2019
- SEO: The Complete Guide to Search Engine Optimization by Eric Enge, Stephan Spencer, and Jessie Stricchiola (PEARSON India), 2019

Reference books:

- Headfirst HTML and CSS by Elisabeth Robson (O'Reilly Media), 2017
- Eloquent JavaScript, Third Edition by Marijn Haverbeke (No Starch Press), 2018
- Web Design for Dummies by Lisa Lopiano (John Wiley & Sons), 2021

Course Name: INVENTORY MANAGEMENT & MATERIAL REQUIREMENT PLANNING**Credits: 04****Course Description:**

This course provides an in-depth understanding of inventory management and material requirement planning (MRP) concepts, techniques, and applications. It aims to equip learners with the skills necessary to manage inventory efficiently and to design and implement effective MRP systems in manufacturing and service organizations.

Course Objectives:

- Define the fundamental principles of inventory management.
- Indicate various inventory control techniques.
- Discuss inventory levels of optimization and methods of material requirement planning.
- Examine JIT, lean manufacturing, and techniques for integrating inventory management with supply chain.
- Explain Contemporary Issues in Inventory Management and MRP

Course Outcomes

- Explain fundamental principles of inventory management.
- Apply various inventory control techniques.
- Design inventory levels of optimization and methods of material requirement planning
- Analyze the principles of JIT, lean manufacturing, and inventory management techniques for supply chain integration.
- Explain Contemporary Issues in Inventory Management and MRP
- Assess the impact of contemporary issues on inventory management and MRP in modern supply chains.

Units	Syllabus
Unit 01	Introduction to Inventory Management: Definition, scope, and importance in business. Objectives and Functions of Inventory Management: Ensuring smooth operations, meeting demand, minimising costs. Types of Inventories: Raw materials, work-in-progress, finished goods, MRO (Maintenance, Repair, and Operations).
Unit 02	Inventory Costs and Performance Metrics: Introduction to Inventory Costs and Performance Metrics. Types of Inventory Costs: Holding costs, ordering costs, and stock-out costs. Performance Measures: Inventory turnover ratio, service level metrics, and days of inventory on hand. Significance of Effective Inventory Management: Cost optimisation, and impact on cash flow and profitability.
Unit 03	Inventory Control Systems: Introduction to Inventory Control Systems. Continuous Review (Q) System: Fixed order quantity systems. Periodic Review (P) System: Inventory review

	intervals and fixed time systems. ABC Analysis: Importance of categorising inventory by value.
Unit 04	Economic Order Quantity (EOQ) Model: Introduction to Advanced Inventory Models. Concept of EOQ: Optimal order quantity to minimise costs. Application of EOQ in Different Scenarios: Impact of demand variability and lead times. EOQ Extensions: Quantity discounts and backordering costs.
Unit 05	Advanced Inventory Models: Introduction to Reorder Point (ROP) Models: Determining the reorder point based on demand and lead time. Safety Stock Calculations: Buffer stocks to avoid stock-outs. Single and Multi-Period Inventory Models: Inventory decisions for short- and long-term horizons.
Unit 06	Demand Forecasting Techniques: Introduction to Demand Forecasting Techniques. Qualitative Techniques: Expert judgement, Delphi method, and market research. Quantitative Techniques: Time series analysis, moving averages, and exponential smoothing. Inventory Management in Different Industries Manufacturing Industry, Retail Industry, Service Industry, Case Studies
Unit 07	Material Requirement Planning (MRP) Concepts: Introduction to MRP. MRP Concepts, Objectives and Benefits, MRP vs. ERP, Components of MRP System.
Unit 08	MRP Inputs and Outputs: Introduction to MRP Inputs and Outputs. Master Production Schedule (MPS), Bill of Materials (BOM), Inventory Status Records, MRP Output Reports.
Unit 09	Just-In-Time (JIT) and Lean Manufacturing: Introduction to Just-In-Time (JIT) and Lean Manufacturing. JIT Concepts and Principles, JIT vs. MRP, Lean Manufacturing Principles. Kanban Systems: Visual signals to trigger production and movement.
Unit 10	Inventory Management in Different Industries: Introduction to Inventory Management in Different Industries. Manufacturing Industry: Role of inventory in production planning. Retail Industry: Inventory turnover and managing stock levels in retail. Service Industry: Challenges of inventory management in services.
Unit 11	Supply Chain Integration with Inventory Management: Introduction to Supply Chain Integration with Inventory Management. Supply Chain Coordination: Role of inventory in supply chain optimisation. Vendor Managed Inventory (VMI): Supplier-driven inventory management. Collaborative Planning, Forecasting, and Replenishment (CPFR): Enhancing demand visibility across the supply chain. Case Study
Unit 12	Contemporary Issues in Inventory Management: Introduction to Contemporary Issues in Inventory Management. Global Supply Chain Challenges: Managing inventory in a global context and disruptions. Technological Advancements: AI, IoT, and block chain in inventory management. Sustainable Inventory Management, Future Trends.
Unit 13	Case Studies in Inventory Management: Introduction to Case Studies in Inventory Management. Case Study 1: Manufacturing Sector: Success stories and challenges. Case

	Study 2: Retail Sector: Inventory control challenges in retail giants. Case Study 3: Service Industry: Managing inventories in non-tangible sectors.
Unit 14	Future Trends in Inventory and Supply Chain Management: Introduction to Future Trends in Inventory and Supply Chain Management. Impact of Technology on Inventory Management: Predictive analytics and automation. Emerging Trends: Circular economy, 3D printing, and real-time tracking. Future of Global Supply Chains: Sustainable practices and decentralised networks.

Textbooks:

- **"Inventory Management and Production Planning and Scheduling"** by Edward A. Silver, David F. Pyke, and Rein Peterson.
- **"Manufacturing Planning and Control for Supply Chain Management"** by F. Robert Jacobs, William L. Berry, D. Clay Whybark, and Thomas E. Vollmann.

Reference books:

- **"Principles of Inventory and Materials Management"** by Richard J. Tersine.
- **APICS Certified in Production and Inventory Management (CPIM) Learning System.**

Course Name: BUSINESS ANALYTICS FOR DECISION MAKING**Credits: 04****Course Description:**

This course on **Business Analytics** covers key concepts and tools for data-driven decision-making. Topics include business analytics processes, types of analytics (descriptive, diagnostic, predictive, and prescriptive), data quality, and types of digital data. It also explores data warehousing, mining, SQL, database structures, and analytics software. The course emphasizes business performance management, KPI development, and dashboard analytics, with applications in sales, marketing, HR, and finance.

Course Objectives:

- Identify business analytics concepts and their significance in decision-making.
- State different types of analytics and their practical applications.
- Recognize the importance of data quality for business purposes.
- Enumerate data warehousing, mining, and SQL techniques for analysis.
- Estimate business performance using KPIs and dashboard analytics tools

Course Outcomes:

- Demonstrate understanding of business analytics
- Classify various types of analytics and their practical business applications.
- Interpret the impact of data quality for business purposes.
- Outline data warehousing, mining, and SQL techniques for effective analysis.
- Analyse business performance using KPIs and dashboard analytics tools.

Units	Syllabus
Unit 01	Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence: Introduction to Business Analytics, define business analytics. Understand analytical processes. Explore data-driven decisions along with real-time examples
Unit 02	Meaning, Importance, Scope, Uses of Business Analytics, and Architecture of Business Analytics: Understand analytics significance. Explore analytical applications. Architecture of Business Analytics. Assess industry relevance.
Unit 03	Types of Analytics: Descriptive, Diagnostics, Predictive, and Prescriptive: Introduction to Types of Analytics, Study descriptive analytics. Explore diagnostic techniques. Understand predictive and prescriptive. Examples for different types of analytics.
Unit 04	Decision making, Importance of data quality: Introduction to Decision making, Importance of data quality, understands decision processes. Analyse data-driven decisions. Evaluate impact on outcomes.

Unit 05	Types of Digital Data, Structured, Semi Structured, Unstructured Data: Introduction to Types of Digital Data, define structured data. Explore semi-structured data. Understand unstructured data. Examples for different types of digital data.
Unit 06	Data warehouse, Data mining, Data Integration: Introduction to Data warehouse, Data mining, Data Integration, defines data warehouses. Understand data storage. Explore analytical functions. Real-time examples.
Unit 07	Introduction to data analytics software: Introduction to data analytics software Different types of data analytics software, define data analytics software. Explore its purpose. Understand its significance. Case studies with demonstrations of different analytics software.
Unit 08	Types of data analytics software – open source and proprietary software. Identify key software types. Differentiate based on functionality. Explore user applications. Real-time case studies/ examples. Ethical uses of data analytics software.
Unit 09	Database definition, Types of structures: Introduction to Database General Database Architecture, Purpose, and significance of database. Explore data organization. Differentiate hierarchical, network, and relational. Real-time applications of different types of structures.
Unit 10	Introduction to SQL, Features of SQL: Introduction to SQL, Features of SQL, SQL history. Explore basic SQL commands along with syntax and examples. Simple case study.
Unit 11	SQL Languages, DDL commands: Identify types of SQL. Differentiate between DDL, DML, and DCL Understand procedural extensions. Simple case study examples.
Unit 12	Business performance management cycle, KPI: Introduction to Business performance management cycle, KPI, defines performance management. Understand key phases. General structure of KPI Explore continuous improvement processes. Basic Process to Identify essential KPIs. Understand KPI significance.
Unit 13	Dashboard Analytics in Business Support Functions: Introduction to Dashboard Analytics in Business Support Functions, Types of dashboard analytics. Understand data visualization. Explore real-time monitoring. Simple case study.
Unit 14	Sales & Marketing Analytics, HR Analytics, Financial Analytics.: Introduction to Sales & Marketing Analytics, HR Analytics, Financial Analytics, Analyse sales data. Explore marketing effectiveness. Understand customer insights. Assess employee performance. Understand recruitment analytics. Analyse financial performance. Explore budgeting and forecasting.

Textbook

- Business Analytics: The Science of Data-Driven Decision Making, Author: U. Dinesh Kumar, Publisher: Wiley India
- Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, Authors: Foster Provost & Tom Fawcett, Publisher: O'Reilly Media

- Business Intelligence and Analytics: Systems for Decision Support, Authors: Ramesh Sharda, Dursun Delen, & Efraim Turban, Publisher: Pearson

Reference books:

- Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
- Business Analytics, U Dinesh Kumar, Publication: Wiley
- Business Analytics, R. Evans James, Publisher: Pearson
- Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
- Business Analytics: Data Analysis and Decision Making, Albrig ht and Winston published by Cengage Learning. Swain Scheps, Business Intelligence for Dummies.
- Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics
- Cindi Howson, Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data
- Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley

SEMESTER IV

Course Name: COST AND MANAGEMENT ACCOUNTING

Credits: 4

Course Description:

The concepts in Cost and Management Accounting, including strategic cost management, costing systems, and decision-making tools. Topics include activity-based costing, variance analysis, and performance measurement. It emphasizes the strategic role of cost information in decision-making and competitive advantage.

Course Objectives:

- Discuss types of costs (fixed, variable, direct, and indirect) and cost behaviour.
- Describe skills in preparing budgets, forecasting, and planning to align with organizational goals.
- Illustrate methods for measuring and evaluating performance using financial and non-financial indicators.
- Integrate cost management with strategic planning to improve competitiveness and value creation.
- Emphasize the importance of ethical behaviour and professional standards in cost and management accounting practices.

