PROGRAMME PROJECT REPORT

Bachelor of Business Administration (BBA)

(Marketing / Finance/Human Resource Management / Digital Marketing)

Semester I-VI (2026-2029)

GLOBAL UNIVERSITY

Educating stars for tomorrow

RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,

Bikaner, Rajasthan 334601

About RNB Global University

RNB Global University (RNBGU) was established in 2015 under the Rajasthan State Legislature Act and is recognized by the **University Grants Commission (UGC)** under **section 2(f).** The University is in Bikaner, Rajasthan, on a sprawling 300-acre lush green and eco-friendly campus that provides a world-class environment for higher learning.

RNBGU is a multi-disciplinary private university offering programs in diverse fields such as Management, Law, Engineering, Commerce, Humanities, Science, and Agriculture. With its innovative pedagogy, industry-aligned curriculum, and focus on skill-based education, the University has emerged as a hub of academic excellence in western India.

The University is recognized by the **Bar Council of India (BCI).** It is also approved by the **Indian Council of Agricultural Research (ICAR**), reflecting its diverse academic standards. Based on its commitment to quality education, research, and holistic development, **RNB Global University** has been accredited with **NAAC "A" Grade with a score of 3.19,** making it one of the leading private universities in the region.

Through modern infrastructure, experienced faculty, and strong industry collaboration, **RNBGU** continues to nurture future leaders and professionals, fostering knowledge, values, and global perspectives.

Vision

To create an environment where a holistic education is given in order to ignite an inquisitive mind, inculcate the qualities of excellence, perceive the intricacies of research, seek out obstacles, overcome them, and carve out a niche for oneself.

Mission

- Enabling students to maximize their potential and use their professional standards through ethics and education to raise their level of competence and become change agents.
- Fostering a scholarly culture that fosters the phenomenon of giving back to society via research and creative endeavors.
- To integrate partnerships that enhance knowledge in order to create a dynamic intellectual capital.
- To employ emerging technology to create an inclusive learning environment that is integrated with an improved educational process.
- To create a teaching-learning atmosphere that fosters resilience, sensitivity, and critical thinking, ultimately leading to the development of a strong personality.

Quality Policy

RNB Global University is committed to fostering a culture of excellence in higher education by:

- Designing and delivering academic programs that align with established national and global standards while meeting the aspirations of all stakeholders.
- Ensuring effective implementation of quality systems, policies, and processes across every level of academic and administrative functioning.
- Continuously enhancing academic and institutional quality to achieve excellence in teaching, research, and innovation.
- Empowering students with knowledge, skills, values, and attitudes that prepare them for professional success and responsible citizenship.

Core Values

At the heart of RNB Global University's mission lie the following guiding values:

- **Ethics and Integrity –** Upholding honesty, fairness, and transparency in all endeavours.
- **Environmental Consciousness & Sustainability –** Promoting eco-friendly practices and sustainable development.
- **Cultural Heritage –** Preserving and promoting India's rich cultural and traditional legacy.
- **Active Citizenship –** Encouraging responsibility, inclusivity, and democratic participation.
- **Intellectual & Moral Uprightness –** Fostering critical thinking, academic freedom, and ethical responsibility.
- **Service to Society & Nation-Building –** Contributing to social development and national progress through education, research, and outreach.

Bachelors of Business Administration (BBA)

1. Programme's Overview and Mission

The **Bachelor of Business Administration (BBA) 3-year Undergraduate program (UG-ODL/OL)** offered by **RNB Global University** through the **Open and Distance Learning (ODL) and Online Learning (OL)** mode aims to create **competent business professionals, strategic thinkers, and innovative leaders** who can contribute meaningfully to the dynamic global economy. The program provides a balanced blend of theoretical knowledge and practical exposure to various facets of business management, including **Marketing, Finance, Human Resource, Digital Marketing.**

The ODL/ OL mode of delivery offers flexibility and accessibility to a wide range of learners, including working professionals, entrepreneurs, and students from remote regions, ensuring that quality education is not confined by geography or time. The curriculum has been designed in line with the **National Education Policy (NEP) 2020,** allowing for multiple entry and exit options**, interdisciplinary learning, and continuous evaluation.**

Program Objectives

The **Bachelor of Business Administration (BBA)** program under the **Open and Distance Learning (ODL) and Online Learning (OL)** mode aims to develop professionally competent, socially responsible, and ethically grounded business leaders who can contribute effectively to the dynamic global business environment. The programme provides learners with a strong foundation in management principles, entrepreneurial thinking, analytical skills, and digital literacy, while allowing the flexibility of self-paced learning.

