



St. Joseph's University

#36, Lalbagh Main Road, Bangalore 560027

DEPARTMENT OF MANAGEMENT

Bachelor of Business Administration Curriculum

—————Based on SEP Framework
2024-2025 onwards

#	CONTENTS	PAGE NO.
1	About the University	02
2	About School of Business	02
3	Programme Profile	03
4	BBA curriculum	05
5	BBA programme structure	05
6	Glossary	06
7	Program pedagogy	08
8	Program assessment	08
9	Course Matrix	10
10	First Semester Courses	11
11	Second Semester Course	18
12	Third Semester Course	
13	Fourth Semester Course	

1 ABOUT THE UNIVERSITY

St. Joseph's University, Bangalore is one of the oldest colleges in the state of Karnataka with a history of more than 138 years. St. Joseph's university has around 300 teaching and non-teaching staff and more than 6000 students. In May 2018, St Joseph's University was approved under Rashtriya Uchchatar Shiksha Abhiyan (RUSA) to upgrade from the existing autonomous college through State Public University Act.

VISION

St. Joseph's University's objective is to prepare men and women for the service of others, especially the poor and the oppressed. We provide opportunities to the students to critically understand society and its structures so that education will assist them in working for a humane and just society. Stress is laid on academic excellence, character formation and social concern.

MISSION

1. Academic Excellence: Studying subjects is a major task. All the necessary facilities are made available for students like reading room, good library and computer lab with internet facility to assist them in the same.
2. Character Formation: Character development is an essential aspect of education. A person is what his/her values are. Your character includes your behavior, your values and attitudes to life and to others and the way you face life. Building up character, a sense of hard work, perseverance, honesty, integrity, sensitivity to others and universal love that embrace all people, cutting across barriers of language, religion and caste.
3. Social Concern: The Management has made a policy of admitting, as far as possible, students from the socio-economically marginalized groups. It is the vision of the college to train students who are socially conscious and ready to stake their lives for the oppressed and the exploited. Our task as educators is to create in the student a deeper understanding of oneself and to change the world by creating plentiful opportunities for personal and social growth and total development. For the members of the Society of Jesus, education is not a commercial activity. It is a mission.

Our mission is to build up a group of young men and women who would be agents of change in society and work towards a secular world of fraternity, equality, and justice.

2 SCHOOL OF BUSINESS

The School of Business at St. Joseph's University provides an enabling environment to help its students stand out both academically and in shaping them to an overall balanced personality both in terms of the college's vision and today's competitive environment. Since its commencement, the Department has continuously evolved offering diverse programs in the field of business studies. The Department aims at a holistic and integral formation of its students, fostering in them a spirit of academic excellence, character formation and social concern, shaping them to become "men and women" for others. The department strives to equip in its students' skills required to face the challenges of a dynamic business world.

- Vision: To impart value-based quality education to serve the ever-changing global needs in the field of commerce by preparing men and women who will be agents of change.
- Mission: School of Business strives to provide quality Commerce education by adopting effective teaching-learning processes along with developing the required values, skills and attitudes to create business leaders with a passion for the world of business who will understand the economic, social, and global context of business.

3 PROGRAM PROFILE

The Programme is designed to provide a basic understanding of Management education and to train the students in communication skills effectively and inculcate entrepreneurship skills and decision-making capabilities. The Programme also includes practical exposure in the form of case studies, projects, presentations, industrial visits and interaction with experts from the industry. It facilitates students to acquire adequate knowledge in the field of Business administration, HR management, Organizational behavior, Business communication, Management skills, Corporate administration, Finance management, Business laws, Business ethics, Accounting, planning, International business, Event management, Quantitative methods, Research, Marketing, Entrepreneurial Development and Operations management. The Programme also offers open electives based on NEP framework in first four Semesters which is interdisciplinary or multi-disciplinary in nature.

- Duration: 3 years (6 semesters). A student successfully completing Three (03) years of the program will be awarded a Bachelor's Degree in Business Administration.
- Eligibility for admission: Candidates who have completed Secondary Stage – Senior High school (10 + 2) of Karnataka State or its equivalent are eligible for admission into this course as notified by the University from time to time. Further, a candidate applying for the program must meet the prescribed performance level in admission interview and admission entrance (if applicable).

PROGRAM EDUCATIONAL OBJECTIVE [PEOs]

1	The three year BBA program aims at developing a student's intellectual ability, executive personality, and management skills through an appropriate blending of business and general education.
2	To make sustained efforts for the holistic development of the students and thereby empower them to ably faced the challenges posed by changing business environment
3	The program also seeks to prepare students to be job-ready or drive entrepreneurship initiatives or higher education in business at home and abroad.
4	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEOs TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4
1. Academic Excellence	H		M	
2. Character Formation	M	H	L	
3. Social Concern				H

H=High | L= Low | M=Moderate

PROGRAM OUTCOMES (POs)

1	PO1	Acquire knowledge of management practices, skills in functional areas of business and legal and ethical aspects of business administration.
2	PO2	Analyze qualitative and quantitative problems by collecting, analyzing data using mathematical, statistical and ICT to solve complex business problems.
3	PO3	Demonstrate entrepreneurial traits to start and manage their innovative businesses to cater to the needs of consumers and society at large.
4	PO4	Exhibit critical thinking skills in solving managerial issues & problems arising due to changes in the business environment.
5	PO5	Demonstrate people skills, communication skills, personality traits, professionalism, social and emotional intelligence and also exhibit a spirit of cooperation, leadership, and teamwork to accomplish pre-defined goals.
6	PO6	Awareness of social responsibility and issues that business enterprises must address, including business ethics, cultural diversity and ecological concerns.

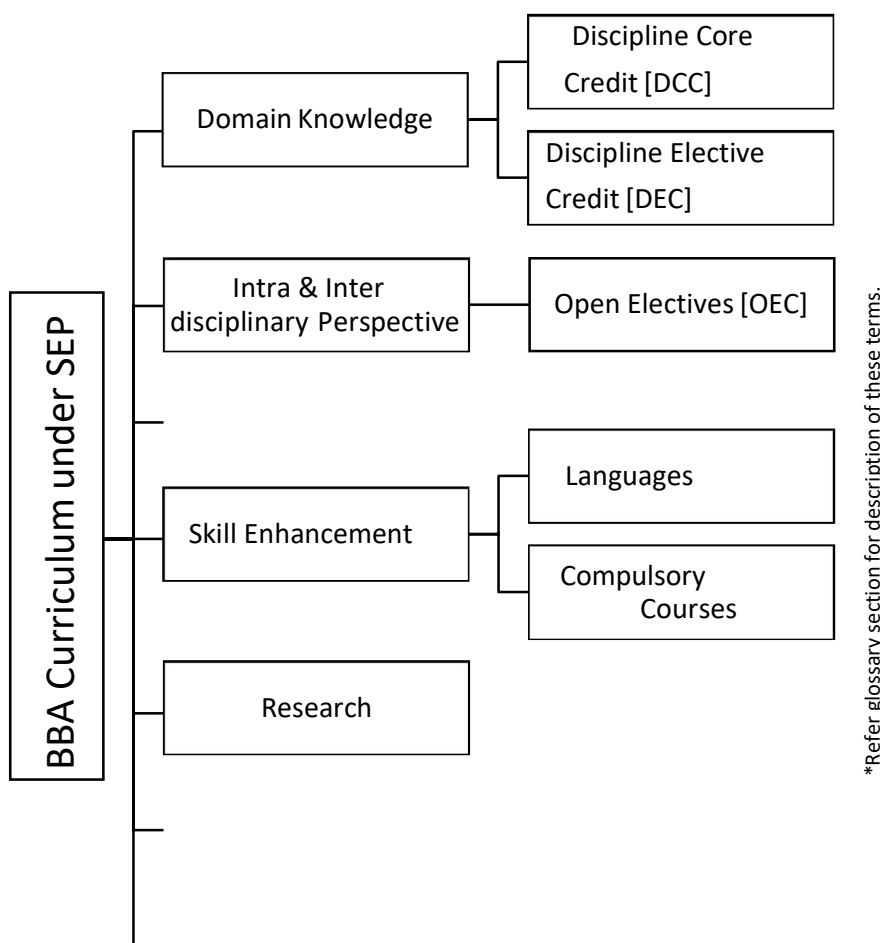
POs TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
1. Academic Excellence	H	H	H			
2. Character Formation	M	L	M	H	H	L
3. Social Concern	M		L	L		H

H=High | L= Low | M=Moderate

4 BBA CURRICULUM

Conceptual comprehension must be emphasized through pedagogies that encourage communication, debate, research, and cross-disciplinary and interdisciplinary thinking. The curriculum is developed on the Outcome-Based Education. Outcome-based education defines Program Educational Objectives (PEOs), Program Objectives (POs) and Course Objectives (COs) for every program and student progression is assessed based on their achievement status.