Course Outcomes:

- Explain various costing methods to business scenarios.
- Analyse budgets for financial planning and control.
- Evaluate organizational performance using diverse metrics.
- Implement cost control measures to enhance efficiency and reduce waste.
- Apply cost management practices with business strategies for long-term success.

Units	Syllabus
Unit 01	Introduction to Risk and Risk Management Definition of risk and management and risk in supply chains, growth of risk management, features of risk in supply chains.
Unit 02	Decision-Making in Risk Types of decisions in risk (certainty, uncertainty, ignorance), structure of decision-making.
Unit 03	Basics of Managing Risk Steps in managing risk, development of risk management.
Unit 04	Supply Chain Risk Management (SCRM) Aims of SCRM, principles of SCRM.
Unit 05	Inside Stakeholders and Risk Understanding business stakeholders, inside stakeholders and risks.
Unit 06	Outside Stakeholders and Risk How outside stakeholders impact risk.
Unit 07	Risk Perspectives and Attitudes Objective vs. subjective elements of risk, individual attitudes to risk, risk aversion and uncertainty.
Unit 08	Types and Sources of Risks Overview of different types of risks, global risks (World Economic Forum insights).

Unit 09	Identifying Risks Tools for risk identification, problems with risk identification.
Unit 10	Analysing Risks Tools for analysing past events, tools to collect opinions and analyse operations.
Unit 11	Measuring and Evaluating Risks Likelihood and consequences of risks, tools for risk analysis.
Unit 12	Response to Risks Responses to risks and alternative responses, mnemonics and options for risk management.
Unit 13	Integrating Risk Management Achieving an integrated approach in SCRM, challenges in integration and levels of SCRM integration.
Unit 14	Creating Resilient Supply Chains and BCM Principles and features of resilient supply chains, business continuity management (BCM), steps and deliverables in BCM.

Textbooks:

- T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis. Pearson
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, Management Accounting: Information for Decision-Making and Strategy Execution" Pearson

Reference books:

- Adolph Matz, Milton F. Usry Planning and Control", South-Western College Pub Edition: Latest Edition
- Shank Govindarajan "Strategic Cost Management: The New Tool for Competitive

Course Name: PROJECT MANAGEMENT**Credits: 4****Course Description:**

The course aims at introducing basic concepts of fundamental project management concepts and behavioural skills needed to successfully launch, lead, and realize benefits from projects in profit and non-profit organizations.

Course Objectives:

- Explain its purpose, importance, and organizational benefits.
- Evaluate methods for scheduling and organizing project tasks effectively.
- Identify tools and strategies for managing project performance efficiently.
- Discuss balancing strategies for optimizing project cost and quality.
- Assess key indicators for monitoring and ensuring project success.

Course Outcomes:

- Explain its necessity and organizational impact.
- Evaluate and choose suitable methods for task scheduling.
- Apply tools to track and manage project progress.
- Implement strategies for optimizing both factors.
- Evaluate metrics for effective performance monitoring and management.

Units	Syllabus
Unit 01	Project Management Meaning and definition, objectives of project management, importance of project management, types of projects, project management life cycle.
Unit 02	Project Selection Meaning and understanding, common approaches to project selection, types of project selection methods.
Unit 03	Feasibility Study Definition and meaning, types of feasibility study, steps in feasibility study, components of feasibility study.
Unit 04	Project Planning Definition and concept, stages of project planning, steps in project planning, importance of project plan.
Unit 05	Project Cost Project scope, estimation of project cost, and cost of capital.
Unit 06	Project Implementation Project representation, preliminary manipulations in project implementation, and stages of project implementation.
Unit 07	Project Scheduling Nature and understanding of scheduling, basic scheduling concepts, resource levelling, and resource allocation.
Unit 08	Project Progress and Contracts Understanding project baseline in project management, project management information system, indices to monitor progress, importance of contracts in projects.

Unit 09	Project Teams Teamwork in project management, attributes of a good project team, formation of effective teams, stages of team formation.
Unit 10	Cost Management Work and cost estimation, direct and indirect (allocated) costs, concept of buffer and buffer management, cost overruns and its impact, concept of margins, rolling up of revenue, cost and margins at the company level.
Unit 11	Quality Management Concept of enterprise project structure (EPS), concepts of quality management, assurance and quality control.
Unit 12	Quality Definition Quality definition - concept and understanding, quality process, process capability baseline, process audit, quality assurance.
Unit 13	Metrics Defining metrics, tracking metrics.
Unit 14	Reports Hierarchical level 1: project level, hierarchical level 2: team level, hierarchical level 3: task level, status reports.

Textbooks:

- “Project Management – the Managerial Process”, Clifford F. Grey, Erik W.Larson and Gautam V.Desai; McGraw Hill Publications, 6th Edition, 2014.
- “The Art of Project Management”, Scott Berkun, 2005s

Reference books:

- “Project Management – Core Textbook”, Mantel, Meredith, Shafer and Sutton, Wiley Publications, 2nd Indian Edition, 2014
- “Management”, Stephen P. Robbins, Mary Coulter and Agna Fernandez, Pearson publications, 14th Edition, 2019

Course Name: OPERATIONS RESEARCH**Credits: 4****Course Description:**

Operational Research (OR)/ Statistics for Business is a discipline to aid decision making and improving efficiency of the system by applying advanced analytical methods. As a formal discipline it originated in the efforts of military planners during World War II. The tools of Operational Research are not from any one discipline; rather Mathematics, Statistics, Information Technology, Economics, Engineering, etc. have contributed to this discipline of knowledge. Today, it has become a professional discipline that deals with the application of scientific methods for decision-making, and especially to the allocation of scarce resources. The courses in Operational Research offer a unique blend of traditional coursework, practical skills, and real-world problem-solving experience designed to position learners for success in today's competitive world.

Course Objectives:

- Explore the basic concepts and scope of operations research and its interdisciplinary aspects.
- Formulate and solve optimization problems using linear programming techniques.
- Investigate assignment and transportation problems for efficient resource allocation.
- Utilize PERT and CPM techniques to optimize project scheduling and management.
- Develop models and solutions for decision-making problems using operations research methodologies.

Course Outcomes:

- Demonstrate knowledge of operations research concepts and its interdisciplinary nature.
- Solve optimization problems in business and industrial contexts using linear programming.
- Address assignment and transportation problems to allocate resources efficiently.
- Apply PERT and CPM techniques to manage and optimize project schedules.
- Design models and solutions for decision-making problems using operations research tools and techniques.

Units	Syllabus
Unit 01	Introduction Evolution of OR, definitions of OR, scope of OR, applications of OR, phases in OR study.
Unit 02	Concept of OR Characteristics and limitations of OR, modelling in OR.
Unit 03	Introduction to Linear Programming History of OR, meaning and definition of LPP.
Unit 04	Linear Programming Problem Advantages of LLP, limitations of LPP, application areas of LPP, formulation of linear programming problem.
Unit 05	Methods of Solving LPP Understanding the format and formulas of LPP, solving LPP graphical method.
Unit 06	Practical Problem Solving Solving LPP by Simplex method, duality problems in Simplex.
Unit 07	Introduction Meaning, steps in formulation of transportation problem.

Unit 08	Basics of Transportation Problem Basic feasible solution using Northwest Corner Rule method, Matrix Minima method.
Unit 09	Methods for Transportation Problem Vogel's approximation method, unbalanced transportation problem, MODI method for finding optimum solution for transportation.
Unit 10	Basics of Assignment Problem Meaning, assumptions made in assignment problem, steps in formulation of assignment problem.
Unit 11	Methods of Assignment Problem Hungarian method, maximization problems, restricted assignment problem.
Unit 12	Components of Network Analysis Phases of project management, network components, project evaluation and review technique (PERT).
Unit 13	Critical Path Method Critical path method (CPM), drawing the network activity times.
Unit 14	Time Trade Off Event times, critical path, total and free slack-cost time trade off and crashing.

Textbooks

- Operations Research - Hamdy A. Taha, Pearsons Publication, 2017

Reference books

- Srivastava V. K etal Quantitative Techniques for Managerial Decision Making. Wiley Eastern Ltd, 2011
- Richard, I Levin and Charles A. Kirkpatrick - Quantitative Approaches to Management, 2nd edition, 2018, McGraw Hill, Kogakusha Ltd
- Budnik. Frank S Dennis Mcleaaavey, Richard Mojena - Principles of Operation Research – subsequent edition, 1988, AIT BS New Delhi.
- Sharma JK - Operation Research- theory and applications-Mc Millan, 2012, New Delhi
- Kalavathy S Operation Research – 2020, Vikas Pub Co
- Naray J K. Operation Research, theory and applications – 2008, Mc Millan, New Dehi.
- Taha Hamdy, Operations Research, 2017, Prentice Hall of India
- Tulasian. Quantitative Techniques, 2002, Pearson Ed.
- Vohr.N.D. Quantitative Techniques in Management, 5th edition, 2017, TMH.
- Stevenson W.D, Introduction to Management Science, 2006, TMH.

Course Name: GENERAL PSYCHOLOGY**Credits: 4****Course Description:**

General Psychology is an introductory course that provides an overview of the scientific study of behaviour and mental processes. Learners will explore key topics in psychology, including biological bases of behaviour, perception, learning, memory, motivation, emotion, development, personality, social psychology, and psychological disorders. Through lectures, readings, discussions, and interactive activities, learners will gain an understanding of the principles, theories, and methodologies used in psychological research and their applications to everyday life.

Course Objectives:

- Discuss fundamental concepts and theories of psychology.
- Describe the biological bases of behaviour, including genetics, the brain, and the nervous system.
- Explore cognitive processes such as perception, learning, memory, and thinking.
- Examine the role of motivation, emotion, and consciousness in human behaviour.
- Investigate human development across the lifespan, including physical, cognitive, and socio-emotional development.

Course Outcomes:

- Explain psychological theories and applications effectively.
- Analyse and Identify genetics, brain, and nervous system roles.
- Evaluate perception, memory, learning, and thinking mechanisms.
- Examine their influence on human behaviour comprehensively.
- Assess physical, cognitive, and socio-emotional growth

Units	Syllabus
Unit 01	Introduction Overview of psychology, historical perspectives, levels of explanation in psychology, research methods in psychology, the challenges of studying psychology.
Unit 02	Biological Bases of Behaviour Nervous system structure, brain structure, neurons and neurotransmitters, brain plasticity, neuroplasticity.
Unit 03	Sensation Sensory processes, vision, hearing, taste, smell, touch, Gestalt principles.
Unit 04	Learning Introduction, classical conditioning, operant conditioning, cognitive processes.
Unit 05	Memory Introduction, memory systems, memory strategies.
Unit 06	Developmental Psychology Introduction, prenatal development, infancy, childhood, adolescence, adulthood, aging and cognitive changes.
Unit 07	Personality Theories Psychodynamic theory (psychoanalytic theory), the humanistic theory of personality, trait theory, social cognitive theory of personality, assessment of personality.

Unit 08	Social Cognition What is social cognition? Development of social cognition, disorders that impact social cognition.
Unit 09	Social Influence and Persuasion Introduction and understanding, social influence determinants, three social influence areas, three stages of persuasion, persuasion theory, persuasion style.
Unit 10	Group Dynamics Concept and understanding, types of group dynamics, elements of group dynamics, theory of group dynamics.
Unit 11	Interpersonal Relationships Definition, concept and understanding, types of interpersonal relationships, phases of interpersonal relationships, challenges of interpersonal relationships.
Unit 12	Psychological Disorders Definition, concept and understanding, psychological disorders and classifications, causes of psychological disorders, treatments of psychological disorders.
Unit 13	Mental Health Concept and understanding, mental health stigma, risk factors for mental health conditions, types of mental health disorders.
Unit 14	Mental Health Advocacy Concept of mental health advocacy, roles of different groups in advocacy, importance of mental health advocacy.