The **Program objectives** of the BBA (ODL/OL) programme are as follows:

1. **To provide fundamental knowledge and understanding** of the principles, concepts, and practices of management, accounting, economics, and organizational behaviour that form the core of business administration.

2. **To develop analytical and critical thinking abilities** that enable learners to identify, assess, and solve complex business and managerial problems through logical reasoning and evidence-based decision-making.
3. **To equip learners with professional and interpersonal skills** including communication, leadership, teamwork, and negotiation—essential for effective performance in business and organizational contexts.
4. **To promote entrepreneurial spirit and innovation** by encouraging creative thinking, business planning, and risk-taking abilities among learners, enabling them to become job creators rather than job seekers.
5. **To instill ethical, social, and environmental consciousness** by fostering an understanding of corporate governance, sustainability, and social responsibility in business practices.
6. **To provide learners with flexibility and accessibility** through ODL pedagogy, ensuring that working professionals, rural learners, and those unable to attend conventional classes can still pursue quality higher education.
7. **To enhance employability and career advancement** by equipping learners with practical business tools, digital literacy, and industry-relevant knowledge that meet contemporary professional standards.
8. **To prepare learners for advanced studies and lifelong learning** by developing a strong academic and research foundation that supports progression to postgraduate and professional programmes in management and related fields.
9. **To align learning outcomes with national educational and industry needs**, fostering graduates who contribute effectively to the economic and social development of the nation.

2. Relevance of the Programme with HEI's Mission and Goals

- The **Bachelor of Business Administration (BBA)** programme under the **Open and Distance Learning (ODL) and Online Learning (OL)** mode at **RNB Global University** directly aligns with the university's mission of providing inclusive, flexible, and quality education that develops academic excellence, innovation, and employability.
- It supports the university's goal of **expanding access to higher education** by reaching learners from **diverse backgrounds**, including **working professionals and students from remote areas**.
- The programme promotes **skill development, entrepreneurial thinking, and employability**, in line with the university's emphasis on **career-oriented education**.
- It integrates **ethical business practices and social responsibility**, reflecting the institution's commitment to producing **competent and responsible graduates**.
- By combining **modern management education with digital learning tools**, it advances the university's vision of nurturing **lifelong learners and industry-ready professionals**.
- The curriculum provides **industry-aligned and practical exposure**, enhancing learners' readiness for **contemporary business environments**.
- The programme fosters **inclusive education** by catering to **professionals, entrepreneurs, and students from economically weaker sections**.
- It develops **globally competent leaders** capable of addressing **emerging business and societal challenges**.
- Through the **ODL/OL mode**, the university reinforces its mission of making **quality higher education accessible**, promoting **lifelong learning**, and supporting national initiatives like **Digital India** and **Skill India**.

3. Nature of Prospective Target Group of Learners

- The **BBA (ODL/OL)** programme is designed to cater to a **diverse group of learners** seeking flexible and accessible higher education in business and management.
- **Recent higher secondary graduates** aspiring to build a foundation in management and pursue careers in business administration.
- **Working professionals** aiming to enhance their **managerial, leadership, and analytical skills** while continuing their employment.
- **Entrepreneurs and business owners** who wish to strengthen their **strategic, financial, and operational knowledge** for effective business management.
- **Learners from rural, semi-urban, and remote areas** who lack access to conventional on-campus education but wish to pursue quality higher education.
- **Individuals from economically weaker backgrounds** seeking an affordable and recognized degree programme in management.
- **Aspiring leaders and administrators** from the **private, public, and non-profit sectors** who want to deepen their understanding of management principles and business decision-making.
- **Lifelong learners** interested in self-paced, outcome-based education to improve **employability, career growth, and entrepreneurial competence**.