5 BBA PROGRAMME STRUCTURE

The program shall be structured in a semester mode with Certification, Diploma and Basic Bachelor Degree at the completion of first, second and third years, respectively.

6 GLOSSARY

1. **Discipline Core Credit [DCC]:** A Major discipline is the field in which a student focuses during the course of his/her degree. A course in a discipline, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. The core courses aim to cover the basics that a student is expected to imbibe in that particular discipline. They provide fundamental knowledge and expertise to produce competent, creative graduates with a strong scientific, technical and academic acumen.
2. **Discipline Elective Courses [DEC]:** Elective Course is a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or enables an exposure to some other discipline/ subject/domain or which nurtures the candidate's proficiency/skill. Elective courses offered under the main discipline are referred to as Discipline Specific Electives. These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.
3. **Open Elective Courses [OEC]:** These courses can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill.
4. **Skill Enhancement Courses:** Skill enhancement courses are the generic skill courses which are basic and needed to all to pursue any career. These courses ensure progression across all careers.
 - a. Languages: Languages provide the medium of fresh and free thinking, expression and clarity in thought and speech. It forms as a foundation for learning other courses. Helps fluent communication.
 - b. Compulsory Course: Compulsory Courses enable students to develop a deeper sense of commitment to oneself and to the society and nation largely. These courses will supplement in better understanding of how to integrate knowledge to application into a society.
 - c. Skill Based Course: These courses are designed to provide practical exposure to students and equip students with relevant skills required for professional and personal growth.
5. **Practical Knowledge/ Dissertation [with Viva voce] or Internship / Research :** Practical knowledge is considered as a special course involving application of knowledge in solving / analysing / exploring a real-life situation / difficult problem/ data analysis. Project Work has the intention to provide research competencies at Undergraduate level. It enables to acquire special/ advanced knowledge through supplement / support study to a project work. Candidates shall carry out Research work on his/her own with an advisory support by a faculty member to produce a dissertation/ project report.

Key terms with reference to OBE Framework:

1. Program: An educational programme in Business Administration leading to award of Degree. It involves events/activities, comprising of lectures/ tutorials/outreach activities/ project work/viva/ seminars/ internship/ assignments/ presentations/ self-study/ quiz etc., or a combination of some of these.
2. Course: Refers to usually referred to as 'subjects' and is a component of a program. All Courses need not carry the same weight. Courses should define learning objectives and learning outcomes. A Course may be designed to comprise lectures/ tutorials/ laboratory work/ fieldwork/ outreach activities/project work/ vocational training/ viva/ seminars/ term papers/assignments/ presentations/ self-study/quiz etc. or a combination of some of these.
3. Credit: Credits represent the number of hours of learning that have been or need to be undertaken in each course of study.
4. Outcome-Based Education (OBE): An approach to education in which decisions about the curriculum are driven by the outcomes the students should display by the end of the course- professional knowledge, skills, abilities, values and attitudes- rather than on the educational process.
5. Programme Educational Outcomes: PEOs are statements that describe the Institution's Mission Aligned with the program.
6. Program Outcomes: POs are statements that describe what the students graduating from any of the educational Programmes should be able to do.
7. Course Outcomes: COs are statements that describe what students should be able to do at the end of a course.

7 PROGRAM PEDAGOGY

Our teaching pedagogy is uniquely devised keeping in consideration the potential of every student so that it may cater to the needs of students at every level from brilliant, mediocre to average. The pedagogy used by our course instructors encourages independent thinking and helps the students develop holistic perspectives, strong domain knowledge, contemporary skills-set and a positive attitude.

Classrooms Methodologies	Beyond Classroom	Industry Exposure
1. Classroom learning	1. Conferences	1. Internships
2. Use of multimedia (PowerPoint presentation, audiovisuals).	2. Projects	2. Industrial visits
3. Case studies	3. Seminars and workshops	3. National and International study tours
4. Games and group activities	4. Development programs	
5. Roleplay	5. Fests and competitions	
6. Guest lectures	6. Learning exchange programs	
7. Assignments & quizzes	7. Research-based assignments	
	8. Outreach and drives	

8 PROGRAM ASSESSMENT

Being in an Autonomous system, the college has adopted the Credit Grade Based Performance Assessment (CGPA). The course gives 40% weightage to Continuous Assessment (CA) comprising of Centrally Organized Mid Semester Test and other exercises such as quiz, seminars, assignments, etc. and 60% weightage is given to End semester Examinations.

Students must score a minimum of 35% / 21 marks in their End Semester Examination (ESE). The End Semester Examination (ESE) will be held for 2 hours & for 60 marks. Students must score a minimum of 40% in aggregate of the CIA+ESE in each paper, as minimum marks for passing.

Components of Continuous Assessment		
Assessment methods	Remarks	CA marks
Mid-semester examination	<ul style="list-style-type: none"> One hour examination 25 marks written examination Centrally organized test 	20
Assignment and tasks	Decided by the course instructor Activity 1 (Within the 7th Week) Activity 2 (Within the 12 th Week)	20
	TOTAL	40

GUIDELINES FOR QUESTION PAPER SETTING AND SCHEME OF EVALUATION

- ☞ End semester Examination Question Paper Pattern. Time: 2 hours. Maximum marks: 60. The evaluation system comprises of both internal faculty for question paper setting and for valuation of papers.
 - ☞ Question papers received will go through the Board of Examiners for scrutiny for content, the suitability of marks, the inclusion of topics and typographical / mistakes and language.
1. Section A: Conceptual (5x2 marks = 10) 5/6 questions: In this section, questions seek to test a student's conceptual knowledge of the subject and fact retaining abilities
 2. Section B: Analytical (4x5marks = 20) 4/5 questions: Questions in this section are to test whether students can analyze.
 3. Section C: Descriptive (2x10 marks =20) 2/3 questions: In this section, students are required to use a combination of facts, concepts, theories and judgment to explain the subject matter. Writing skills are also tested in this section.
 4. Section D: Case Study/ Compulsory Question (1 x 10 marks = 10): This section tests a student's ability to practically apply their theoretical knowledge of the subject. For papers, theory-based papers, either a case study of compulsory questions can be asked. For practical based papers, questions are numerical in nature.

9 COURSE MATRIX

#	Course Code	Course Title	Course Type	Hours per Week	Credits
SEMESTER I	1	Language I	L 1	3	3
	2	Language II	L 2	3	3
	3	BA1124 Financial Accounting	DCC	4	4
	4	BA1224 Business Economics	DCC	4	4
	5	BA1324 Business Management	DCC	4	4
	6	Compulsory Course – Environment Studies	CC	2	2
		TOTAL CREDITS	20		
SEMESTER II	1	Language I	L 3	3	3
	2	Language II	L 4	3	3
	3	BA2124 Quantitative Methods and Techniques for Business Decisions	DCC	4	4
	4	BA2224 Human Resource Management	DCC	4	4
	5	BA2324 Corporate Accounting	DCC	4	4
	6	Compulsory Course – Indian Constitution	CC	2	2
		TOTAL CREDITS	20		
SEMESTER III	1	Language I	L 5	3	3
	2	Language II	L6	3	3
	3	BA3125 Marketing in Digital Era	DCC	4	4
	4	BA3225 Cost Accounting	DCC	4	4
	5	BA3325 Banking Operations	DCC	4	4
	6	Course from the Selected Elective	OEC	2	2
		TOTAL CREDITS	20		

SEMESTER IV	1		Language I	L7	3	3
	2		Language II	L8	3	3
	3	BA4125	Financial Management	DCC	4	4
	4	BA4225	Business Research Methods	DCC	4	4
	5	BA4325	Production and Operations Management	DCC	4	4
	6		Course from the Selected Elective	OEC	2	2
			TOTAL CREDITS	20		