Textbooks:

- "Psychology: Themes and Variations" by Wayne Weiten.
- "Psychology" by Saundra K. Ciccarelli and J. Noland White
- "Psychology: From Inquiry to Understanding" by Scott O. Lilienfeld, Steven J. Lynn, Laura L. Namy, and Nancy J. Woolf

Reference books:

- "APA Dictionary of Psychology"
- "Handbook of Psychology" (Volumes 1-12) edited by Irving B. Weiner
- "The Corsini Encyclopedia of Psychology and Behavioral Science" edited by W. Edward Craighead and Charles B. Nemeroff

ELECTIVE – 3

Course Name: E-COMMERCE

Credits: 4

Course Description:

After the successful completion of the course learner must be aware of Techniques in Application of e-commerce. This course is designed to provide knowledge about Electronic Commerce.

Course Objectives:

- Discuss the basics of e-commerce, including its models, infrastructure, and market dynamics.
- Demonstrate various e-commerce strategies for marketing, sales, and supply chain management.
- Analyse real-world e-commerce cases to understand success factors and apply insights.
- Evaluating e-commerce tools and technologies for effective business operations.
- Develop practical skills in website management, digital marketing, and customer service for e-commerce success.

Course Outcomes:

- Explain a solid understanding of e-commerce fundamentals, covering models, infrastructure, and market dynamics.
- Explore diverse e-commerce strategies for marketing, sales, and supply chain management.
- Apply real-world e-commerce case studies to identify success factors and apply insights.
- Evaluate e-commerce tools and technologies to enhance business operations effectively.
- Design practical skills in website management, digital marketing, and customer service essential for e-commerce success.

Units	Syllabus
Unit 01	Introduction to E-Commerce Definition and scope of e-commerce, historical evolution of e-commerce, types of e-commerce models (B2C, B2B, C2C, etc.), advantages of e-commerce for businesses and consumers, challenges and risks associated with e-commerce, e-commerce business models and strategies, e-commerce technologies and infrastructure.
Unit 02	Planning and Designing an E-Commerce Website Planning and conceptualizing an e-commerce website, user experience (UX) and user interface (UI) design principles, e-commerce website architecture and information architecture.
Unit 03	E-Commerce Platforms and Technology E-commerce platforms, content management systems (CMS) for e-commerce, payment gateway integration and security considerations, mobile responsiveness and cross-browser compatibility.
Unit 04	Digital Marketing Techniques for E-Commerce Overview of digital marketing, content marketing strategies, email marketing for e-commerce.

Unit 05	Search Engine Optimization (SEO) for E-Commerce Websites Fundamentals of SEO, on-page SEO techniques, off-page SEO strategies.
Unit 06	Pay-Per-Click (PPC) Advertising and Remarketing Introduction to PPC advertising, creating effective PPC campaigns, remarketing strategies for e-commerce.
Unit 07	Social Media Marketing for E-Commerce Social media platforms overview, developing a social media strategy, measuring social media success.
Unit 08	The E-Commerce Security Environment Importance of security in e-commerce, key security technologies, best practices for e-commerce security.
Unit 09	Security Threats in the E-Commerce Environment Types of e-commerce security threats, identifying vulnerabilities, mitigation strategies.
Unit 10	Technology Solutions for E-Commerce Security & Payments Systems Encryption and data protection, secure payment gateways, fraud detection technologies, overview of payment systems, popular e-commerce payment methods, future trends in payment systems.
Unit 11	Order Management and Fulfilment Processes Order processing workflow, fulfilment strategies, technology in order management.
Unit 12	Inventory Management and Supply Chain Optimization Fundamentals of inventory management, supply chain best practices, implementing technology in supply chain.
Unit 13	Shipping and Delivery Options Overview of shipping methods, international shipping considerations, delivery tracking solutions.
Unit 14	Returns and Customer Service Management Return policies and procedures, effective customer service strategies, measuring customer satisfaction.

Textbooks:

- Ravi Kalakota, Andrew Winston ,”Frontiers of Electronic Commerce”, Pearson Education Asia, 2010 edition.
- Web Commerce Technology Handbook, by Daniel Minoli, Emma Minoli, McGraw-Hill

Reference books:

- F. Rayport, Bernard J.Jaworski , “E-commerce”, TMCH, 2002
- E.Frami Turban, JAE Lee, David King, K.Michale Chung, “Electronic Commerce”, Pearson Education, 2000
- E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.
- “E-Commerce 2020: Business, Technology, Society" by Kenneth C. Laudon and Carol Guercio Traver.

Course Name: SUPPLY CHAIN RISK MANAGEMENT**Credits: 4****Course Description:**

Understanding the vulnerabilities within supply chains is paramount in today's globalized and interconnected world. With the rise of globalization, consolidation, and the adoption of just-in-time inventory practices, supply chains have become more complex and interconnected than ever before. This complexity introduces various risks such as disruptions in transportation, geopolitical issues, natural disasters, and even cyber security threats.

Course Objective:

- Discuss the Fundamentals of Risk and Risk Management
- Develop Risk Identification and Analysis Skills
- Explore Risk Management Strategies
- Examine Stakeholder Impacts on Risk
- Build Resilient Supply Chains and Business Continuity Plans

Course Outcomes:

- Describe and Differentiate Key Concepts in Risk Management
- Apply Decision-Making Frameworks to Risk Scenarios
- Identify and Analyse Risks Using Advanced Tools
- Develop and Implement Effective Risk Responses
- Formulate Resilient Supply Chains and Business Continuity Plans

Units	Syllabus
Unit 01	Introduction to Risk and Risk Management Definition of risk and management and risk in supply chains, growth of risk management, features of risk in supply chains.
Unit 02	Decision-Making in Risk Types of decisions in risk (certainty, uncertainty, ignorance), structure of decision-making.
Unit 03	Basics of Managing Risk Steps in managing risk, development of risk management.
Unit 04	Supply Chain Risk Management (SCRM) Aims of SCRM, principles of SCRM.
Unit 05	Inside Stakeholders and Risk Understanding business stakeholders, inside stakeholders and risks.
Unit 06	Outside Stakeholders and Risk How outside stakeholders impact risk.
Unit 07	Risk Perspectives and Attitudes Objective vs. subjective elements of risk, individual attitudes to risk, risk aversion and uncertainty.
Unit 08	Types and Sources of Risks Overview of different types of risks, global risks (World Economic Forum insights).
Unit 09	Identifying Risks Tools for risk identification, problems with risk identification.

Unit 10	Analysing Risks Tools for analysing past events, tools to collect opinions and analyse operations.
Unit 11	Measuring and Evaluating Risks Likelihood and consequences of risks, tools for risk analysis.
Unit 12	Response to Risks Responses to risks and alternative responses, mnemonics and options for risk management.
Unit 13	Integrating Risk Management Achieving an integrated approach in SCRM, challenges in integration and levels of SCRM integration.
Unit 14	Creating Resilient Supply Chains and BCM Principles and features of resilient supply chains, business continuity management (BCM), steps and deliverables in BCM.

Textbooks:

- Donald Waters, Supply Chain Risk Management – Vulnerability and resilience in logistics, Kogan Page, Latest Edition

Reference books:

- Gregory L. Schlegel and Robert J. Trent, Supply Chain Risk Management – An Emerging Discipline, CRC Press, Latest Edition
- Omera Khan, George A Zsidisin, Handbook for Supply Chain Risk Management –Case Studies, Effective Practices and Emerging Trends, J.Ross Publishing, Latest Edition
- George A Zsidisin, Bob Ritchie Supply Chain Risk – A Handbook of Assessment, Management and Performance, Springer, Latest Edition.

Course Name: PREDICTIVE ANALYTICS USING R

Credits: 4

Course Description:

This course offers a comprehensive introduction to R programming for data analysis and statistical modelling. Learners will learn to download and set up R and R-Studio, familiarize themselves with data types and structures, and perform data preparation tasks like merging and sorting. The curriculum covers essential R libraries, basic graphing techniques, and advanced topics like lists and data frames. Learners will master reading data from various sources and conducting exploratory data analysis. The course also includes inferential statistics, hypothesis testing, and prediction modelling, equipping learners with the skills to utilize R for robust data analysis and modelling.

Course Objectives:

- Explain R programming fundamentals, including setup and installation of R and R-Studio.
- Describe proficiency in handling various data types and structures and performing data preparation tasks in R.
- Illustrate to install and use R libraries for enhanced data manipulation and analysis.
- Develop skills in data visualization using basic R graphing techniques and charts.
- Demonstrate exploratory data analysis and prediction modelling techniques, including inferential statistics and regression models.

Course Outcomes:

- Discuss the process for setting up R and R-Studio, including downloading and installing the software.
- Prepare the different data types and structures in R and how to perform data preparation tasks such as merging and sorting datasets.
- Analyse R libraries to extend R's functionality for data manipulation and analysis tasks.
- Differentiate between various R graphing techniques and choose appropriate charts for effective data visualization.
- Administer the effectiveness of exploratory data analysis techniques and prediction models, including regression models, in uncovering insights and making predictions from data.

Units	Syllabus
Unit 01	Introduction to R and Installation Process Downloading R software, step-by-step installation process of R.
Unit 02	R Environment and R-Studio Setup Overview of R environment, installation process of R-Studio.
Unit 03	Understanding R-Studio Environment and Data Types Introduction to the R-Studio environment, data types and structures in R.
Unit 04	Data Preparation in R Merging, sorting, splitting, and aggregating data.

Unit 05	Introduction to R Libraries and Graphing Installing and invoking R libraries, basic R graphs and different types of charts.
Unit 06	Working with Lists Creating and modifying lists in R, concatenating lists.
Unit 07	Data Frames in R Introduction to data frames, creating and managing data frames.
Unit 08	Data Frame Operations attach () and detach() functions in data frames, working with arbitrary lists and managing the search path.
Unit 09	Basic File Reading Functions Using read. Table() and scan() functions, accessing built-in datasets in R.
Unit 10	Importing External Data Loading data from other R packages, importing data from CSV and Excel files.
Unit 11	Editing Data in R Methods for editing data once imported into R.
Unit 12	Exploratory Data Analysis (EDA) Using summary and descriptive tables, generating and interpreting various charts.
Unit 13	Inferential Statistics in R T-Test, ANOVA, Chi-Square.
Unit 14	Prediction and Classification Modelling Introduction to prediction and classification modelling, data splitting for training and testing, prediction modelling: moving average model and regression models (simple and multiple regressions).

Textbooks

- R for Data Science, Hadley Wickham, 1st edition, 2017, O'Reilly publication.
- The Book of R, Tilman M. Davies, 1st edition, 2016, No Starch Press
- R For Dummies, Andrie de Vries, 2nd edition, 2016, John Wiley & Sons
- Discovering Statistics Using R, Andy Field, 1st edition, 2012, SAGE Publications Lt
- The Art of R Programming, Norman Matloff, 1st edition, 2011, No Starch Press

Reference books:

- Wickham, H., & Golemund, G. (2017). R for data science: Import, tidy, transforms, visualizes, and model data. O'Reilly Media. ISBN: 978-1491910399.