4. **Appropriateness of Programme Delivery**

The RNB Global University has identified the Programme Learning Outcomes and Programme Specific Outcomes as acquisition of specific skills and competence in 3-Year BBA Programme:

Programme Outcomes (POs)

After completing the program students will be able to:

PO1 Exhibit memory of previously learned management knowledge by correlating facts and terminologies.

PO2. Understand the impact of societal and environmental factors on business and corporate world and explain its relationship with sustainable development.

PO3. Demonstrate knowledge and understanding of the management principles to explore different functional aspects of business world.

PO4. Develop technical competence in domestic and global business through the study of major disciplines within the fields of business.

PO5. **Apply** the knowledge of business concepts and functions in an integrated manner to solve business problems.

PO6. Make use of ethical principles and commit to professional ethics and responsibilities and norms of the Management practice.

PO7. Organize a complex issue into a coherent written statement and plan its effective presentation.

PO8. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO9.Analyze, and devise solutions for structured and unstructured business, problems of law and issues using structured, cohesive, and logical reasoning

PO10. Create and manage innovations, new business development, and high-growth potential entities. They will be able to create an additional avenue of self-employment andalsotobenefitindustrybyprovidingthemwithsuitabletrainedperson.

PO11. Examine and break information into parts to manage projects in multidisciplinary environments.

PO12. Build the ability to engage in independent and life-long learning in the broadest context of technological change.

Program Specific Outcome (PSO's):

PSO1: Demonstrate understanding of arrange of disciplines of Management, busiess, accounting, economics, finance, and marketing.

PSO2: Develop the proficiency to adopt critical thinking by analysis & interpretation of the situations, cases & construct feasible solutions to solve problems and use decision making skills in business decisions.

PSO3: Apply the knowledge of academics in Industry and get trained to exhibit the relevance of conceptual knowledge gained in academics in real professional world through Internship and projects.

PSO4: **Adapt** business practices based on the opportunities and challenges of a growing business environment.

5. Instructional Design – BBA (ODL/OL) Programme

The **BBA (ODL/OL)** programme is structured over **six semesters (three years)** in accordance with **UGC (ODL and Online Programmes) Regulations, 2020** and the **NEP 2020 framework**.

Structured over **six semesters (three academic years)**, the curriculum blends **foundational, core, elective, and skill-based courses** to provide comprehensive management education. It integrates **theoretical knowledge with practical exposure** through **case studies, projects, and experiential learning components**, ensuring that learners develop the competencies required for real-world business environments.

Programme Structure:

- ❖ The curriculum includes **Core Courses, Discipline-Specific Electives (DSE), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC)**, and **Value-Added Courses (VAC)**.
- ❖ The programme provides a **comprehensive foundation in management, business administration, economics, and communication skills**.
- ❖ Learners can choose **specialization areas** such as **Marketing, Finance, Human Resource Management, or Digital Marketing** in later semesters.
- ❖ Includes **project work, case studies, and assignments** to develop analytical, managerial, and problem-solving abilities.
- ❖ **Internships or practical components** are integrated as per ODL guidelines to ensure industry exposure and experiential learning.
- ❖ The curriculum ensures **academic equivalence with the regular BBA programme** while maintaining flexibility for ODL/OL learners.

2. Credit Framework:

- **Years 1 & 2:** Focus on **Foundational and Core Courses** such as **Discipline-Specific Core (DSC)**, **Discipline-Specific Electives (DSE)**, **AEC**, **SEC**, **VAC**, and **GE**.
- **Year 3:** Emphasizes **Advanced Disciplinary Courses**, a **Research Project**, and an **Internship** for experiential learning.

Multiple Exit Options:

- **Certificate –** after completion of **1 year**,
- **Diploma –** after completion of **2 years**,
- **Bachelor's Degree** – after completion of **3 years**.

Programme Curriculum:

The **Bachelor of Business Administration (BBA)** program under the **Open and Distance Learning (ODL) and Online Learning (OL)** mode is designed to provide a balanced blend of theoretical knowledge and practical managerial skills. The curriculum focuses on holistic learner development by integrating core management concepts, analytical skills, ethics, and technological competencies aligned with the evolving global business environment.