ELECTIVES-I			
#	Elective	Subject	SEP
1	BAE3125	Quick Commerce	III SEM
2	BAE3225	Design Thinking in Management	III SEM
3	BAE3325	Business and Corporate Etiquette	III SEM
ELECTIVES-II			
#	Elective	Subject	SEP
1	BAE4125	Event Management	IV SEM
2	BAE4225	Family Business Management	IV SEM
3	BAE4325	Sustainable Business and Finance	IV SEM

First Semester

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1124	FINANCIAL ACCOUNTING	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.					
Course Outcomes						
CO1	Retrieve fundamental accounting concepts and standards					
CO2	Demonstrate the accounting process & prepare Journal, Ledger & Balancing of Accounts					
CO3	Execute various types of Subsidiary Books & prepare a Bank Reconciliation Statement					
CO4	Summarize accounting process in conversion of single entry into double entry					
CO5	Describe and implement accounting for current assets and non- current assets					
Reference Books:						
#	Title			Author/s		Publisher
1	Accounting for Manager			Bhattacharya		Vikas publication
2	Fundamentals of Accounting & Financial Analysis			Chowdary		Pearson Education
3	Financial Accounting			R.L. and V.K. Gupta		Sultan Chand
4	Basic Financial Accounting			Jain S P & Narang		Kalyani Publishers
5	An Introduction to Accountancy			Maheshwari		S Chand
Learning by Doing activities [8 hours]						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H			L		
2	H	H	M	H		
3	H	H			L	
4	H	H		H		
5	H	H	L			
H=High L= Low M=Moderate						

Unit 1	INTRODUCTION TO FINANCIAL ACCOUNTING	06 Hours
Accounting: Nature, Objectives and functions of Financial Accounting. Accounting Principles, Concepts & Conventions - GAAP (Concept only). Accounting standards: Definition – importance – Standard setting in India –A brief introduction to IND AS, IAS and IFRS.		
Unit 2	ACCOUNTING PROCESS	10 Hours
Meaning – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal –Ledger Balancing of Accounts – Trial Balance (Problems). Rectification of Errors- Classification of Errors, Rectification of errors which do not affect the Trial Balance, Rectification of errors affecting Trial Balance.		
Unit 3	SUBSIDIARY BOOKS	10 Hours
Meaning – Significance – Types of Subsidiary Books – Purchases Book – Sales Book – Purchase Returns, Book –Sales Return Book – Bills Receivable Book – Bills Payable Book – Cash Book (Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book) and Journal proper. Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement.		
Unit 4	CONVERSION OF SINGLE ENTRY INTO DOUBLE ENTRY	10 Hours
Steps in conversion - ascertainment of sales, purchases, stocks, cash and bank balances, capital etc. Preparation of final accounts.		
Unit 5	ACCOUNTING FOR CURRENT ASSETS AND NON- CURRENT ASSETS	16 Hours
Current Assets: Inventories (Ind AS 2) - Meaning — Objectives - Inventory valuation as per Indian Accounting standards. Non-current assets (Ind AS 16) - Initial measurement -Measurement after recognition or subsequent to initial recognition - Disposal of Fixed Assets; - Difference between Intangible and Fictitious Assets -Accounting for Intangible assets (Ind AS 38).		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1224	BUSINESS ECONOMICS	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	To acquaint students with the accounting concepts, tools and process.					
Course Outcomes						
CO1	Understand the basic concepts of business economics and its role in business decisions.					
CO2	Interpret and apply the theories of consumer behaviour and utility.					
CO3	Identity the determinants of demand and supply and its impact on business cost of production.					
CO4	Understand the major characteristics of different market structures and its implications on firm’s Pricing and output decision.					
CO5	Analyse and apply the different costs and study the short run and long run relationship of costs.					
Reference Books:						
#	Title		Author/s		Publisher	
1	Modern Micro Economics		Bhattacharya		Vikas publication	
2	Economics: Micro and Macro		Singh & Mishra		Sahitya Bhawan	
3	Principles of Microeconomics		H.L. AHUJA		S Chand	
4	Microeconomics		Robert Pindyck, Daniel Rubinfeld		Pearson Education India	
5	Microeconomic Theory		Nicholson Walter		Cengage Learning India	
Learning by Doing activities [8 hours]						
COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	L	M	M	M	M
2	H	M				
3	H	M	M	M	M	
4	H					
5	H					
H=High L= Low M=Moderate						

COURSE CONTENTS		
Unit 1	INTRODUCTION TO BUSINESS ECONOMICS	08 Hours
Business Economics - meaning, characteristics, distinction between business economics and economics, scope of business economics, uses and objectives of business economics, role and responsibilities of business Economist.		
Unit 2	THEORY OF CONSUMER BEHAVIOUR	10 Hours
Consumer Behavior; Consumer Sovereignty; Limitations; Approaches to the Study of Consumer Behavior- cardinal approach, the law of equi-marginal utility, ordinal approach, indifference curve analysis; Consumer Surplus (Marshall).		
Unit 3	DEMAND AND SUPPLY ANALYSIS	12 Hours
Theory of demand analysis; Demand - demand determinants, law of demand, characteristics, exceptions; Elasticity of Demand - Price elasticity - types, determining factors, change in demand, business applications of price elasticity; Concepts of income and cross elasticity of demand; Price elasticity of demand measurement by total outlay method; Demand Forecasting methods; Demand forecasting methods for a new product; Law of Supply - meaning, determinants of supply and its influence on cost of production.		
Unit 4	MARKET STRUCTURES	10 Hours
Perfect competition - features, price & output determination; Monopoly - features, price & output Determination; Monopolistic competition - features, price and output determination; Oligopoly.		
Unit 5	COST AND PRODUCTION FUNCTION	12 Hours
Concepts of Cost – Total Fixed Cost, Total Variable Cost , Total Cost , Average Fixed Cost, Average Variable Cost, Average Cost and Marginal Cost; Factors influencing cost of production; Opportunity Cost; Cost output relationship in the short and long run; Concepts of revenue – Total Revenue, Average Revenue and Marginal Revenue. Production Function - meaning, law of variable proportion, short-run, laws of returns to scale, long run; Economics of scale, Diseconomies of scale, Iso-quants and Iso-costs properties.		

Department of Management						
I Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA1324	BUSINESS MANAGEMENT	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students with concepts and principles of Management. 2. To facilitate the development of managerial skills.
---------------------	--

Course Outcomes	
CO1	Define management, retrieve various management thoughts & principles
CO2	Demonstrate planning and decision-making process & summarise techniques of forecasting
CO3	Describe conceptual framework of organizing and staffing
CO4	Summarize leadership theories, styles & Identify the relevance of motivation & directing
CO5	Enumerate control, co-ordination and change management process

Reference Books:

#	Title	Author/s	Publisher
1	Principles of Management	Koontz & O' Donnell	McGraw Hill Education
2	Procurement and Principles Management	Peter Baily, Barry Crocker	Pearson Education
3	Principles of Management	Ramesh B Rudani	McGraw Hill India
4	Principles & Practice of Management	Prasad L.M.	Sultan Chand & Sons
5	Management for Beginners	A. Vennila, & A. Mekala	Notion Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			
4				H	M	
5	H		M			H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	INTRODUCTION TO MANAGEMENT	10 Hours
Evolution of management thought: Classical School of thought (Contributions of Taylor and Fayol) – Neo-classical School – Human Relations Approach (Hawthorne Experiments) and Behavioural Science Approach (brief outline) – Modern Management Theory - Quantitative Approach, Systems Approach and Contingency Approach. Nature and significance of management - Managerial roles - Mintzberg - An overview of functional areas of management - Principles of Management – Managerial skills set - Types of Business, CSR.		
Unit 2	PLANNING, FORECASTING AND DECISION MAKING	08 Hours
Planning: Concept, process and objectives – Types of plans – MBO & MBE, Corporate planning: Environment analysis and diagnosis. Forecasting: Meaning and purpose of forecasting – Techniques of forecasting - Qualitative and quantitative Decision making: Concept and process; Delegation and Principles of delegation: Strategy Formulation.		
Unit 3	ORGANIZING AND STAFFING	10 Hours
Organizing: Nature and Purpose of Organization – Principles of Organization – Organization structure and types – Departmentalization – Committees – Centralization vs. Decentralization of Authority – Span of Control – Meaning - Factors affecting span. Staffing: Meaning, Nature and Process of Staffing.		
Unit 4	LEADERSHIP, MOTIVATION AND DIRECTING	12 Hours
Motivating and Leading People at work: Leadership: Concept and leadership styles: Leadership theories- Trait theory, Rensis Likert Management theory, situational contingency theory; Motivation: Concept, Theories - Maslow, Herzberg, McGregor, Ouchi, Vroom's expectancy theory. Financial and non-financial incentives. Directing: Meaning – Principles and techniques of directing.		
Unit 5	MANAGERIAL CONTROL, CO-ORDINATION AND CHANGE MANAGEMENT	12 Hours
Managerial control: concept and process: Effective control system: Techniques of control- traditional and modern. Co-ordination: Meaning – steps and methods of co-ordination. Concept, nature and process of planned change: Resistance to change: Emerging horizons of management in a changing environment.		