ELECTIVE – 4

Course Name: SEARCH-ENGINE MARKETING (SEM) & PAY-PER-CLICK (PPC)

Credits: 4

Course Description:

Search Engine Marketing (SEM) and Pay-Per-Click (PPC) have become integral components of digital marketing strategies for businesses. This course aims to equip learners with the knowledge and skills necessary to effectively utilize SEM and PPC techniques in digital marketing campaigns. Learn about the principles, strategies, tools, and best practices associated with SEM and PPC.

Course Objectives:

- Discuss the fundamentals of search engine marketing and pay-per-click advertising.
- Describe insights into how SEM and PPC impact business communication and customer relationships.
- Develop proficiency in utilizing technology, procedures, and controls essential in the digital marketing landscape.
- Define to analyse data, make informed decisions, and optimize SEM and PPC campaigns to achieve business objectives.
- Acquire the ability to critically evaluate SEM and PPC strategies and adapt them to changing business environments.

Course Outcomes:

- Outline the basic concepts and technologies used in search engine marketing and pay-per-click advertising.
- Analyse various SEM and PPC techniques and their applications in digital marketing campaigns
- Demonstrate the ability to create and optimize SEM and PPC campaigns across different platforms.
- Criticize SEM and PPC performance metrics to evaluate campaign effectiveness and make data-driven decisions.
- Apply the ability to critically evaluate SEM and PPC strategies and adapt them to changing business environments.

Units	Syllabus
Unit 01	Introduction to Digital Marketing Introduction to digital marketing: definition and understanding, origin of digital marketing, traditional vs. digital marketing, advantages of digital marketing for businesses and consumers, challenges and risks associated with digital marketing.
Unit 02	Consumer Decision-Making Consumer decision journey: explanation and elaboration, POEM framework, customer segmentation, art of customizing messages for consumers.
Unit 03	Digital Landscape Digital landscape: concept and understanding, essential skills for digital marketers, digital marketing plan development.

Unit 04	Introduction to SEA Introduction to SEA, types of display ads, buying models (CPC, CPM, CPL, CPA, fixed cost).
Unit 05	Target Market Analysis & Advertising Fundamentals of target market analysis on digital platforms, targeting techniques, programmatic digital advertising.
Unit 06	YouTube Marketing YouTube ad formats and strategies, YouTube ad targeting options, YouTube ad performance measurement.
Unit 07	Search Advertising and Performance Search advertising: concept and understanding, paying for search advertising, understanding ad placement, performance report.
Unit 08	Basics of Display Advertising Introduction to display advertising, display ad formats, display ad targeting options.
Unit 09	Optimization, Bidding, Budget & Remarketing Display ad creative optimization, real-time bidding, display ad performance tracking, display ad budget optimization, remarketing strategies.
Unit 10	Social Media Marketing Strategies Social media marketing strategies, Facebook marketing, anatomy of a Facebook ad campaign.
Unit 11	Facebook and Instagram Advertising Facebook Ads Manager, Facebook ad targeting options, Instagram marketing.
Unit 12	LinkedIn and Twitter Advertising LinkedIn marketing, Twitter marketing, Twitter Ads Manager, Twitter ad targeting options.
Unit 13	Introduction to SEO Introduction to search engine optimization (SEO), SEO phases, keyword research and selection.
Unit 14	SEO Optimization and Tools On-page SEO optimization, off-page SEO optimization, local SEO optimization, SEO tools and analytics, SEO performance tracking, SEO optimization strategies.

Textbooks:

- Search Engine Marketing: A Guide for Business by Srinidhi SM & Suresh V (Fouress Publications, 2022)
- The Art of Search Engine Marketing by Pradeep Chopra & Puneet Kaur (Jaico Publishing House, 2020)
- PPC for Beginners: A Step-by-Step Guide to Mastering Pay-Per-Click Advertising by Suresh Reddy (Bloomsbury India, 2021)

Reference books:

- The Art of SEO: Mastering Search Engine Optimization by Eric Enge, Stephan Spencer & Jessie Stricchiola (Pearson Education Limited, 2020)
- Advanced Google Ads by Brad Geddes, Martin Roettger & Bryan Eisenberg (Wiley, 2023)

- Paid Search: From Clicks to Customers by Chris Sherman, Bryan Eisenberg & Barry Schwartz (John Wiley & Sons, 2019)

Course Name: SUPPLY CHAIN MODELLING AND MANAGEMENT**Credits: 4****Course Description:**

This course provides an in-depth exploration of supply chain modelling techniques and their application in managing complex supply chain systems. Learners will acquire various modelling approaches, optimization techniques, and decision-making frameworks to design, analyse, and improve supply chain operations.

Course Objectives:

- Explore the fundamental concepts of supply chain management and its significance in contemporary business environments.
- Learn different modelling techniques used in supply chain analysis and optimization.
- Develop skills in applying optimization tools to solve supply chain problems.
- Analyse real-world supply chain case studies and apply modelling techniques to improve efficiency and effectiveness.
- Explore emerging trends and technologies in supply chain management.

Course Outcomes:

- Demonstrate an understanding of supply chain management concepts and their role in modern business environments.
- Utilize modelling techniques to optimize supply chain performance and resource allocation.
- Solve supply chain problems effectively using appropriate optimization tools and strategies.
- Evaluate real-world supply chain scenarios to recommend efficiency and effectiveness improvements.
- Assess the impact of emerging trends and technologies on supply chain operations and decision-making.

Units	Syllabus
Unit 01	Unit 1 Introduction to Supply Chain Management Definition and Scope of Supply Chain Management, Key Components and Flows in a Supply Chain, Challenges and Opportunities in Supply Chain Management
Unit 02	Unit 2 Key Components and Flows in a Supply Chain Detailed Analysis of Supply Chain Components, Understanding the Flows in a Supply Chain (Material, Information, and Financial Flows)
Unit 03	Unit 3 Challenges and Opportunities in Supply Chain Management Identifying Major Challenges in Supply Chain Management, Exploring Opportunities for Improvement and Innovation
Unit 04	Unit 4 Supply Chain Modelling Fundamentals Role of Modelling in Supply Chain Management, Types of Supply Chain Models (Deterministic vs. Stochastic), Data Requirements and Collection Techniques

Unit 05	Unit 5 Facility Location and Capacity Allocation Facility Location, Capacity Allocation
Unit 06	Unit 6 Demand Forecasting Network Design Models (e.g., Transportation, Distribution), Multi-echelon Inventory Optimization
Unit 07	Unit 7 Demand Forecasting Methods and Techniques
Unit 08	Unit 8 Inventory Management Inventory Control Policies (e.g., EOQ, JIT), Bullwhip Effect and its Mitigation Strategies
Unit 09	Unit 9 Identification and Assessment of Supply Chain Risks Identification and Assessment of Supply Chain Risks
Unit 10	Unit 10 Strategies and Planning for Supply Chain Risk Management Strategies for Managing Supply Chain Disruptions, Resilience Planning and Risk Mitigation Techniques
Unit 11	Unit 11 Triple Bottom Line and Sustainability Triple Bottom Line Approach to Sustainability, Green Supply Chain Practices and Initiatives
Unit 12	Unit 12 Life Cycle Assessment and Eco-Design Life Cycle Assessment, Eco-Design Principles
Unit 13	Unit 13 Simulation and Game Theory in Supply Chain Modelling Simulation Modelling for Supply Chain Analysis, Game Theory Applications in Supply Chain Management.
Unit 14	Unit 14 Emerging Technologies in Supply Chain Optimisation Block chain in Supply Chain Optimisation, Internet of Things (IoT) in Supply Chain Optimisation

Textbooks

- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl.

Reference books

- "Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase.
- "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper.

Course Name: FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE – PYTHON

Credits: 4

Course Description:

This course gives opportunity to develop their skills and knowledge in the application of appropriate statistical analytical tools in accordance with the structure of data, including quantitative data (cross-sectional, time series, and panel data), as well as qualitative data in social science research. In addition, the learners can learn about the various statistical models that are available in each software, and they are able to have the ability to apply relevant tools in order to accomplish the goals of the study.

Course Objectives

- Explain Python programming, including setting up the environment and writing basic Python programs.
- Familiarize Python data types, data structures, and basic operations, including arithmetic and string manipulations.
- Discuss control structures, object-oriented programming (OOP) concepts, and functions in Python for effective code management and problem-solving.
- Explore essential libraries such as NumPy and Pandas for data manipulation, analysis, and visualization.
- Summarize foundational knowledge of machine learning, with a focus on linear regression and its application in data analysis.

Course Outcomes

- Discuss basic Python programs and use essential Python data types and operations.
- Analyse data structures such as lists, tuples, sets, and dictionaries, performing necessary operations in Python.
- Implement control structures, functions, and object-oriented programming principles to design efficient solutions.
- Use NumPy and Pandas to manipulate, analyse, and visualize data, including importing datasets and performing exploratory data analysis.
- Apply machine learning techniques, particularly linear regression, to real-world data and interpret regression results.

Units	Syllabus
Unit 01	Python Basics Python overview and features, setting up the Python environment, writing your first Python program.
Unit 02	Data Types and Operations Understanding data types in Python, arithmetic and string operations in Python.
Unit 03	Introduction to Data Structures Tuples, lists, sets, dictionaries, operations on data structures.
Unit 04	Control Structures Decision making: if, if-else statements, looping: for loops, while loops, control flow: break, continue, pass statements.

Unit 05	Functions in Python Defining, calling, and using functions, function parameters and return values, recursion.
Unit 06	Object-Oriented Programming (OOP) Introduction to OOP, classes and objects, attributes and methods, inheritance and polymorphism, encapsulation, advanced OOP concepts.
Unit 07	NumPy Operations Creating NumPy arrays, converting lists and tuples to NumPy arrays, inspecting the structure and content of arrays, subletting, slicing, indexing, and iterating through arrays.
Unit 08	Pandas Data Manipulation Creating data frames, importing CSV data files as Pandas data frames, reading and summarising data frames, sorting data frames, labelling, indexing, and slicing data, merging data frames using joins, pivoting and grouping.
Unit 09	Introduction to Data Visualization Libraries Introduction to Matplotlib, introduction to Seaborn.
Unit 10	Creating and Plotting Graphs Creating graphs, plotting graphs, different chart types.
Unit 11	Modification of Charts Modification of charts for better understanding, presentation of charts.
Unit 12	Exploratory Data Analysis Data sourcing, data cleaning, univariate analysis, bivariate and multivariate analysis.
Unit 13	Foundations of Machine Learning Introduction to machine learning, supervised learning methods, unsupervised learning methods.
Unit 14	Linear Regression and Analysis The linear regression model with one independent and one dependent variable, residuals, residual sum of squares (RSS) and R^2 (R-squared), multiple independent and one dependent variables.

Textbooks:

- Downey, A. (2015). Think Python: How to Think Like a Computer Scientist (2nd ed.). O'Reilly Media.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly Media
- Official Python Documentation: <https://docs.python.org/>
- Kenneth A. Lambert, (2011), “The Fundamentals of Python: First Programs”

Reference books:

- Gowrishanker and Veena, “Introduction to Python Programming”, CRC Press, 2019.
- Python Crash Course, 2nd Edition, By Eric Matthes, May 2019
- NumPy Essentials, By Leo Chin and Tanmay Dutta, April 2016
- Joel Grus, “Data Science from scratch”, O'Reilly, 2015.
- Wes Mc Kinney, “Python for Data Analysis”, O'Reilly Media, 2012.
- Jake Vanderplas. Python Data Science Handbook: Essential Tools for Working with Data 1st Edition, 2016.