The curriculum has been structured in accordance with the **National Education Policy (NEP) 2020**, offering **multiple entry and exit options** and **outcome-based learning objectives**. It maintains a uniformity with the conventional mode while incorporating flexibility for ODL learners.

Major Discipline Combinations for BBA ODL/OL Mode:

The **Bachelor of Business Administration (BBA)** under **Open and Distance Learning (ODL) and Online Learning (OL)** mode offers a well-structured combination of **core and specialization disciplines** designed to build a strong foundation in business and management.

The programme integrates **fundamental subjects** in management, economics, accounting, marketing, and communication during the initial semesters.

In advanced semesters, learners can choose **specializations** in key areas such as:

- **Marketing Management**
- **Finance Management**
- **Human Resource Management**
- **Digital Marketing**

This multi-disciplinary structure enables students to gain a **comprehensive understanding of organizational operations, managerial decision-making, and business strategy**.

The curriculum ensures a balance between **conceptual knowledge, analytical skills, and practical application**, aligning with industry expectations and academic standards.

Mapping of Teaching Methods and Instructional Media to ODL / OL Compliance

The Bachelor of Business Administration (BBA) programme offered through Open and Distance Learning (ODL) and online Learning (OL) mode at RNB Global University adopts a **learner-centric, flexible, and technology-enabled teaching-learning approach**. The teaching methods are carefully mapped to the requirements of ODL/Online Learning to ensure effective knowledge transfer, skill development, and learner engagement in compliance with UGC (ODL and Online Programmes) Regulations, 2020.

1. Teaching Methods and Their Alignment with ODL/OL Mode

Teaching Method	Description	Alignment with ODL/OL Mode	Learning Outcome Achieved
Self-Learning Method	Learners study independently using structured learning materials	Supports anytime-anywhere learning; promotes flexibility	Conceptual understanding and self-discipline
Guided Learning	Faculty-supported learning through academic counselling and mentoring	Ensures academic support despite distance mode	Clarification of concepts and improved retention
Interactive Learning	Learner participation through discussions, Q&A, and peer interaction	Enables virtual engagement through LMS platforms	Communication and collaborative skills
Experiential Learning	Learning through case studies, projects, and internships	Bridges theory with practical application in remote settings	Problem-solving and decision-making skills
Collaborative Learning	Group discussions and peer-based learning activities	Facilitated through online forums and group tasks	Teamwork and interpersonal skills

Continuous Learning Approach	Regular assignments and internal assessments	Supports continuous engagement and progress tracking	Consistent academic development
Technology-Enabled Learning	Use of digital tools for content delivery and interaction	Core requirement of OL mode ensuring accessibility	Digital literacy and independent learning
Problem-Based Learning	Real-world business problems for analysis and solution	Encourages critical thinking in a flexible learning environment	Analytical and logical reasoning skills
Blended Support Approach	Combination of self-learning and faculty interaction	Balances independence with structured guidance	Holistic learning experience

Mapping of Instructional Media to ODL / Online Learning (OL) Mode

The Bachelor of Business Administration (BBA) programme offered through Open and Distance Learning (ODL) and Online Learning (OL) mode at RNB Global University utilizes a **multi-media instructional approach** to ensure effective teaching-learning processes. The selection and integration of instructional media are aligned with the **UGC (ODL and Online Programmes) Regulations, 2020**, ensuring accessibility, flexibility, interactivity, and quality in programme delivery.

Instructional Media and Their Alignment with ODL/OL Mode

Instructional Media	Description	Alignment with ODL/OL Mode	Purpose / Learning Outcome
Self-Learning Materials (SLMs) – Print	Printed study materials designed in self-instructional format	Enables offline learning and accessibility for all learners	Conceptual clarity and independent learning
E-Content (PDFs, E-Books)	Digitized version of study materials accessible through LMS	Supports anytime-anywhere access	Flexible and convenient learning
Video Lectures (Recorded)	Pre-recorded lectures covering course content	Facilitates self-paced learning and revision	Better understanding through visual explanation
Live Online Sessions	Real-time virtual classes conducted by faculty	Enables synchronous interaction and engagement	Immediate clarification and interaction