Second Semester

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2124	QUANTITATIVE METHODS AND TECHNIQUES FOR BUSINESS DECISIONS	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize students with basic arithmetic calculations and its application in accounting & finance. 2. To enable students to apply statistical methods in the business context and interpret results.
---------------------	---

Course Outcomes	
CO1	Apply basic concepts such as ratios and proportions, equations and profit and loss to the business decision making process.
CO2	Compute simple interest and compound interest for a single and uneven cash flows.
CO3	Explain the relevance and role of statistics in business research.
CO4	Identify the appropriate measure of central tendency and dispersion to be used in accordance with the case.
CO5	Compute of correlation and regression coefficients and the interpretation of the same.

Reference Books:

#	Title	Author/s	Publisher
1	Mathematics for Management	M Raghava Chari	McGraw Hill Education
2	Business Mathematics	M Wilson	Himalaya Publishing House
3	Business Mathematics and Statistics	G.R. Veena & Seema	I.K. International
4	Statistical Methods	Gupta S P	Sultan Chand & Sons
5	Quantitative Methods in Management	R. Selvaraj	Excel Books

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	M		L	H	
2	M	H		M	M	
3				M		
4		M		H		
5	M	H		H	M	

H=High | L= Low | M=Moderate

COURSE CONTENTS		
UNIT 1	BASIC MATHEMATICAL CONCEPTS	12 HOURS
Theory of equations (Linear, Quadratic and Simultaneous), Application of equations to business and commerce- Ratio and Proportion – Basic Laws of Ratios, proportions –direct, inverse, compound. Mixed proportions (time and work only) – Percentage – Application in business and commerce – Profit and loss, simple discount, Matrices.		
UNIT 2	INTEREST	08 HOURS
Simple interest-meaning-basic calculations-Compound interest -Effective and nominal rate of interest.		
UNIT 3	INTRODUCTION TO STATISTICS	08 HOURS
Importance of Statistics, scope, limitations. Classification of data, Tabulation – diagrammatic representation of data -Relevance in Business research.		
UNIT 4	MEASURES OF CENTRAL TENDENCY AND DISPERSION	12 HOURS
Mean, Median, Mode, Quartiles, Standard Deviation and Coefficient of variation. Skewness and Kurtosis (only theory).		
UNIT 5	CORRELATION AND REGRESSION	12 HOURS
Scatter diagram, Karl Pearson's and Spearman's correlation of coefficient. Regression, properties of regression coefficient.		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2224	HUMAN RESOURCE MANAGEMENT	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To enable the students to understand the HR Management and system at various levels in organizations. 2. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.
---------------------	--

Course Outcomes	
CO1	To develop the understanding of the concept of human resource management and define current ethical and moral issues confronting HR managers.
CO2	Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
CO3	Define HRD concept and identify the various training methods and design a training program.
CO4	Understand the concept of performance appraisal process in an organization & its application
CO5	Explain understanding of key concepts and practices within the field of IHRM

Reference Books:

#	Title	Author/s	Publisher
1	Human Resource Management	Stephen P. Robbins	Pearson Education
2	Business Mathematics	Gilmore and Williams	Oxford University Press
3	Human Resource and Personal Management	K Aswathappa	McGraw Hill
4	Human Resource Management	IIBF	Macmillan India
5	Human Resource Management	Raju T.	Dream tech Press

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M	M			
3	M		M	L		
4	H	H				
5					H	H

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	08 Hours
Meaning and Definition of HRM, Nature and Concept of HRM, Importance and Objectives of HRM, Evolution of HRM, Function and process of Human Resource management, Limitations, Ethical challenges in HR, HRIS (Concept only).		
Unit 2	HUMAN RESOURCE PLANNING	12 Hours
HRP- Meaning, Process, Job Analysis: Process of Job-analysis and Design: Outcomes of Job- analysis- Job Description, Job Specification and Job Enrichment. Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection, Outsourcing.		
Unit 3	TRAINING & DEVELOPMENT	10 Hours
Training & Development-Meaning, Objectives, Difference between training and development, Training Methods, Executive Development, Meaning of HRD, Roles and importance of training in HRD.		
Unit 4	PERFORMANCE APPRAISAL AND COMPENSATION	12 Hours
Introduction-Meaning and Definition, Objectives, Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement. – Compensation – Meaning, Objectives and Components of Compensation, Promotion and Transfer, Meaning and definition of Promotion-Purpose of Promotion, Basis of Promotion, Internal mobility, Meaning of Transfer, Reasons for transfer, Types of transfer, Grievances- Meaning and ways of handling Grievances, Employee Retention Strategy factors affecting retention methods of retaining employees.		
Unit 5	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	10 Hours
Introduction and Approaches to Global HRM, Expatriate Management, Cross cultural training, International compensation management -Training, Appraising and Planning, Components & Tools of Job Analysis, Competency Mapping, HR Outsourcing, knowledge Management and Learning Organization. Knowledge Management, HRBP, Servant Leadership.		

Department of Management						
II Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA2324	CORPORATE ACCOUNTING	60 Hours	DCC	4 Hours a Week	4

Course Objective/s:	1. To familiarize the students to prepare financial statements in accordance to IndAS. 2. To enable the students, learn accounting aspects of corporate restructuring.
---------------------	---

Course Outcomes	
CO1	Prepare company financial statements.
CO2	Calculate the value of Goodwill and shares in a company.
CO3	Explain legal provisions and accounting procedure with reference to internal reconstruction.
CO4	Explain legal provisions and accounting procedure with reference to M&As.
CO5	Summarize recent development in accounting & accounting standards

Reference Books:

#	Title	Author/s	Publisher
1	Corporate Accounting	S. P. Jain and K. L. Narang	Kalyani Publishers
2	Advanced Accountancy	R L Gupta	Sultan Chand and Sons
3	Corporate Accounting	Shukla & K.L. Gupta	Sahitya Bhawan Publications
4	Corporate Accounting	Maheshwari	S Chand
5	Fundamentals of Corporate Accounting	M Hanif, A Mukherjee	McGraw Hill India

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	L			
2		H				L
3	H					
4	H	M		M		
5	M	H		H		

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	COMPANY FINAL ACCOUNTS	14 Hours
Meaning — Preparation of Financial Statements of Companies as per Schedule III of the Companies Act, 2013 (excluding Cash Flow Statement and Consolidated Financial Statement) - Treatment of special items: Depreciation and Amortization, Interest on Debentures, Provision for Tax, Dividends: Interim and Proposed, Corporate Dividend Tax, Unclaimed dividend, Commission payable before charging such Commission and after charging such commission.		
Unit 2	VALUATION OF SHARES	10 Hours
Definition, Meaning, need for valuation, factors affecting valuation, Earning per share (Ind AS 33), methods of valuation, asset backing or intrinsic value method, yield valuation method, fair value method. Fair Value method (IFRS 13) - Basic Problems.		
Unit 3	INTERNAL RECONSTRUCTION	10 Hours
Meaning, objective - Legal provision relating to Capital Reduction- steps - Accounting entries on Internal Reconstruction- Consolidation and Sub- division of shares- Preparation of reconstructed Balance sheet		
Unit 4	MERGERS AND ACQUISITIONS	12 Hours
Introduction-definitions- amalgamation in the nature of purchase - accounting treatments (Ind as14) - purchase consideration – calculation of goodwill or capital reserve – net payment and net asset method – treatment of dissolution expenses met by purchasing company – accounting for assets and liabilities not Taken over. Liquidation concept.		
Unit 5	RECENT DEVELOPMENT IN ACCOUNTING AND ACCOUNTING STANDARDS	06 Hours
Human resources Accounting-Environmental accounting- Social Responsibility accounting- Valuation of Brand. Indian accounting standards: Meaning- Need for Accounting Standards in India-Accounting Standards Board (ASB)- Process of setting Accounting Standards in India- A brief theoretical study of Indian Accounting Standards. Integrated Reporting		

Third Semester

Department of Management						
III Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BA3125	MARKETING IN DIGITAL ERA	60 Hours	DSC	4 Hours a Week	4

Course Objective/s:	To provide students with an understanding of marketing concepts, consumer behavior, branding strategies, digital marketing, and analytics to make informed marketing decisions.
---------------------	---

Course Outcomes:

CO 1	Understand fundamental marketing concepts, principles, and strategies.
CO 2	Analyze consumer behavior and market segmentation for effective targeting.
CO 3	Apply branding strategies and positioning techniques in a competitive market.
CO 4	Explore digital marketing tools, social media marketing, and e-commerce strategies.
CO 5	Introduce marketing analytics for data-driven decision-making.