SEMESTER: V**Course Name: STRATEGIC MANAGEMENT****Credits: 4****Course Description**

This Course exposes learners to various strategic issues such as strategic planning, implementation and evaluation. It gives an overview of strategic management in an organization. The course is structured to foster analytical skills and decision-making skills among learners in varied disciplines of business.

Course Objectives:

- Describe the concepts in Strategic Management
- Demonstrate Vision, Mission, objectives of an organization
- Discuss different strategies used in an organization
- Examine strategies at functional levels
- Criticize key Strategic areas for decision making

Course Outcomes:

- Explain the strategic context in organizations.
- Develop and devise strategies in respective functional areas of organization.
- Apply knowledge to the formulation and implementation of strategy in business context.
- Analyze the various strategies of organization.
- Outline decision making and analytical Skills related to strategies.

Units	Syllabus
Unit 1	Introduction to Strategic Management Introduction, meaning, and definition of strategy. Need and process of strategic management. Benefits and limitations of strategic management.
Unit 2	Strategic Decision Making and Role of Strategists Strategic decision-making and the role of strategists in strategic management. Reasons for the failure of strategic management.
Unit 3	Fundamentals of Strategic Planning Meaning of a strategic plan. Strategic planning process and levels of strategy.
Unit 4	Corporate-Level Strategies Corporate-level strategy and stability strategy. Expansion and merger strategies. Retrenchment and restructure strategies.
Unit 5	Business and Functional-Level Strategies Business-level strategy and functional-level strategy. Porter's Five Forces Model and BCG Matrix.
Unit 6	Aspects of Strategy Implementation Aspects of strategy implementation, project manipulation, procedural implementation, and

	resource allocation.
Unit 7	Structural and Organizational Implementation Structural implementation and considerations, structures for strategies, and organizational systems.
Unit 8	Behavioural and Functional Implementation Behavioural implementation, leadership in implementation, and functional and operational implementation.
Unit 9	Introduction to Functional Strategies Overview of functional strategies, functional plans, and policies, and the need for functional policies.
Unit 10	Types of Functional Policies Financial policies, marketing and operational policies, and personnel policies.
Unit 11	Integration and Performance Integration of functional plans and policies. Corporate performance and metrics, causes, and solutions for poor performance.
Unit 12	Fundamentals of Strategy Evaluation Meaning and importance of strategy evaluation. Criteria for evaluating strategy and implementing and managing certification.
Unit 13	Operational and Strategic Control Meaning of operational control, meaning of strategic control, and types of strategic control.
Unit 14	Control Systems and Evaluation Techniques Features of an effective control system, evaluation techniques for operational control, final review, and case studies.

Textbook:

- "International Business: Strategy and the Multinational Company" by John B. Cullen and K. Praveen Parboteeah (12th Edition), 2021.
- "Global Business Strategy: A Systems Approach" by Asterios G. Kefalas (2nd Edition), 2009.
- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult (13th Edition), 2021.

Reference books:

- "Global Strategic Management" by Philippe Lasserre (4th Edition), 2017.
- "International Business: The Challenges of Globalization" by John J. Wild and Kenneth L. Wild (9th Edition), 2020.

Course Name: DIGITAL ACCOUNTING

Credits: 2

Course Description:

The Digital Accounting course equips participants with advanced Excel skills for financial modelling, analysis, and decision-making. It covers the analysis and forecasting of financial statements, preparation of master budgets, and valuation techniques for firms and equity using Excel. The course emphasizes practical problem-solving using tax, dividend, and statistical models, providing a comprehensive understanding of digital tools for strategic financial management.

Course Objectives:

- Equip participants with advanced Excel skills for financial modelling and analysis.
- Develop expertise in analysing and forecasting financial statements.
- Solve practical problem-solving using tax, dividend, and statistical models.

Course Outcome:

- Outline Excel tools for financial modelling and decision-making.
- Analyse and forecast financial data to support strategic planning.
- Apply advanced financial models to solve real-world business challenges.

Unit	Syllabus
Unit 1	Excel Commands – Basic & Advanced: Basic/advanced functions, data tools, charts, macros.
Unit 2	Time Value of Money and Financial Models: TVM concepts, NPV, IRR, and loan models.
Unit 3	Analysis of Financial Statements: Preparing statements, ratio/trend analysis, linked statements.
Unit 4	Forecasting Financial Statements and Cash Flows: Projections, scenarios, and sensitivity analysis.
Unit 5	Master Budgets and Organizational Financial Planning: Functional budgets, master budget, variance analysis.
Unit 6	Valuation Techniques Using Excel: DCF, multiples, terminal value, and valuation models.
Unit 7	Advanced Financial Models and Analysis: Tax models, dividend models, aging, and statistical analysis.

Text Books:

- Simon Benninga. Financial Modeling

Reference Books:

- Michael Kleen. Financial Modeling
- Michael Rees. Financial Modeling
- Chandan. Financial Modeling using EXCEL and VBA

Course Name: RESEARCH METHODOLOGY**Credits: 4****Course Description:**

This paper is offered as a core course in the final year. The course aims to develop a research orientation among learners and thereby making their managerial decision-making process scientific. The course covers all elements of business research process including problem discovery, literature review, research design, data collection, and data analysis using software applications, interpretation and reporting of results. It provides a knowledge base on steps in a research process needed to conceptualize, define, design and execute a business research project.

Course Objectives:

- Explain the concepts, tools and terminologies used in research world
- Demonstrate methods best suited for investigating different types of problems and questions;
- Develop research design and analysis the results to provide suggestions based on research findings.
- Discover hands on experience on different tools used in research;
- Outline interpretations for tools used and write reports.

Course Outcomes:

- Apply different methods of research in
- Identify research gap and to formulate based on selected research problem.
- Design a research design and analyse the results to provide suggestions based on research findings.
- Explain statistical data to support fact-based decision making.
- Predict independent thinking for critically analysing research reports.

Units	Syllabus
Unit 1	Understanding Research Meaning of research, objectives of research, and criteria for good research, and types of research.
Unit 2	Research Methodology Fundamentals Difference between research methods and research methodology, steps in the research process, nature and scope of business research, and significance of research in decision-making.
Unit 3	Defining the Research Problem Meaning of a research problem, identification and sources of research problems, and the importance of a well-defined research problem.
Unit 4	Literature Review and Objectives Concept of reviewing literature, statement of the problem, objectives of the study, definition and understanding of research questions, and types of research questions.
Unit 5	Overview of Research Design Meaning and need for research design, features of a good research design, concepts

	related to research design, importance of effective research design, and types of research design.
Unit 6	Sampling Techniques Meaning of sampling, steps in sampling, probability sampling methods, and non-probability sampling methods.
Unit 7	Introduction to Data and Data Collection Understanding the concept of data collection, significance of data collection, and types of data including primary and secondary data.
Unit 8	Primary and Secondary Data Definition and concept of primary data, sources of primary data, definition and concept of secondary data, and sources of secondary data.
Unit 9	Data Collection Methods Methods for collecting primary data and methods for collecting secondary data.
Unit 10	Data Tabulation Concept and understanding of data tabulation, approaches to data tabulation, types of data tabulation, and the importance of data tabulation in analysis.
Unit 11	Data Analysis in Research Concept and understanding of data analysis in research, importance and significance of data analysis, and an overview of statistical methods for data analysis.
Unit 12	Data Interpretation Understanding data interpretation, techniques of interpretation in research, and the role of statistical tools in research analysis.
Unit 13	Research Report Writing Significance of report writing, steps in writing a research report, layout of a research report, and types of research reports and their uses.
Unit 14	Precautions and Best Practices Precautions while writing research reports, ethical considerations in research reporting, common pitfalls in research reporting, and tip for effective communication in research.

Textbooks:

- Cooper, D., & Schindler, P. (2009). Business research methods (4thed.). New Delhi: Tata McGraw Hill Publications
- Krishna Swamy, O.R. (1993). Research Methodology. New Delhi: Himalaya Publishing House.
- Kothari, C.R. (2004). Research Methodology (2nd Ed). New Age.
- Michael V.P. (2004). Research Methodology in Management. New Delhi: Himalaya Publishing House

Reference books:

- Sadhu & Singh Amarjit. (1983). Research Methodology in Social Science. New Delhi: Himalaya Publishing House
- Wilkinson and Bhandarkar. (2003). Methodology and Techniques of Social Research. New Delhi: Himalaya Publishing House
- William Trochim.(2003). Research Methods. Biztantra
- Priti R Majhi & Prafull K Khatua (2015). Research Methodology. New Delhi: Himalaya Publishing House
- Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. Oxford university press.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Business research methods 7th ed. Thomson/South-Western: Appendices.
- Field, A. (2016). Discovering statistics using IBM SPSS statistics. Sage.

Course Name: START-UP MANAGEMENT**Credits: 1****Course Description:**

The course provides the conceptual knowledge relating to start-up of a new business concerns and various kinds of start-up ideas through brain storming. The course also gives the information relating to capital estimations and financial assumptions for start-ups and legal environmental policies relating to incorporation of new business. The course is relating about the various financial issues to start-up and venture capital investment concepts. The course provides enough knowledge in terms of wind up of and organization and bankruptcy position and exit strategies like sale or windup of business organization.

Course Objectives:

- Explain the key drivers of start-ups, including the six forces of change, and the entrepreneurial ecosystem, with a focus on entrepreneurship in India and government support.
- Identify capital resources, estimate financial requirements, and evaluate funding options for start-ups, including strategies for scaling ventures and ensuring sustainability.

Course Outcomes:

- Analyse the various phases of entrepreneurship development programs (EDPs), institutional finance, and funding strategies for new ventures.
- Evaluate the stages of growth in new ventures and design effective strategies for scaling, funding, and sustaining start-ups.

Units	Syllabus
Unit 1	Start-up Opportunities and the Entrepreneurial Ecosystem The New Industrial Revolution and the Rise of the Start-up Economy. The Six Forces of Change and the Start-up Equation. Understanding the Entrepreneurial Ecosystem. Entrepreneurship in India and Government Initiatives.
Unit 2	Start-up Capital and Resource Requirements Identifying and Estimating Start-up Capital and Cash Requirements. Developing Financial Assumptions. Constructing a Process Map for Start-up Development. Positioning the Venture in the Value Chain.
Unit 3	Support Institutions and Financing for Entrepreneurs Entrepreneurship Development Programmes (EDPs): Phases and Evaluation. Institutional Finance: Role of Commercial Banks and Other Major Financial Institutions. Funding Strategies for Start-ups: Bootstrapping, Crowd funding, and Strategic Alliances.
Unit 4	Growth and Financial Management in New Ventures Stages of Growth in a New Venture: Growing with the Market and within the Industry.

Venture Life Patterns and Reasons for New Venture Failures. The Cost and Process of Raising Capital for High-Tech Ventures. Scaling Ventures and Managing Unique Funding Issues.
--

Textbook:

- “Startup Management”, K. Swapna, J.S. Moses, Y.Sarada, Himalaya Publishing House, First Edition, 2019
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.

Reference books

- S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae’ Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby,
- New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017.

ELECTIVE - 5

Course Name: CONTENT MARKETING

Credits: 4

Course Description:

Content marketing is a strategic approach to creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience. This course aims to provide learners with the knowledge and skills necessary to develop and execute effective content marketing strategies.