Audio-Visual Content	Multimedia modules including animations and case-based videos	Enhances learner engagement and retention	Improved conceptual understanding
Learning Management System (LMS)	Central digital platform for content delivery and learner interaction	Core component of ODL/OL delivery system	Integrated learning and tracking
Discussion Forums	Online platforms for academic discussions and peer interaction	Supports collaborative and interactive learning	Development of communication skills
Online Assessment Tools	Digital quizzes, assignments, and evaluation tools	Enables continuous assessment and instant feedback	Performance monitoring and improvement
Email and Messaging Support	Communication channels between learners and faculty	Ensures continuous academic support	Timely doubt resolution
Web Conferencing Tools	Platforms for webinars, counselling, and mentoring sessions	Facilitates real-time academic engagement	Personalized learning support

Learner Support Services (ODL/OL Compliance)

The **Bachelor of Business Administration (BBA)** programme offered through **Open and Distance Learning (ODL) and Online Learning (OL)** mode at **RNB Global University** ensures a robust, learner-centric support system designed to facilitate academic success, engagement, and overall learner satisfaction. The learner support services are structured in alignment with the UGC (ODL and Online Programmes) Regulations, 2020, ensuring accessibility, responsiveness, and quality in programme delivery.

Delivery Mechanisms for Learner Support

Support Service	Mode of Delivery	ODL/OL Compliance Aspect
Academic counselling	Online sessions / webinars	Learner engagement and interaction
Learning materials	LMS / Print	Accessibility and flexibility
Technical support	Helpdesk / Email	Continuous system support

Administrative services	Online portal	Efficiency and transparency
Grievance handling	Online system	Accountability and responsiveness
Career support	Workshops / sessions	Employability enhancement

Compliance with UGC ODL/OL Regulations

The learner support system complies with UGC guidelines by ensuring:

- Availability of **academic counselling services**
- Access to **self-learning materials and digital resources**
- Use of **ICT tools and LMS for learner engagement**
- Provision of **grievance redressal mechanisms**
- Continuous **monitoring of learner progress**
- Ensuring **equity, accessibility, and inclusiveness**

Assessment and Evaluation Mapping

Component	**ODL Mode**	**Online Mode**
Internal Assessment	Assignments, case analysis, project reports	Online quizzes, assignments, presentations
Continuous Evaluation	Tutor-marked assignments (TMAs)	LMS-based assessments and tracking
End Semester Examination	Offline/center-based exams	Proctored online examinations

Compliance with UGC-DEB Guidelines

The programme ensures compliance with UGC-DEB norms through:

- Development of **Self Learning Material (SLM)** in prescribed format
- Availability of **LMS platform for content delivery and interaction**
- Provision of **multimedia learning resources (audio/video content)**
- Continuous **learner engagement and support services**
- Transparent and structured **evaluation mechanisms**
- Integration of **industry-relevant and skill-based learning**

The mapping of teaching methods and instructional media to ODL and Online modes ensures that the BBA programme maintains academic rigor, flexibility, and accessibility.

The integration of digital tools, learner support systems, and continuous evaluation mechanisms ensures that learning outcomes are effectively achieved in compliance with regulatory standards.

SEMESTER WISE COURSE DETAILS

Semester – I

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBBAC21100	DSC-1	Financial Accounting	3	1	0	4
2.	CDOEBBAC22101	DSC-2	Principles of Management	3	1	0	4
3.	CDOEBBAC21102	DSC-3	Principles of Micro Economics	3	1	0	4
4.	CDOEGEC066001	GE -1	One from the pool of GE- Group A	3	1	0	4
5.	CDOEAECH55002	AEC-1	Hindi-I	2	0	0	2
6.	CDOESEC077001	SEC-1	Ability & Skill Enhancement – I	2	0	0	2
7.	CDOEVAC088001	VAC-1	One from the pool of VAC- Group A	2	0	0	2
			Total	**18**	**4**	**0**	**22**