Reference Books:

	Title	Author/s	Publisher
1	Marketing Management	Philip Kotler & Kevin Keller	Pearson Education
2	Consumer Behavior	Leon G. Schiffman & Leslie Lazar Kanuk	Pearson Education
3	Digital Marketing	Seema Gupta	McGraw Hill
4	Marketing Analytics	Rajkumar Venkatesan	Wiley
5	Branding and Positioning Strategies	Kevin Lane Keller	Prentice Hall

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H	H	M	H	L	
2	H	H	H	M	L	
3	H	H	L	H		
4	H	H	L	H		
5	H	H	M	H		

H=High | L= Low | M=Moderate

Unit 1	INTRODUCTION TO MARKETING	08 Hours
Definition, Nature and Scope of Marketing, Evolution of Marketing: Marketing Approaches, Core Marketing Concepts: Needs, Wants, And Demands, Marketing v/s Selling, Marketing Environment.		
Unit 2	CONSUMER BEHAVIOR	12 Hours
Understanding Consumer Behavior and Decision-Making Process, Consumer Perception and Attitudes, Role Of emotions and Motivation in Consumer Behavior. Market Segmentation, Targeting and Positioning (STP) and Bases for Segmentation.		
Unit 3	MARKETING MIX	14 Hours
Introduction to Marketing Mix, Marketing Mix (4Ps And Extended 7Ps), Product: Product Mix, Product Life Cycle (PLC), New product development stages and Branding. Price: Price Objectives, Pricing Methods/Strategies. Place: Types of Intermediaries. Promotion: Promotion Mix Strategies, Integrated Marketing Communication (IMC), Extended P's - People, Process and Physical Evidence.		
Unit 4	INTRODUCTION TO DIGITAL MARKETING	12 Hours
Evolution to Digital Marketing, Search Engine Optimization (SEO): Types of SEO, Trends in SEO, Different kinds of traffic on and off Page Optimization (OPO) , Search Engine Marketing (SEM): Paid versus natural Search, SEM landscape , Social Media Marketing , Content Marketing , Email Marketing , Analytics and Data-Driven Marketing , Online Reputation Management (ORM) Affiliate Marketing , E-commerce Marketing and Digital Marketing Ethics.		
Unit 5	MARTECH (MARKETING TECHNOLOGY)	8 Hours
Artificial Intelligence (AI) in Marketing, Voice Search and Conversational Marketing Influencer and Creator Economy, Video and Interactive Content Marketing, Metaverse and Virtual Marketing, Block chain and Web3 in Marketing, Marketing analytics, Data marketing.		

DEPARTMENT OF MANAGEMENT						
III Semester	CODE	Course Title	Duration	Course Type	Session	Credits
	BA3225	Cost Accounting	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To facilitate students to ascertain the cost of various products and services and prepare quotations.
-------------------	---

Course Outcomes:

CO1	Understand the fundamental aspects of Cost Accounting and Preparation of Cost sheet
CO2	Comprehend the various methods and techniques of material costing
CO3	Analyse and ascertain the cost of labour through different methods
CO4	Apply the various costing concepts in the ascertainment of overhead cost of various products and services
CO5	Demonstrate skilled expertise in reconciling financial and cost data

Reference Books:

#	Title	Author/s	Publisher
1	Methods and techniques of Cost Accounting	Arora M N	Himalaya
2	Cost Accounting Theory and Practices	Banerjee B	PHI Learning Pvt Ltd
3	Cost Accounting	Jain & Narang	Kalyani Publishers
4	Advanced Cost Accounting	Madegowda J	Himalaya
5	Advanced Cost Accounting	S.N.Maheshwari	Sultan Chand

Learning by Doing Activities- 8 Hours

COs	Program Outcomes				
	PO1	PO2	PO3	PO4	PO5
1	H			H	
2	H			H	L
3	H		H		
4	H		H		
5	H				L

3=High | 1= Low | 2=Moderate

COURSE CONTENTS		
Unit 1	INTRODUCTION TO COST ACCOUNTING	10 Hours
Meaning & Definition of Cost, Costing and Cost Accounting – Objectives of Costing - Comparison between Financial Accounting and Cost Accounting –Designing and Installing a Cost Accounting System – Cost Concepts - Classification of Costs– Elements of Cost – Preparation of Cost Sheet – Tenders and Quotations.		
Unit 2	MATERIAL COST AND CONTROL	12 Hours
Meaning – Concepts and Objectives: Direct Material, Indirect Material. Material Control – Purchasing Procedure – Store Keeping – Techniques of Inventory Control –Stock Levels– EOQ – ABC Analysis –VED Analysis- Perpetual Inventory System – Documents used in Material Accounting - Methods of Pricing Material Issues: FIFO, Simple and Weighted Average Price Method - Problems.		
Unit 3	LABOUR COST AND CONTROL	10 Hours
Introduction – direct and indirect labour - Meaning – Types: Direct Labour, Indirect Labour – labour control – job evaluation and merit rating - Idle Time – Overtime – Labour Turn Over - Time Rate System, PieceRate System, Incentive Systems - Halsey plan, Rowan premium plan & Taylor’s and Merrick’s differential Piece Rate System.		
Unit 4	OVERHEAD DISTRIBUTION	12 Hours
Meaning and Definition – Classification of Overheads – Procedure for Accounting and Control of Overheads – Allocation and Apportionment of factory Overheads – Primary and Secondary Overhead Distribution Summary – Repeated and Simultaneous Equations Method – Absorption of Factory Overheads – Machine, Labour and Direct labour methods.		
Unit 5	RECONCILIATION OF COST AND FINANCIAL ACCOUNTS	08 Hours
Need for Reconciliation – Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts – Preparation of Reconciliation Statement and Memorandum Reconciliation Account.		

DEPARTMENT OF MANAGEMENT						
III Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA3325	BANKING OPERATIONS	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To familiarise students with structure of banking laws and its operations		
Course Outcomes:			
CO1	Define banking structure and role in economic development.		
CO2	Annotate the regulatory and operational framework of banks.		
CO3	Elucidate the banker and customer relationship.		
CO4	Categorise and compare negotiable instruments.		
CO5	Summarise the functions of collecting and paying banker.		
Reference Books:			
#	Title	Author/s	Publisher
1	Banking Theory Law and Practice	Gordan.E. and Natrajan.K	Himalaya Publication
2	Banking Theory Law and Practice	Sundharam and Varshney	Sultan Chand and Sons
3	Banking law & Operation	M. Prakhas, Bhargabhi R	Vision Book House
4	Banking Law and Practice in India	Tannan M.L	Indian Law House
5	Banking Theory & Practice	S. P Srivastava	Anmol Publications
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	M		M			
2	M					
3	M	L				
4	M			M		
5	L					M
H=High L= Low M=Moderate						