Course Objectives

- Identify the fundamentals of content marketing and its role in digital marketing strategies.
- Learn how to identify target audiences, conduct content research, and develop compelling content.
- Explore various content formats and distribution channels, including social media, email, blogs, and video.
- Develop proficiency in measuring content performance and optimizing content marketing campaigns.
- Discover insights into advanced content marketing techniques, such as influencer collaboration and content repurposing.

Course Outcomes

- Explain the principles and concepts of content marketing and its significance in digital marketing strategies.
- Demonstrate the ability to conduct audience research, develop buyer personas, and create engaging content tailored to target audiences.
- Apply various content formats and distribution channels effectively to reach and engage with target audiences.
- Analyze content performance metrics, interpret data insights, and optimize content marketing strategies for better results.
- Examine advanced content marketing techniques and tactics to enhance campaign effectiveness and achieve marketing objectives.

Units	Syllabus
Unit 1	Understanding Content Marketing Definition and core principles of content marketing, the role of content marketing in digital marketing strategy, key benefits and challenges of content marketing, and differentiating content marketing from traditional marketing.
Unit 2	Strategic Content Planning Developing a comprehensive content marketing strategy, setting clear goals and objectives, identifying target audience and buyer personas, and conducting thorough content research and ideation.
Unit 3	Content Creation Techniques Mastering the art of storytelling, effective copywriting and persuasive messaging,

	leveraging visual content to enhance engagement, and creating diverse content formats such as articles, blogs, infographics, videos, and podcasts.
Unit 4	Content Formats Understanding audience's preferred content formats, exploring various content formats like blog posts, infographics, videos, podcasts, ebooks, and webinars, creating a diverse content calendar, and adapting to emerging content trends.
Unit 5	Content Management Systems (CMS) Understanding the basics of CMS, choosing the right CMS for organizational needs, effective content management strategies, and advanced CMS features for content marketers.
Unit 6	Content Writing for the Web Crafting compelling headlines for web content, optimizing web content for SEO, creating engaging web content for different audiences, and measuring the effectiveness of web content.
Unit 7	Content Optimization and Management Writing for the web with SEO best practices and keyword optimization, utilizing content management systems and tools, managing content collaboration and workflow, and ensuring content quality through editorial guidelines.
Unit 8	Content Distribution Channels Leveraging social media platforms for content promotion, running effective email marketing campaigns and automation, engaging in content syndication and guest blogging, and utilizing influencer marketing and partnerships.
Unit 9	Measuring and Analysing Content Performance Identifying key performance indicators (KPIs) for content marketing, using analytics tools such as Google Analytics and social media insights, conducting A/B testing and experimentation, and generating content performance reports and analysis.
Unit 10	Content Repurposing and Recycling Strategies for extending content lifespan, creating new content formats from existing material, and employing content duration and aggregation techniques.
Unit 11	User-Generated Content and Community Building Encouraging user-generated content, building and nurturing online communities, and leveraging social listening and sentiment analysis.
Unit 12	Advanced Storytelling Techniques and Narrative Marketing Understanding the science of storytelling, crafting compelling narratives, exploring storytelling formats and channels, and applying storytelling techniques in brand, product, and customer journey narratives.
Unit 13	Interactive Content and Gamification Creating interactive content such as quizzes, polls, and interactive infographics, utilizing gamification techniques to boost engagement, and offering personalized

	content experiences.
Unit 14	Content Personalization and Segmentation Understanding audience segments and preferences, tailoring content to individual needs, and implementing dynamic content delivery and personalization tools.

Textbook:

- Content Marketing: The Art of Engaging Customers and Building Brands by Pooja Garg (Bloomsbury India, 2020)
- Hooked: How to Build Habit-Forming Content by Nir Eyal (Rupa Publications India, 2014)
- Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content by Ann Handley (HarperCollins India, 2014)

Reference books

- Content Rules: How to Create Killer Content for Your Business by Ann Handley & C.C. Chapman (Wiley, 2010)
- They Ask, You Answer: A Revolutionary Approach to Inbound Marketing, Content Marketing, and Sales by Marcus Sheridan & Luther Kennison (Wiley, 2017)
- Epic Content Marketing: How to Tell the Story of Your Business and Build Profitable Customer Relationships by Joe Pulizzi (McGraw-Hill Education, 2013)

Course Name: SUSTAINABILITY AND GREEN SUPPLY CHAIN MANAGEMENT**Credits: 4****Course Description:**

This course explores sustainability principles in supply chain management, covering environmental impact assessments, green procurement, and logistics. Through practical assignments, learners develop skills to implement sustainable solutions in business. Emphasis is on stakeholder engagement and integrating sustainability into business strategy. Upon completion, learners can address demands for sustainability in supply chains.

Course Objectives:

- Identify concepts in Strategic Management
- Discover of Vision, Mission, objectives of an organization
- Demonstrating different strategies used in an organization
- Identifying and applying strategies at functional levels
- analysing key Strategic areas for decision making.

Course Outcomes:

- Use the strategic context in organizations.
- Develop and devise strategies in respective functional areas of organization.
- Apply knowledge to the formulation and implementation of strategy in business context.
- Analyse the various strategies of organization.
- Develop decision making and analytical Skills related to strategies.

Units	Syllabus
Unit 1	Foundations of Sustainability Overview of sustainability principles and concepts, the importance of sustainability in business operations, and key drivers for adopting sustainable practices in supply chains.
Unit 2	Green Supply Chain Management Introduction to green supply chain management, key components of green supply chains, and the business case for green supply chain initiatives.
Unit 3	Environmental Sustainability Metrics Overview of environmental sustainability metrics and indicators, methods for tracking environmental impacts in supply chains, and the relevance of sustainability indicators to decision-making.
Unit 4	Life Cycle Assessment (LCA) Introduction to LCA methodologies, identifying environmental hotspots in supply chains, and tools and techniques for conducting LCAs.
Unit 5	Environmental Risk Mitigation Environmental impact assessments in supply chains, strategies for mitigating

	environmental risks, and enhancing sustainability performance through risk management.
Unit 6	Sustainable Procurement Principles Introduction to sustainable procurement principles, sustainable sourcing practices and criteria, and the role of sustainable procurement in supply chain strategy.
Unit 7	Supplier Evaluation and Relationship Management Supplier evaluation and selection processes, managing supplier relationships for sustainability, and criteria for sustainable vendor partnerships.
Unit 8	Certifications and Standards Overview of certification schemes for sustainability, key standards for sustainable sourcing, and the role of certifications in achieving sustainability goals.
Unit 9	Green Logistics Foundations Introduction to green logistics and transportation, strategies for reducing carbon emissions in logistics, and challenges in implementing green logistics practices.
Unit 10	Optimization in Green Logistics Optimization techniques for green logistics operations, sustainable packaging practices, and materials handling for reduced environmental impact.
Unit 11	Corporate Social Responsibility (CSR) in Supply Chains Overview of CSR principles in supply chains, benefits of integrating CSR into supply chain operations and CSR impact on brand reputation and stakeholder trust.
Unit 12	Stakeholder Engagement Strategies Mapping stakeholders in sustainable supply chains, engagement strategies for stakeholder alignment, and best practices in stakeholder communication.
Unit 13	Sustainability Reporting and Disclosure Introduction to sustainability reporting, frameworks for reporting sustainability performance, and disclosure practices for transparency and accountability.
Unit 14	Future Trends and Challenges Emerging trends in green supply chain management, challenges in scaling sustainable practices, and future trends and challenges in sustainability and green supply chain management.

Textbook:

- Strategic Management, H.R Appannaiah, PN Reddy, H.R Ramanath, Himalaya Publishers Reference books
- Strategic Management: The Indian Context, Srinivasan, R, PHI Learning
- Strategic Management: Theory & Cases: An Integrated Approach, Cengage
- Strategic Management: An Integrated Approach: Theory & Cases, 12E, Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones, CENGAGE

Reference books:

- **"Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies"** by Hartmut Stadtler, Christoph Kilger, and Herbert Meyr
- **"Green Supply Chain Management: Product Life Cycle Approach"** by Joseph Sarkis
- **"Environmental Life Cycle Assessment"** by Olivier Jolliet, Myriam Saadé-Sbeih, Shanna Shaked, and Andreanna Jolliet

Course Name: BASICS OF ECONOMETRICS**Credits: 4****Course Description:**

This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers statistical concepts of hypothesis testing, estimation and diagnostic testing of simple and multiple regression models. The course also covers the consequences of and tests for misspecification of regression models.

Course Objectives:

- Identify the importance of econometric modeling in analyzing data and relationships.
- Develop the ability to perform statistical analyses and hypothesis testing effectively.
- Gain a clear understanding of the concept of causality and linear regression modeling.
- Acquire foundational knowledge of regression analysis using Ordinary Least Squares (OLS).
- Learn to detect and address violations of OLS assumptions to ensure accurate modeling and interpretation.

Course Outcomes:

- Apply and identify the importance of econometric modeling
- Ability to perform statistical analyses on a broad knowledge and hypothesis testing
- Understanding of the causality concept and linear regression modeling
- Basic knowledge of the statistical foundations of regression analysis with OLS
- Basic knowledge on detection and treat violations of OLS assumptions

Units	Syllabus
Unit 1	Introduction Nature and scope of econometrics, economic theory and mathematical economics, methodology of econometrics, and uses of econometrics.
Unit 2	Normal Distribution Characteristics of the normal distribution, its importance in econometric modelling, and the Central Limit Theorem.
Unit 3	Chi-squared, t, and F Distributions Definitions and uses of chi-squared, t, and F distributions, along with applications of these distributions in hypothesis testing.
Unit 4	Estimation of Parameters Point estimation, methods of estimating population parameters from sample data, properties of point estimators such as bias and efficiency, constructing confidence intervals for

	parameters, and interpreting confidence levels and margins of error.
Unit 5	OLS Method Deriving OLS estimators for regression coefficients and understanding the assumptions underlying the OLS method.
Unit 6	Goodness of Fit Understanding the coefficient of determination (R^2), interpreting the goodness of fit, and conducting residual analysis.
Unit 7	t-Tests for Coefficients Testing the significance of individual regression coefficients, interpreting the p-value, and understanding test statistics.
Unit 8	F-Test for Model Significance Testing the overall fit of the regression model and understanding the role of the F-statistic in hypothesis testing.
Unit 9	Estimation of Parameters in Multiple Regression Overview of multiple regression models, assumptions and limitations of multiple regression, and methods for estimating parameters.
Unit 10	Interpretation of Coefficients Interpreting coefficients in the context of multiple independent variables and identifying the effect of each predictor while controlling for others.
Unit 11	Model Comparison Meaning and interpretation of R^2 in multiple regressions, comparing models using adjusted R^2 , F-statistic, and information criteria such as AIC and BIC.
Unit 12	Multicollinearity Nature of multicollinearity, its detection, and remedial measures.
Unit 13	Autocorrelation Nature of autocorrelation, its detection, and remedial measures.
Unit 14	Heteroskedasticity Nature of heteroskedasticity, its detection, and remedial measures.

Textbook:

- Damodar N. Gujarathi: Basic Econometrics, New Delhi: Tata McGraw Hill.