Course Outcomes (COs): Semester – I

Course Code & Course Name	After completion of these courses' students should be able to
CDOEBBAC21100 – Financial Accounting	**CO1:** Define the basic concepts of accounting and financial statements. **CO2:** Remember the execution of the accounting process- Recording-Classifying and Summarizing. **CO3:** Apply the principles and concepts of accounting in preparing the financial statements. **CO4:** Apply the use of accounting software. **CO5:** Interpret financial results and use in decision making.
CDOEBBAC22101 – Principles of Management	**CO1:** Define about basic management concepts, principles and practices understand Nature of Management. **CO2:** Understand "planning, organizing, coordinating, staffing, directing, budgeting, controlling, and evaluating functions of management; leadership roles and styles, and the human aspects of management" **CO3:** Apply the Planning and Decision Making & Organizing. **CO4:** Analyze the need of effective Directing, Leadership, Co-ordination and Controlling **CO5:** Analyze the concept of controlling with examples & implement.
CDOEBBAC21102 – Principles of Micro Economics	**CO1:** Remember the concepts of microeconomics dealing with consumer behaviour and market. **CO2:** Understand the importance of Microeconomics in economic analysis. **CO3:** Apply the concepts of consumer behaviour and producer behaviour and determine the market equilibrium. **CO4:** Analyze how does a free market economy with its millions of consumers and producers work to decide about the allocation of productive resources among the thousands of goods and services & understand the analytics of supply and demand and its various uses. **CO5:** Interpret the effects of theories and tenets of microeconomics on business concern.
CDOEGEC066001– Business Communication (From the Pool of GE- Group A)	**CO1:** Explain historical background and the development of communication; Importance and role of communication in everyday life. **CO2:** Understand Mechanics behind the communication process, difficulties experienced in communication. Different types of communication, impedance due to extraneous factors called "barriers" **CO3:** Apply different types of communication, impedance due to extraneous factors called "barriers". **CO4:** Analyse the Important non-verbal parameters in communication. So to make communication effective and attractive. **CO5:** Apply the appropriate body language for making presentation more

	effective
CDOEAECH55002-Hindi I	**CO1:** हिंिंं दी भाषेकामूल इिह5ंािस और उसकी हलिह देवनागरी को समझाने में **CO2:** हिंिं दी शब्द की उत्पिह, अर्थ और प्रयोग समझाने में **CO3:** हिंिंं दी िहिहके िहकास को समझाने में सक्षम **CO4:** हिंिंं दी भाषा की सभी प्रकार की बोिहयोंिंिं को सूचीबद्ध करने में **CO5:** देिंंनागरी की िहशेषताएँ िएिं िहहशष्टता समझाने में
CDOESEC077001–Ability and Skill Enhancement I	**CO1:** Understand the relevance and method of writing impactful and structured resume. **CO2:** Explain the need for right etiquettes to be followed in the professional world. **CO3:** Develop confidence in public speaking and expressing their opinions and ideas clearly and effectively. **CO4:** Build employability skills like critical thinking, team work, conflict management and leadership skills. **CO5:** Communicate effectively in English
CDOEVAC088001-Electoral Literacy (From the pool of VAC-Group A)	**CO1:** Understand the processes involved in delimitation of constituencies, preparation of electoral rolls, recognition of political parties, and allotment of symbols. **CO2:** Identify the shortcomings of the Indian Electoral System and analyze the need for electoral reforms. **CO3:** Identify the roles and responsibilities of officers on election duty, such as Returning Officers, Presiding Officers, and Polling Officers. **CO4:** Analyze the process of polling, counting, and declaration of results, including re-poll and countermanding of elections. **CO5:** Evaluate the advantages and disadvantages of EVMs and VVPATs compared to traditional voting methods.