COURSE CONTENTS		
UNIT 1	BANKING SYSTEM	10 HOURS
Introduction to Banking: Evolution of Banking in India, Role of Commercial Banks in economy, Structure and Types of Banks: Scheduled Banks, Regional Rural Banks (RRBs), Investment Banks, Development Banks, Small Finance Banks and Payment Banks, Informal Banking, Functions of Scheduled Banks: Primary and Secondary Functions, Investment Policy of Commercial Banks. Distinction between NBFCs and Commercial Banks. RBI, Organisation & Functions, Mechanism of supervision and regulation; monetary policy, credit control measures by RBI		
UNIT 2	BANKER AND CUSTOMER RELATIONSHIP	8 Hours
Banker and Customer: General and Special Relationships. Account Opening Procedure KYC Guidelines Types of Customers and Account Holders: Minors, Partnerships, Joint Stock Companies, HUF, Trusts, Societies, Joint Accounts, and NRI Accounts. Types of Deposits: Features and Meaning of Demand Deposits, Term Deposits, Recurring Deposits, and Fixed Deposits.		
UNIT 3	NEGOTIABLE INSTRUMENTS	10 Hours
Negotiable Instruments: Meaning, Definition, and Features, Types of Negotiable Instruments: Promissory Notes, Bills of Exchange, and Cheques. Cheques: Types of cheques, Crossing, Endorsements (Meaning, Essentials, and Kinds). Paying Banker: Meaning, Precautions, and Statutory Protection. Collecting Banker: Duties and Statutory Protection Dishonor of Cheques and Consequences of Wrongful Dishonor.		
UNIT 4	LENDING OPERATIONS	12 Hours
Lending Operations: Principles of Bank Lending, Types of Lending (Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit). CIBIL scores, Modes of Creating Charge: Hypothecation, Mortgage, Pledge, and Lien. NPAs (Non-Performing Assets): Meaning and Classification (Substandard, Doubtful, and Loss Assets). Causes of NPA: Internal and External Factors, Identification and Recognition of NPAs (IRAC Norms, Early Warning Signals, SMA Categories). (Meaning only)		
UNIT 5	TECHNOLOGICAL INNOVATIONS AND REFORMS IN BANKING	12 Hours
Bank Ombudsman Scheme: Meaning, Features, and Procedures. Highlights of Narasimhan Committee Report on Banking Sector Reforms, Nachiket Mor Committee (2013) Basel Norms (Basel I, II, III) Insolvency and Bankruptcy Code, 2016 overview only. E-Banking, Benefits and challenges E-Services: Debit and Credit Cards, Internet Banking, Mobile Banking, Digital Wallets, UPI, NEFT, RTGS, IMPS, ECS. FINTECH, Neo banking		

ELECTIVES-I

Department of Management						
III Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAE3125	Quick Commerce	30 Hours	OEC	2 Hours a Week	2

Course Objective:	To provide students with a comprehensive understanding of the business models, supply chain dynamics, technological innovations, and consumer behavior driving the rapid growth of quick commerce.
-------------------	--

Course Outcomes	
CO1	Students will gain a foundational understanding of quick commerce, its market structure, and the major players operating in the space.
CO2	Students will understand how quick commerce operates from a supply chain perspective and how technology enables fast and efficient deliveries.
CO3	Students will explore consumer behavior, branding, and the future outlook of quick commerce, preparing them for real-world applications.

Reference Books:			
#	Title	Author/s	Publisher
1	Supply Chain Management: Strategy, Planning, and Operation	Sunil Chopra & Peter Meindl	Pearson India
2	E-Commerce Logistics in India: The Emerging Landscape	Kunal Sharma	Sage Publications India
3	Delivering the Future: The Story of Indian E-commerce	Meena Ganesh	HarperCollins India
4	The Future of Warehouse Management: AI, Automation, and Micro-Fulfillment	James A. Cooke	Wiley
5	India E-commerce Logistics Market Report	RedSeer Consulting	RedSeer Research

Learning by Doing activities [4 hours]
--

COs	Program Outcome				
	PO1	PO2	PO3	PO4	PO5
1		1			
2					2
3	1	2	1		
4			2	3	
5		1			1

3=High | 1=Low | 2=Moderate

COURSE CONTENTS		
Unit 1	Introduction to Quick Commerce	10 Hours
Key characteristics of Quick Commerce (Q-Commerce), Difference between traditional e-commerce and quick commerce, Evolution of instant delivery models in India and globally, Business Models - Hyperlocal delivery model, Inventory-based vs. marketplace model, Quick commerce vs. dark stores vs. instant grocery delivery, Market size and growth trends in India, Competitive differentiation strategies in quick commerce.		
Unit 2	Operations & Supply Chain in Quick Commerce	7 Hours
Logistics & Inventory Management - Dark stores and micro-fulfillment centers, SKU optimization for high-speed delivery, Last-mile logistics and rider efficiency; Technology & AI in Quick Commerce - AI-driven demand forecasting and route optimization, Real-time tracking and delivery slot management, Automation in warehouse operations; Challenges & Risk Management in Q – Commerce.		
Unit 3	Consumer Behavior & Future of Quick Commerce	9 Hours
Consumer Behavior - Instant gratification and impulse buying, Hyper-personalization and targeted advertising, Customer retention strategies in quick commerce; Marketing & Branding Strategies - Digital marketing tactics for quick commerce platforms, Loyalty programs and gamification strategies, Influencer collaborations and social media engagement; Future Trends - Sustainability and eco-friendly last-mile delivery solutions, Emerging business models and integration with other industries.		

Department of Management						
III Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAE3225	DESIGN THINKING FOR MANAGEMENT	30 Hours	OEC	2 Hours a Week	2

Course Objective/s:	<ol style="list-style-type: none"> 1. Explain the principles of design thinking, identify when to use it, and generate innovative ideas to address workplace challenges. 2. Demonstrate an understanding of individual behavior concepts and utilize structured approaches to generate and assess ideas that lead to desired organizational outcomes.
---------------------	---

Course Outcomes

CO1	Explain design thinking is and when to use it.
CO2	To help students generate innovative ideas and build prototypes for testing.
CO3	To apply design thinking concepts in real-world business scenarios

Reference Books:

#	Title	Author/s	Publisher
1	Solving Problems with Design Thinking: Ten Stories of What Works	Liedtka, J., King, A., & Bennett, K.	Columbia Business School Publishing
2	Design Thinking	Clarke, R. I.	ALA Neal-Schuman
3	Thinking Design	S Balaram	Sage Publications Pvt. Ltd.

Learning by Doing activities [8 hours]

COs	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
1	H					
2		M		H		L
3			M			

H=High | L= Low | M=Moderate

COURSE CONTENTS		
Unit 1	INTRODUCTION TO DESIGN THINKING	8 Hours
<p>Understanding Design Thinking: Definition, principles, and evolution Importance of design thinking in management Human-centered approach to problem-solving. The Design Thinking Process: Empathize, Define, Ideate, Prototype, Test Role of creativity and innovation in decision-making Case studies of successful businesses using design thinking Empathy & User-Centric Approach: Understanding customer pain points Observation techniques & user interviews creating empathy maps.</p>		
Unit 2	IDEATION & PROTOTYPING	9 Hours
<p>Problem Definition & Framing: Converting insights into problem statements. How to define 'How Might We' (HMW) questions Ideation Techniques: Brainstorming, Mind Mapping, SCAMPER. Role of collaboration in ideation. Prototyping & Testing: Types of prototypes (low-fidelity vs high-fidelity) Rapid prototyping methods. Gathering user feedback & refining solutions.</p>		
Unit 3	EXPERIMENTATION	9 Hours
<p>Design Thinking in Business Strategy: Integrating design thinking into business models. Case studies on corporate innovation (Apple, Google, Airbnb). Design Thinking for Process & Service Innovation: Improving customer experience. Implementing design thinking in HR, Marketing, and Operations. Scaling & Sustaining Design Thinking Culture: Overcoming resistance to change. Building a culture of experimentation and learning</p>		

DEPARTMENT OF MANAGEMENT							
III Semester	Code	Course Title		Duration	Course Type	Session	Credits
	BAE4325	Business and Corporate Etiquettes		30 Hours	OEC	2 Hours a Week	2
Course Objective/s:		1. To develop communication and presentation skills required to demonstrate corporate etiquettes 2. To equip students with essentials of social skills and professionalism					
Course Outcomes							
CO1	Demonstrating the various types of essential etiquettes in a corporate environment.						
CO2	Evaluate the prevailing corporate culture, ethical issues; and manage conflict effectively.						
CO3	Construct effective presentations, group discussions and other professional pre requisites.						
Reference Books:							
#	Title			Author/s		Publisher	
1	The Essential Guide to Business Etiquette			Lillian H. Chaney & Jeanette S. Martin		Prager Publishers	
2	Indian Business Etiquette			Raghu Palat		Jaico Publishing House.	
3	Corporate Grooming and Etiquette			Sarvesh Gulati		Rupa Publications India Pvt. Ltd	
Learning by Doing activities [8 hours]							
COs		Program Outcome					
		PO1	PO2	PO3	PO4	PO5	PO6
1		H					
2			M		H		L
3				M			
H=High		L= Low	M=Moderate				