Reference books:

- Jeffery Wooldridge: Introductory Econometrics, Cengage Publisher
- Christopher Dougherty, Introduction to Econometrics, Oxford University Press

ELECTIVE – 6

Course Name: ANALYTICS AND DATA DRIVEN MARKETING

Credits: 4

Course Description:

This course provides a comprehensive introduction to the dynamic intersection of marketing and analytics, equipping learners with essential tools to navigate the modern business landscape. Beginning with an exploration of marketing analytics and data mining, learners delve into the necessity and benefits of leveraging analytics in marketing strategies. The course outlines the marketing process, highlighting strategic challenges and the integration of data-driven insights. Learners acquire to calculate and apply Customer Lifetime Value (CLV), empowering them to make informed decisions regarding customer relationships. Through prediction and classification modelling, utilizing statistical software, learners gain practical skills in sales forecasting and customer churn analysis. The curriculum also covers association rules for market basket analysis, RFM analysis, customer segmentation techniques, and key driver analysis, enabling learners to harness the power of analytics for effective marketing campaigns and business growth.

Course Objectives:

- Contrast the fundamentals of marketing analytics and data mining.
- Identify the benefits of employing analytics in marketing decision-making processes.
- Learn how to conduct customer segmentation using K-Means Cluster Analysis.
- Understand key driver analysis through regression modelling.
- Apply analytics techniques to enhance marketing strategies and optimize business outcomes

Course Outcomes:

- Describe the fundamental concepts of marketing analytics and data mining process.
- Explain the marketing process and demonstrate how analytics can improve marketing strategies and processes.
- Apply the Customer Lifetime Value (CLV) formula to calculate and extend CLV, using it to make informed marketing decisions.
- Analyse data using prediction and classification models.
- Create marketing strategies using various analytics techniques

Units	Syllabus
Unit 1	Introduction to Marketing Analytics Introduction to marketing analytics, the need for marketing analytics, and the benefits of marketing analytics.
Unit 2	Data Mining Basics Definition of data mining and an overview of classes of data mining methods, including grouping methods, predictive modelling methods, and linking methods to marketing applications.

Unit 3	Data Mining Process The process model for data mining, focusing on the CRISP-DM framework.
Unit 4	Introduction to the Marketing Process Introduction to the marketing process and its components.
Unit 5	Strategic Challenge Understanding strategic challenges in marketing.
Unit 6	Marketing Strategy with Data Developing marketing strategies with data, using text analytics, utilizing data to enhance marketing strategies, and improving the marketing process with analytics.
Unit 7	Customer Lifetime Value (CLV) Basics Introduction to customer lifetime value (CLV) and methods to calculate CLV.
Unit 8	CLV Formula Understanding, applying, and extending the CLV formula.
Unit 9	Using CLV Utilizing customer lifetime value to inform and guide marketing decisions.
Unit 10	Introduction to Prediction and Classification Modelling Introduction to prediction and classification modelling, including data splitting for training and testing purposes.
Unit 11	Prediction Modelling Predicting sales using the moving average model and applying simple and multiple regression models.
Unit 12	Classification Modelling Using binary logistic regression for customer churn analysis and decision trees for classification.
Unit 13	Association Rules Market basket analysis for product bundling and promotion using association rules.
Unit 14	Application of Analytics in Marketing RFM (Recency, Frequency, Monetary) analysis, customer segmentation using K-means cluster analysis, and key driver analysis using regression models.

Textbook:

- Marketing Analytics: Data-Driven Techniques with Microsoft® Excel® Published by John Wiley & Sons, Inc
- Marketing Data Science, Thomas W. Miller Published by Pearson
- Marketing Metrics, Neil T Bendle, Paul W. Farris, Phillip E. Pfeifer published by Pearson
- Marketing Analytics, Mike Grigsby published by Kogan Page

Reference books :

- "Marketing Analytics: Strategic Models and Metrics" by Stephan Sorger, **ISBN-13:** 978-1138694927
- "Marketing Analytics: A Practical Guide to Real Marketing Science" by Mike Grigsby, **ISBN-13:** 978-074946793

Course Name: INTERNATIONAL SUPPLY CHAIN MANAGEMENT**Credits: 4****Course Description:**

The course explores in the area of International supply chain management (SCM) to underline their strategic importance to firms. The course focuses on core concepts of supply chain strategies and operational aspects of SCM. The course highlights the roles of supply chain, Purchasing, inventory management, international payment, and information systems in a firm's international operation. In addition, the course focus on designing of global supply chain to counter risks, enhances efficiency, and promotes sustainability.

Course Objectives:

- Explore the concept of supply chains as networks of interconnected nodes, each adding value to products through coordinated logistics and IT systems.
- Describe transition from single-owner vertically integrated networks to globally dispersed, multi-owner supply chain networks.
- Analyse the roles and responsibilities of individual stakeholders in managing nodes and links within a collaborative supply chain framework.
- Learn the mechanisms of value creation, product flow, and information exchange across geographically dispersed supply chain networks.
- Examine the significance of coordination and collaboration in ensuring seamless operations and effective delivery of finished products for consumption.

Course Outcomes:

- Illustrate the key operational issues involved in international SCM
- Analyse the supply chain management in international business;
- Illustrate the composition of global supply chain;
- Apply the knowledge of managing SCM in international trade operations;
- Analyse the supply chain strategies of firms

Units	Syllabus
Unit 1	Introduction to Supply Chain Management Introduction to supply chain management, the evolution of supply chains, and the objectives of supply chain management.
Unit 2	Decision Phases and Process Views in Supply Chain Decision phases in a supply chain, process views such as the cycle view, the push/pull view, and supply chain macro processes in a firm.
Unit 3	Key Issues in Supply Chain Management Key issues in supply chain management, challenges and opportunities, along with industry applications and examples.
Unit 4	Global Trade and Supply Chains

	Insight into global trade, global supply chains, and the challenges faced in global trade.
Unit 5	Emerging Markets and Global Supply Chains Expertise in emerging markets, global supply chains in emerging markets, and the strategic benefits of global supply chains.
Unit 6	Best Practices and Integration in Global Supply Chains Best practices for strategic global supply chain management, how to integrate global supply chain functions, and the strategic benefits of global supply chains.
Unit 7	Supply Chain Strategies and Strategic Fit Competitive and supply chain strategies, achieving strategic fit and its challenges, with case studies on strategic fit.
Unit 8	Supply Chain Enablers Technology as a supply chain enabler, organizational infrastructure and alliances, and the role of human resources in the supply chain.
Unit 9	Supply Chain Drivers Inventory and transportation as drivers, information and sourcing as drivers, and facilities and pricing as supply chain drivers.
Unit 10	Supply Chain Performance Supply chain efficiency and responsiveness, the trade-off between responsiveness and efficiency, and managing supply chain risks.
Unit 11	Global Purchasing Strategy Key elements of a global purchasing strategy, transitioning from international to global purchasing, and types of global purchasing strategies.
Unit 12	Outsourcing and Offshoring Strategies for outsourcing and offshoring, along with the benefits and risks associated with both.
Unit 13	Supplier Selection and Network Design Selecting suppliers, designing global supplier networks, and managing supplier evaluation and relationships.
Unit 14	Inventory Management in Supply Chain and Inventory Problem Solving and Models The role of cycle inventory in the supply chain, production lot sizing, lot sizing with capacity constraints, aggregating multiple products in a single order, economies of scale, and numerical examples to illustrate inventory problems with solutions using various models.

Textbook:

- Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGrawHill Education India, New Delhi - Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R. (2008).

Reference books :

- Shah, J. (2016). Supply Chain Management: Text and Cases (2e). Pearson Education India
- Hult, T.; Closs, D.; Frayer, D. Global Supply Chain Management Leveraging processes, measurements and tools for strategic corporate advantage. McGraw Hill. 2013.

Course Name: DATA VISUALIZATION TECHNIQUES**Credits: 4****Course Description:**

To equip learners with comprehensive knowledge on computer application software for data analysis. The course covers building interactive dashboards, enhancing visualizations with analytics, and applying advanced concepts such as data blending, joining, and understanding dynamic hierarchies. The course also emphasizes best practices in data visualization to ensure clarity and effectiveness in communicating insights. By the end of the course, learners will be proficient in using Tableau for data analysis, able to create insightful, interactive visual reports that support decision-making in various business contexts.

Course Objectives

- Recognize and understand how to use visualization tools effectively.
- Evaluate different data representation methods and their advantages.
- Analyze visual data to develop insights and hypotheses.
- Discuss computational tools and software for data analysis tasks.
- Synthesize and present data insights to facilitate decision-making...

Course Outcomes

- Describe visualization tools, demonstrating their appropriate use.
- Assess various data representation methods, comparing their strengths and weaknesses.
- Interpret visual data to identify patterns and generate hypotheses.
- Explain the role and applications of computational tools in data analysis.
- Organize and communicate data insights effectively to support decisions.

Units	Syllabus
Unit 1	Introduction to Tableau What are Tableau, architecture, and features of Tableau.
Unit 2	Getting Started with Tableau Installation of Tableau Desktop/Public and an introduction to the interface of Tableau, including layout, toolbars, data pane, and analytics pane.
Unit 3	Working of Tableau How to start with Tableau, top charts in Tableau, an introduction to various file types, and a quick overview of the user interface in Tableau.
Unit 4	Basic Reporting Techniques Parameters, grouping, editing groups, sets, and combined sets.
Unit 5	Creating and Enhancing Reports Creating a first report, adding data labels, creating folders, sorting data, adding totals, subtotals, grand totals to reports, and working with colouring, sorting, and measuring values.
Unit 6	Basic Data Visualization Techniques - I Creating pivot tables, heat maps, highlight tables, bar charts, line charts, area charts, and

	pie charts.
Unit 7	Basic Data Visualization Techniques - II Working with scatter plots, word clouds, tree maps, blended axes, dual axes, Gantt charts, and grouped bar or side-by-side bar charts...
Unit 8	Building Interactive Dashboards Building interactive dashboards and exploring advanced chart techniques.
Unit 9	Specialized Visualization Techniques - I Creating waterfall charts, dual axes, and computations.
Unit 10	Specialized Visualization Techniques - II Working with different date charts, split/custom splits, and profitability as a percentage of the total.
Unit 11	Advanced Data Visualization Concepts Understanding level of detail (fixed, include, exclude), size (number of rows in partition), multiple views in a container, and dynamic hierarchies.
Unit 12	Data Blending and Joining Data blending and joining techniques.
Unit 13	Enhancing Visualizations with Analytics Pane Enhancing visualizations with the analytics pane, including trend lines, forecasts, and statistical summaries.
Unit 14	Best Practices in Data Visualization Exploring best practices in data visualization.

Textbook:

- Visual Analytics with Tableau, Wiley
- Learning Tableau: Tools for Business Intelligence, Data Prep, and Visual Analytics" by Joshua N. Milligan

Reference books:

- Beautiful Visualization, Looking at Data through the Eyes of Experts
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper, Publisher: O'Reilly Medi
- "Visual Analytics with Tableau" by Alexander Loth, Publisher: Wile"
- "Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations" by Ben Jones, Publisher: O'Reilly Media

SEMESTER: VI

Course Name: STRATEGIES FOR WINNING BUSINESS NEGOTIATIONS

Credits: 4

Course Description:

This course is designed to equip participants with the knowledge, skills, and techniques necessary to effectively negotiate in business settings. Participants will learn about the psychology of negotiation, strategic planning, communication skills, and how to achieve win-win outcomes.

Course Objectives:

- Understand the fundamental principles of negotiation.
- Develop strategic negotiation skills.
- Learn effective communication and persuasion techniques.
- Explore the psychological aspects of negotiation.
- Practice negotiation through simulations and case studies.