CO PO Mapping: Semester – I

CDOEBBAC21100	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	2	2	3	2	1	1	2	2	-	3
CO2	2	-	-	1	1	-	-	-	1	2	2	3
CO3	2	2	2	2	2	2	2	-	2	2	2	3
CO4	2	-	-	3	3	-	-	-	1	2	2	3
CO5	3	3	3	2	2	-	-	2	2	2	2	3

CDOEBBAC22101	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	2	1	-	2	2	2	2	2	2	-
CO2	-	3	3	-	2	3	2	3	-	3	2	3
CO3	1	2	-	2	-	3	-	2	1	-	3	-
CO4	3	2	2	3	-	2	2	3	1	1	2	1
CO5	1	-	2	1	3	3	-	3	3	-	3	3

CDOEBBAC21102	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	3	3	3	3	2	3	3	-		3
CO2	2	-	-	-	2	1	-	1	-	2	1	3
CO3	-	2	-	1	3	-	2	2	-	-	2	2
CO4	2	-	2	3	1	3	3	2	3	-	3	-
CO5	3	3	3	3	-	3	3	-	3	3	3	3

CDOEGEC066001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	2	-	1	2	2	1	2	2	2
CO2	1	-	2	2	2	2	-	2	2	-	2	-
CO3	1	3	2	-	-	2	2	3	-	3	-	2
CO4	1	-	2	3	3	2	-	-	2	2	-	-
CO5	3	2	3	2	3	1	3	2	2	2	2	2

CDOEAECH55002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	3	2	2	3	-	3	2	3	3
CO2	2	2	2	2	2	-	-	3	2	-	-	3
CO3	-	3	-	-	-	3	3	-	3	-	3	-
CO4	3	2		2	2	3	3	3	2	2	2	2
CO5	2	3	2	3	-	-	2	-	2	-	2	3

CDOESEC077 001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	3	3	3	2	2	3	1	2	-	3
CO2	-	2	-	-	2	1	-	-	2	2	-	3
CO3	2	-	1	3	3	2	-	3	2	-	2	3
CO4	2	1	2	2	1	-	-	-	-	3	2	1
CO5	3	2	3	2	3	-	-	2	-	2	2	2

CDOEVAC088 001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	3	2	3	3	3	3	2	-	3
CO2	2	-	-	2	2	2	-	3	-	3	2	3
CO3	-	3	3	2	-	3	3	-	3	2	3	-
CO4	-	2	-	2	2		-	2	-	2	2	2
CO5	2	3	2	3	-	-	-	3	2		2	3

Curriculum

Course Name: Financial Accounting

\- **Course Code: CDOEBBAC21100**

Credit:4 (60 Hours)

Objectives

- To provide an in-depth study of the various business cycle and process, analyze operations, Profit planning.
- Understand the basic accounting concepts and their application in business. -
- Gain knowledge on the preparation of financial statements.
- Students will be exposed to take decisions on depreciation method to be adopted.
- To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Outline

Unit I: Meaning and Scope of Accounting (15 Hours)
Need for Accounting, Development of Accounting, Definition and Functions of Accounting, Limitation of Accounting, Book Keeping and Accounting, Is Accounting Science or Art?, End User of Accounting Information, Accounting and other Disciplines, Role of Accountant, Branches of Accounting, Difference between Management Accounting and Financial Accounting, Objectives of Accounting, Accounting Equation.

Accounting Principles and Standards: Meaning of Accounting Principles, Accounting Concepts, Accounting Conventions, Systems of Book Keeping, Systems of Accounting, Introduction to Accounting Standards Issued by ICAI.

Journalising Transactions: Journal, Rules of Debit and Credit, Compound Journal Entry, Opening Entry

Sub Division of Journal: Cash Journal, Petty Cash Book, Purchase Journal, Sales Journal, Sales Return Journal, Voucher System.

Ledger Posting and Trial Balance: Ledger, Posting, Relationship between Journal and Ledger, Rules Regarding Posting, Trial Balance, Final Accounts of Sole Proprietorship and Firms. Discuss parallels between the Indian "Bahi-Khata" system and modern ledger posting practices.

Unit II: Capital and Revenue (15 Hours)
Classification of Income, Classification of Expenditure, Classification of Receipts, Difference between Capital Expenditure & Capitalized Expenditure, Revenue Recognition.

Accounting Concept of Income: Concept of Income, Accounting Concepts and Income Measurement, Expired Cost & Income Measurement, Relation Principle and Income Measurement, Accountants and Economists' Concept of Capital and Income.
Explore traditional Indian revenue systems, such as land tax and its contribution to concepts of capital and income.