COURSE CONTENTS		
Unit 1	Introduction to Business and Corporate Etiquette	8 Hours
Business Etiquette – Meaning & characteristics – Essentials of Business Etiquette – Generally accepted Etiquette practice – Dimensions of Business Etiquettes: Telephone, Meeting, Interview (Before, After and During Interview), Workplace, Business party, letter, e-mail. Social Media Etiquettes.		
Unit 2	Corporate Culture and Expectations	9 Hours
Corporate Culture & its components – values – Addressing Ethical issues – Cross cultural values and expectation – Etiquette techniques and styles under various corporate cultures. Business Communication – SMS Language, Corporate Expectations – Professionalism – Importance of Professional behavior – Dress Code. Meeting: Protocol – Agenda – Chairing. General Disability Etiquette – Attitude and Conflict Management, Indian Business Etiquette. Introduction to Corporate Politics- Case lets. Etiquette		
Unit 3	Presentation Etiquette	9 Hours
Presentation Etiquette: Importance, Basic Courtesies – Small talk, Greetings, Handshakes. PPT presentation – Essentials of good presentation – Spokesperson – Group Discussion: Introduction, Types, Do's and Don'ts, Elevator pitch, Body Language, Verbal communication, Resume preparation and Grooming		

Fourth Semester

DEPARTMENT OF MANAGEMENT						
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4125	Financial Management	60 Hours	DSC	4 Hours a Week	4

Course Objective:		To enable students to understand the concepts of financial management. To imbibe basic concepts which enable the financial decision making	
Course Outcomes:			
C01	Understand the concept of financial management and the dynamic role played by the financial manger		
C02	Analyse the optimum capital structure for financial decisions		
C03	Assess the investment decisions using various techniques		
C04	Compare and contrast various activities to determine adequate working capital		
C05	Familiarize and educate the students about the dividend policy and types of dividend		
Reference Books:			
#	Title	Author/s	Publisher
1	Financial Management	Chandra, Prasanna	Tata McGraw Hill
2	Financial Management	Gupta & Sashi	Kalyani Publisher
3	Financial Management	Khan and Jain	Tata McGraw Hill
4	Financial Management	Maheshwari, S.N	S.Chand
5	Financial Management	Mohammed Umair	Skyward Publisher
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1	H				H	
2		M	H			
3				L		
4						
5		H				
H=High L= Low M=Moderate						

COURSE CONTENTS		
UNIT 1	INTRODUCTION	8 HOURS
Meaning of Finance –Finance Function – Aims of Finance Function – Organization structure of Finance Department – Financial Management – Goals of Financial Management – wealth and profit maximization – Financial Decisions – Financial Planning – Steps in Financial Planning – Principles of Sound Financial Planning. Changing role of finance managers – Organization of finance function.		
UNIT 2	TIME VALUE OF MONEY AND INVESTMENT DECISIONS	16 Hours
Time Value of Money – Future Value (Single Flow – Uneven Flow & Annuity) – Present Value (Single Flow – Uneven Flow & Annuity) – Doubling Period. Investment Decision: Introduction –Process – Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and profitability index Problems, Capital rationing (Meaning only).		
UNIT 3	FINANCING DECISIONS BASED ON CAPITAL STRUCTURE	12 Hours
Capital structure decisions – Meaning, Overview of financing choices –The financing process; internal and external financing –Optimal capital structure. Cost of capital – individual sources and weighted average cost of capital. (Problems) Operational and financial leverage – Business risk and its effect on the use of financial leverage, Computation & Analysis of EBIT, EBT, EPS – Leverages. (Problems)		
UNIT 4	DIVIDEND DECISIONS	6 Hours
Dividend Decision: Introduction – Meaning and Definition – Determinants of Dividend Policy – Types of Dividends – Bonus share (Theory only)		
UNIT 5	WORKING CAPITAL MANAGEMENT	10 Hours
Meaning and Concept of Working Capital – Significance of Adequate Working Capital –Problems arising from excess or inadequate Working Capital – Determinants of Working Capital (simple problems) – Sources of Working Capital. Cash management- motives of holding cash, inventory management, receivables management (concept only).		

DEPARTMENT OF MANAGEMENT						
IV Semester	Code	Course Title	Duration	Course Type	Session	Credits
	BA4225	BUSINESS RESEARCH METHODS	60 Hours	DSC	4 Hours a Week	4

Course Objective:	To familiarize students with the concepts and techniques of business research. To enable students to take up practical research projects.		
Course Outcomes:			
C01	Understand the basic concepts of business research and its types		
C02	Learn the appropriate method of sampling for selected research area		
C03	Construct tool for data collection and analysis		
C04	Learn to formulate hypothesis.		
C05	Prepare the business research report in standardized format.		
Reference Books:			
#	Title	Author/s	Publisher
1	Statistical Methods	S.P Gupta	Sultan Chand
2	Marketing Research: A South Asian Perspective	Gilbert A. Churchill, Dawn Iacobucci and D. Israel	Cengage Learning.
3	Research Methodology	Kothari	New Age
4	Research Methodology	WilPriti R Majhi & Prafull K Khatua	HPH
5	Research Methodology	O.R.Krishnaswamy	HPH
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO5
1		H		L		
2		M	H			
3			M	M		
4		M				
5	H		M		M	H
H=High L= Low M=Moderate						

COURSE CONTENTS		
Unit 1	INTRODUCTION TO BUSINESS RESEARCH	12 Hours
Business Research; Meaning – Objectives – Scope and Purpose of research – Qualities of good researcher – Types of Research – Research Process – Identification, Selection and Formulation of research problem – Research questions – Review of Literature; Need – Sources of Review of literature – Writing review of literature.		
Unit 2	RESEARCH DESIGN AND SAMPLING TECHNIQUES	10 Hours
Research Design; Meaning – Purpose – Principles and developing a research plan – Types of research design – Sampling; Meaning – Steps in sampling – Criteria for Selecting Sampling Techniques – Sampling frame – Sampling methods – probability and non-probability – Sample size – Sampling errors.		
Unit 3	TOOLS FOR DATA COLLECTION	10 Hours
Data; Meaning – Types of Data – Difference between Primary and Secondary Data – Collection of Primary data – Tools for data collection – Questionnaire – Schedules – Interview – Survey – Observation; Secondary data: Meaning – Sources of Secondary Data – Problems in data collection – Pilot study.		
Unit 4	DATA PROCESSING AND HYPOTHESIS TESTING	12 Hours
Processing of data; Questionnaire checking – Editing – Coding – Classification of data -Tabulation of data – Hypothesis testing; Concept – Need – Characteristics of hypothesis -Types of hypothesis – Procedure for hypothesis – Parametric Test; One sample T test – ANOVA – Non Parametric Test; Chi-Square – Mann-Whitney U test.		
Unit 5	REPORT WRITING	08 Hours
Introduction; Types of research report – Format – principles of writing report – precautions while writing research reports- Footnotes and Endnotes – Bibliography – Citation Model; APA Model – Guidelines for writing references.		