Course Outcomes:

- Summarize Core Negotiation Principles
- Prepare Effectively for Negotiations
- Analyse and Maintain Relationships
- Apply Effective Negotiation Strategies and Tactics
- Overcome Common Negotiation Barriers

Units	Syllabus
Unit 1	Introduction to Negotiation Definition and importance of negotiation in business, types of negotiations (distributive vs. integrative), and the role of negotiation in business decision-making.
Unit 2	Preparation and Planning The importance of preparation in negotiation, setting objectives and goals for negotiation, and understanding BATNA (Best Alternative to a Negotiated Agreement).
Unit 3	Building Relationships and Trust The role of trust in negotiations, techniques for building rapport, and establishing credibility in negotiation.
Unit 4	Communication Skills Active listening techniques, questioning techniques for effective negotiation, and non-verbal communication in negotiation.
Unit 5	Negotiation Strategies and Tactics Common negotiation strategies (competitive, collaborative), when to use different negotiation strategies, and negotiation tactics for various scenarios (e.g., anchoring,

	concessions).
Unit 6	Overcoming Obstacles in Negotiation Identifying common barriers to negotiation, conflict resolution techniques, and strategies for overcoming resistance in negotiations.
Unit 7	Ethics in Negotiation Ethical considerations in negotiations, the role of integrity in negotiation, and handling ethical dilemmas in negotiation.
Unit 8	Cultural Considerations in Negotiation Negotiating across cultures, cultural sensitivity and adaptation, and managing cultural differences in negotiation.
Unit 9	Advanced Negotiation Techniques Advanced techniques for complex negotiations, multi-party negotiations, and negotiating in high-stakes situations.
Unit 10	Negotiation Power and Leverage Understanding power dynamics in negotiation, techniques to leverage power effectively, and handling power imbalances in negotiation.
Unit 11	Psychological Factors in Negotiation The role of emotions in negotiation, psychological tactics in negotiation, and understanding cognitive biases in negotiation.
Unit 12	Negotiation in Teams Negotiating as a team, the dynamics of group negotiation, and conflict resolution within negotiating teams.
Unit 13	Negotiation Simulation Preparation for full-class simulation, roles and objectives for participants, and conducting the negotiation simulation.
Unit 14	Review and Final Assessment Recap of key concepts and strategies, final assessment (written or practical), and feedback and reflection on negotiation skills.

Text book:

- Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement without Giving in, Penguin Publisher, And Latest Edition.
- Shell, G. R. (2006). Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Publisher, and Latest Edition.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2015). Negotiation, Eighth Edition, McGraw Hill.

- Cialdini, R. B. (2006). Influence: The Psychology of Persuasion, Harper Business Publication, Revised Edition.

Reference books:

- Thompson, L. The Mind and Heart of the Negotiator, Pearson, Second Edition, 2000.
- Ury, W. Getting Past No: Negotiating in Difficult Situations, Bantom, USA, 1993, Latest Edition.

Course Name: PERSONAL BRANDING & NETWORKING**Credits: 2****Course Description:**

This course explains the concepts of personal branding and networking in the digital age. Learners will acquire how to develop and manage their personal brand, create an online presence, and leverage networking opportunities for career advancement. The course will also cover strategies for building professional relationships and effective communication in a business context.

Course Objectives

- Identify the concept and importance of personal branding in today's competitive environment.
- Learn strategies for networking and building professional relationships.
- Enhance communication skills for effective networking and career advancement.

Course Outcomes:

- Explain the concept, significance, and benefits of personal branding in a competitive environment.
- Implement effective strategies for networking and developing meaningful professional relationships.
- Exhibit improved communication skills for networking, personal branding, and advancing in their professional career.

Units	Syllabus
Unit 1	Foundation of Personal Branding Definition and importance of personal branding, core components of a strong personal brand, and personal branding in the digital age.
Unit 2	Crafting a Personal Brand Strategy Identifying target audience and unique value proposition, developing a personal brand statement and mission, and setting SMART goals for personal brand development.
Unit 3	Leveraging Online Platforms Choosing the right platforms (LinkedIn, Twitter, Instagram, etc.), and creating a professional and consistent online profile.
Unit 4	Managing and Maintaining Online Presence Content curation and creation strategies, engaging with your audience and building relationships, and monitoring and managing online reputation.
Unit 5	Networking Essentials Understanding networking and its benefits, strategies for effective networking, and building and nurturing professional relationships.

Unit 6	Mastering Communication Techniques Effective communication techniques, developing an elevator pitch, verbal and nonverbal communication skills, the art of storytelling, and persuasive communication and influence.
Unit 7	Networking for Career Advancement Networking etiquette and best practices, leveraging networking for career advancement, using networking for job search and career growth, building a personal network of mentors and influencers, and networking in professional settings.

Textbook:

- "Personal Branding For Dummies" by Susan Chritton

Reference books

- "Me 2.0: Build a Powerful Brand to Achieve Career Success" by Dan Schawbel
- "Brand You: Turn Your Unique Talents into a Winning Formula" by John Purkiss
- "Networking Like a Pro: Turning Contacts into Connections" by Ivan Misner.

Course Name: IT & GST RETURNS**Credits: 2****Course Description:**

To equip learners with the practical skills required for filing of returns under Income Tax and GST laws.

Course Objectives

- Describe awareness about the concept of GST.
- Express knowledge on the basics of GST skills and competencies to provide the participants with necessary inputs for filling GST returns.
- Classify learners to know how assessment and return happens in taxation

Course Outcomes

- Apply the basic process of computing taxable income and tax liability, and know about various types of income tax return forms.
- Outline the concept of advance payment of tax and tax deduction at source and develop the ability of e-filing of TDS returns.
- Aware of the basic framework and structure of GST, including the meaning of input tax credit and the process of its utilization.

Units	Syllabus
Unit 1	E-Filing Meaning of e-filing, difference between e-filing and regular filing of returns, benefits and limitations of e-filing, types of e-filing, e-filing process, and relevant notifications.
Unit 2	Income Tax and E-Filing of Returns Introduction to income tax, basic terminology, types of assesses, income taxable under different heads, basics of computation of total income and tax liability, deductions available from gross total income, PAN card, and due dates for filing income tax returns. Instructions for filling out forms ITR-1, ITR-2, ITR-3, ITR-4, ITR-4S, ITR-5, and ITR-6. Introduction to the Income Tax Portal and preparation of electronic returns through practical workshops.
Unit 3	Tax Deducted at Source (TDS) Introduction to the concept of TDS, provisions relating to the advance payment of tax, schedules for the deposit of TDS, and schedules for submission of TDS returns.
Unit 4	E-Filing of TDS Returns Prescribed forms for filing TDS returns, exemptions from TDS, and forms 13, 15G,

	and 15H. Practical workshop on e-filing of TDS returns.
Unit 5	Basic Concepts of GST Introduction to basic concepts of GST, output tax liability under CGST, SGST, UTGST, and IGST.
Unit 6	GST Network and E-Payment GST Network, input tax credit utilization, small suppliers and the composition scheme, schedules for payment of GST, interest/penalties for late or non-filing of returns, payment of GST using the electronic ledger, and understanding electronic liability registers, credit ledgers, and cash ledgers.
Unit 7	Filing of GST Returns Filing of GST returns, including GSTR-1, GSTR-2, GSTR-3, GSTR-4, and GSTR-9.

Textbooks:

- Bansal, K. M., GST & Customs Law, Taxmann Publication.
- Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017
- Singhanian V. K , GST & Customs Lax, Taxmann Publication.
- Singhanian, Vinod K. and Singhanian Monica. Students' guide to Income Tax. University Edition. Taxmann Publications Pvt Ltd., New Delhi.
- Sisodia Pushpendra, GST Law, Bharat Law House.

Reference books:

- Ahuja, Girish, Gupta Ravi, GST & Customs Law.
- Ahuja. Girish. and Gupta. Ravi. Systematic Approach to Income Tax. Bharat Law House, Delhi.
- Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press.

3. Programme Delivery

3.1. Instructional Delivery Mechanisms

The instructional delivery for the Programme is designed as per the University Grants Commission (Open and Distance Learning Programmes and Online

Programmes) Regulations, 2020. As a student, you will be supported by experienced faculty who will guide you through the course material using structured and interactive methods tailored for online learning.

What You Must Do:

- **Refer to the Academic Calendar** shared at the start of each semester. It includes all important dates such as exams, assignment deadlines, live webinars, and more. Use it to plan your studies and stay on track.
- **Access your Learning Portal and Study the E-Self-Learning Materials (E-SLMs)** regularly. These are your primary course content and must be read thoroughly.
- **Use e-Learning Resources** provided on the LMS, including video lectures, audio files, and digital documents. These will help reinforce your understanding of key topics.

Participate Actively in the Following Activities:

1. Webinars and Online Lectures

- Attend all live online sessions conducted by your faculty. These are your opportunities to learn directly from subject experts.
- Use these sessions to ask questions, clarify concepts, and engage in real-time discussions with peers and teachers.

2. Discussion Forums

- Join the discussion forums on the LMS to share your views, solve doubts, and learn from others.
- Participate professionally and respectfully, contributing to a healthy and collaborative learning

environment.

- Use the forums to practice critical thinking and communication, which are essential in business education.

3. Assessments

- Attempt all Continuous Internal Assessments (CIAs) on time.
- Use Self-Assessment Questions in your e-SLMs and take LMS-based quizzes regularly. You may attempt quizzes multiple times to improve your understanding.
- Work on case studies provided in your course — they are designed to improve your analytical and problem-solving skills.
- Regular assessments help you identify gaps in knowledge and allow you to revisit topics as needed.

4. Additional Learning Support

- Make use of national portals like SWAYAM and NPTEL. These platforms offer supplementary materials and additional learning content relevant to your subjects.
- Visit the University's Digital Library, which is accessible through the LMS, to explore extra reading resources beyond your syllabus.
- Engage with these platforms to broaden your knowledge and stay updated with the latest industry trends.

3.2. Student Support Services

For any kind of queries you may reach out to the University's Student support service. available to you before and after your admission into the programme. Before admission, you can access counselling services to understand the programme in detail — including the curriculum structure, mode of delivery, fee payment details, and evaluation procedures. This will help you make an informed decision before joining the course.

After admission, the support services team will assist you in getting started with the LMS portal. You

will be guided on how to access your Academic Calendar, navigate the learning materials, and participate in academic activities. You will also receive training and support to help you appear for the online proctored semester-end examinations confidently.

For any queries related to examination schedules, evaluation processes, or the issue of certificates, you can reach out to the support team through the LMS or other communication channels provided. The support team is here to ensure that your academic journey is smooth and that you receive the necessary assistance at every stage of the programme.

3.3 Academic Calendar

The Academic Calendar indicates the timelines for the different academic activity for the Programme in the semester:

Week	Event(s)
Week 1	Induction to the Programme/ Semester
Week 5-18	Commencement of Online lecture sessions.
Week 6	Opening of Continuous Internal Assessments (CIA).
Week 7	Internal Assignment(s) submission.
Week 10-20	Discussion Forums.
Week 20	Closure of Internal Assignment(s) submissions.
Week 20	Semester End Examination (SEE) - Timetable release
Week 20	Semester End Examination (SEE) - Registration.
Week 20	Exam Admit Card download.
Week 21	Semester End Examination (SEE) Commencement
Week 24	Registration for next higher semester.