DEPARTMENT OF MANAGEMENT						
IV Semester	#	Course Title	Duration	Course Type	Session	Credits
	BA4325	PRODUCTION AND OPERATIONS MANAGEMENT	60 Hours	DSC	4 Hours a Week	4

Course Objective:		To enable the students to understand the various process of production. To facilitate the students to be aware of techniques of Operations Management.	
Course Outcomes:			
C01	Understand the techniques of production and enable in being a responsible production manager.		
C02	Analyze in taking decision with regards to buying and selling.		
C03	Equip with proper planning process of plant and site location.		
C04	Understand the techniques of quality control measures and being effective quality managers.		
C05	Choose appropriate technique in material and waste management.		
Reference Books:			
#	Title	Author/s	Publisher
1	Production and Operations Management	K. Aswathappa G. Sudarsana Reddy	Himalayan publications.
2	Modern Production & Operations Management	Buffa	Wiley Eastern Ltd.
3	Operation Management	Joseph R. Monks	Tata McGraw-hill publishing Co. Ltd
4	Materials Management	K.Datta	Prentice-Hall of India (P) Ltd
Learning by doing activities 8 hours			

CO-PO MAPPING						
Course Outcome	Programme Outcome					
	P01	P02	P03	P04	P05	P05
1	H					
2	M					
3		L				
4	M					
5	L					M
H=High L= Low M=Moderate						

COURSE CONTENTS		
Unit 1	FOUNDATION TO PRODUCTION AND OPERATIONS MANAGEMENT	10 Hours
Introduction – Meaning & Definition – Classification – Objectives and Scope of Production and operation Management – Automation: Introduction – Meaning and Definition – Need – Types – Advantages and Disadvantages.		
Unit 2	PLANT LOCATION AND LAYOUT	12 Hours
Introduction – Meaning & Definition – Factors affecting location, theory and practices, cost factor in location – Plant layout principles -space requirement- Different types of facilities, Organization of physical facilities – building, sanitation, lighting, air conditioning and safety.		
Unit 3	MATERIALS MANAGEMENT	10 Hours
Introduction – Meaning & Definition – Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control.		
Unit 4	PRODUCTION PLANNING AND QUALITY CONTROL	10 Hours
Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing Quality Control – Statistical Quality Control, Quality Management, Control charts and operating characteristic curves, acceptance sampling procedures, Quality Circle, Meaning of ISO and TQM. Six-Sigma Productivity factors influencing productivity – Concept of Standard Time, Method study, Time and Motion Study, Charts and Diagrams, Work Measurements. Best Practices and emerging trends in production and operations. (Concepts only)		
Unit 5	MAINTENANCE AND WASTE MANAGEMENT	10 Hours
Introduction – Meaning – Objectives – Types of maintenance, Break-down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods – Waste Management – Scrap and surplus disposal, salvage and recovery, E waste management, solid water waste management.		

ELECTIVES-II

Department of Management						
IV Semester	Code	Course Title	Course Duration	Course Type	Session	Credits
	BAE4125	EVENT MANAGEMENT	30 Hours	OEC	2 Hours a Week	2
Course Objective:		To familiarize students with a conceptual framework of Event Management, Event Services, ConductingEvent and Managing Public Relations.				
Course Outcomes:						
C01	Understand the policies & procedures involved in Event Management					
C02	Understand event management procedure					
C03	Comprehend the importance of public relations for an event.					
Reference Books:						
#	Title		Author/s		Publisher	
1	Event Entertainment and Production		Mark Sonderm		Wiley & Sons	
2	Event Management		Anne Stephen		Himalaya Publishing House	
3	Event Management		K. Venkataramana		SHBP	
4	Event Management & Public Relations		Savita Mohan		Enkay Publishing House	
5	Event Management & Public Relations		Swarup K. Goyal		Adhyayan Publisher	

COURSE CONTENTS		
Unit 1	INTRODUCTION TO EVENT MANAGEMENT	8 Hours
Meaning, Need, Scope of Event; Analysis of Event; Decision Makers: Event Manager, Technical Staff; Establishing of Policies & Procedure, Event Team, Why Event Management, Requirement of Event Management, Decision makers, career in event management. Principles for Holding an Event; emergency procedures, Health and safety issues, insurance, licenses and permission; Locating People, Clarifying Roles, developing content Guidelines, Participant Tips, Fees & Honorariums, Travel Arrangements, Worksheets Preparing a planning schedule, Organizing Tasks, Assigning Responsibility, Overall Planning Tips, Protocols, Dress Codes, Staging, staffing		
Unit 2	PUBLIC RELATIONS FOR EVENTS	9 Hours
Concept, Nature, Importance & Limitations of PR; Media, Types of Media; Media Management; Public Relation Strategy & Planning; Image branding, Advertising and PR, Meetings and Group Development; Tools of Promotion, Tips on writing a New Release, Direct Marketing, Word of Mouth; Planning a Promotion Campaign for an Event.		
Unit 3	PRIVATE AND CORPORATE EVENTS	9 Hours
Planning for a private event; Special Events - Types, wedding, meetings, sports, rallies, Event Sponsorship, Event Organizer, Event Partners, Event Associates; Planning of Corporate Events; Types of Corporate Events; Job Responsibility of Corporate Events: Organizer, Budgeting, Safety of Guests and Participants, Creating Blue Print; Need for Entertainment in Corporate Events.		

DEPARTMENT OF MANAGEMENT						
IV Semester	BAE4225	Course Title	Duration	Course Type	Session	Credits
		Family Business Management	30 Hours	OEC	2 Hours a Week	2

Course Objectives:	1. To familiarise students with approaches to sustainable business 2. To familiarise students with sustainable finance practices and products.		
Course Outcomes:			
C01	Describe common characteristics and structure of family businesses		
C02	Evaluate common strategies and models used in family businesses		
C03	Examine source of conflicts in family business and ways of solving it		
Reference Books:			
#	Title	Author/s	Publisher
1	Managing the Family Business	Thomas Zellweger	Edward Elgar Publishing
2	Family Business	Howorth, Robinson	Taylor & Francis
3	Family Business	Keeling Douglas J	iUniverse
4	Understanding the Family Business	Alderson Keanon J	Business Expert Press
5	Family Business	Bianchi Carmen	Montezuma Publishing

COURSE CONTENTS		
Unit 1	Essence of Family Business	8 Hours
Family Business – Meaning and Features, Distinction between family and non-family business, Types of family involvement in business, Circle model of family influence, Strengths and weaknesses of family firms, need of governance in family business, Specific governance problems in family business, Components of family charter.		
Unit 2	Strategic Management in Family Business	9 Hours
Strategic decision making in family firms, Socio emotional wealth, Family as a resource provider – Financial, Human, Social, Physical capital and Reputation, conceptualizing competitive advantage for family firms, Linking family firm identity to corporate reputation, Strategic conformity of family firms.		
Unit 3	Conflicts in Family Business	9 Hours
Tension and paradoxes in family firms, Management approaches in dealing with tensions, Misaligned interests of family owners and managers, ways in which family members can help or hinder innovation, Sibling rivalry, Resistance to Change. Succession options and road map, Opportunities and Challenges of succession options, Declining relevance of intra-family succession, Sources of complexity in family business succession, Structuring succession process, Successor willingness and abilities, Grooming the successor.		

DEPARTMENT OF MANAGEMENT

IV Semester	BAE4325	Course Title	Duration	Course Type	Session	Credits
		Sustainable Business and Finance	30 Hours	OEC	2 Hours a Week	2

Course Objectives:

1. To familiarise students with approaches to sustainable business
2. To familiarise students with sustainable finance practices and products.

Course Outcomes:

C01	Comprehend the importance of sustainability for business
C02	Describe sustainability of business from a marketing perspective
C03	Acquaint with basic concepts and tools for applying the sustainable finance mechanisms

Reference Books:

#	Title	Author/s	Publisher
1	Sustainable Business Development	Rainey David L	Cambridge University Press
2	Business Environment and Sustainable Development	Cherunilam Francis	Himalaya Publishing House
3	Sustainable Business	Landrum Nancy E	Business Expert Press
4	Sustainable Business	Sally & Jean	John Wiley & Sons Inc
5	Sustainable Business - Key Issues	J Blewitt H Kopnina	T&F India

COURSE CONTENTS		
Unit 1	Foundation to Sustainable Business	8 Hours
Sustainable Company – Meaning and Features, Measures of sustainability - Life-Cycle-Analysis, GHG inventories, Measuring social impacts and benefits, Market opportunities for sustainability, Opportunities for Entrepreneurship, integrating sustainability issues within the core Business Strategy, how environmental sustainability is relevant to business, Carbon footprints, carbon credits.		
Unit 2	Sustainable Marketing	9 Hours
Sustainable Product Design, Ways to develop sustainable products, Motivations for sustainable consumer behavior, Building a Sustainability Brand, Sustainability as a Competitive Differentiator, Marketing Challenges: Pricing, Greenwashing, PR Challenges, Sustainable marketing communications strategies.		
Unit 3	Sustainable Finance	9 Hours
Sustainable Finance – Meaning and features, Ways of incorporating Sustainability into Organizations and the Financial System, Sustainable investment - meaning and approaches, Key Challenges for Sustainable Finance, The five pillars of sustainable finance concept. Introduction to Environmental Social and Governance (ESG) Risk Management, elements of a sound impact report and its importance for the integrity of the market, Sustainable Finance Products.		