Unit III: Inventory Valuation (15 Hours)
Meaning of Inventory, Objectives of Inventory Valuation, Inventory Systems, Methods of Valuation of Inventories, Accounting Standard 2(Revised): Valuation of Inventories

Depreciation Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6(Revised) Depreciation Accounting, Provisions and Reserves, Change of method of Depreciation

Unit IV: Final accounts and inland branches (15 Hours)

Final Accounts
Capital and Revenue Expenditures and Receipts: General Introduction Only. Preparation of financial statements of non-corporate business entities.

Accounting for Inland Branches
Concept of dependent branches; accounting aspects; debtors' system, stock and debtors' system, branch final accounts system.

Suggested Readings:

1. Maheshwari, S. N., & Maheshwari, S. K. (2003). *An introduction to accountancy* (8th ed.). Vikas Publishing House.
2. Gupta, R. L., & Gupta, V. K. (2003). *Financial accounting: Fundamentals*. Sultan Chand Publishers.
3. Monga, J. R. (2005). *An introduction to financial accounting*. Mayoor Paperbacks.
4. Monga, J. R., & Ahuja, G. (2003). *Financial accounting* (18th ed.). Mayoor Paper Backs.
5. Bhattacharya, S. K., & Dearden, J. (2003). *Accounting for manager: Text and cases* (3rd ed.). Vikas Publishing House.
6. Maheshwari, S. N., & Maheshwari, S. K. (2003). *Advanced accountancy* (8th ed., Vols. 1–2). Vikas Publishing House.

Course Name: Principles of Management

Course Code: CDOEBBAC22101

Credit:4 (60 Hours)

<u>Objectives</u>

- This course aims to empower students with knowledge and capacities to understand and analyse Integrating Marketing Management, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic. The concepts will be discussed through case study discussions and presentations on practical aspects.

- To gain knowledge about the four management functions of planning, organizing, leading, and controlling and introduce to the historical evolution of management theories.
- To learn the basics of group dynamics and the challenges of managing work teams.
- To familiarize with various leadership styles and theories of motivation.
- To describe the control process including: the importance of control, tools for measuring organizational performance, and managerial actions.
- The course aims at providing fundamental knowledge and exposure to the concepts, theories, and practices in the field of management.

<u>Course Outline</u>

Unit I: Introduction (15 Hours)
Concept, nature, process, and significance of management; Managerial levels, skills, functions, and roles; Management Vs. Administration; Coordination as essence of management; Development of management thought: classical, neo-classical, behavioural, systems and contingency approaches.

Unit II: Planning (15 Hours)
Nature, scope, and objectives of planning; Types of plans; planning process; Business forecasting; MBO; Concept, types, process, and techniques of decision-making; Bounded Rationality

Organising: Concept, nature, process, and significance; Principles of an organization;
Span of Control; Departmentation; Types of an organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.

Unit III: Staffing (15 Hours)
Concept, Nature and Importance of Staffing, Motivating *and Leading*: Nature and Importance of motivation; Types of motivation;
Theories of motivation-Maslow, Herzberg, X, Y and Z; Leadership – meaning and importance;
Leadership Styles from Indian Tradition: Leadership examples from Indian epics (e.g., Rama as the ideal leader, Krishna as transformational leader). Traits of a leader; Leadership Styles – Likert's Systems of Management,
Tannenbaum & Schmidt Model and Managerial Grid.

Unit IV: Controlling (15 Hours)
Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System,

Suggested Readings:

1. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., Jr. (2003). *Management.* Prentice Hall of India.
2. Gupta, C. B. (2003). *Management concepts and practices*. Sultan Chand & Sons.
3. Koontz, H., O'Donnell, C., & Weihrich, H. (2001). *Management.* Tata McGraw-Hill Publishing Company.
4. Chopra, R. K. (n.d.). *Principles and practices of management*. Sun India Publication.
5. Tripathi, P. C., & Reddy, P. N. (n.d.). *Principles and practices of management* (2nd ed.).

Course Name: Principles of Micro Economics
Course Code: CDOEBBAC21102

Credit:4 (60 Hours)

Objectives

- Microeconomics helps in macro analysis. It is an important method of economic analysis; it is microeconomics that tells us how a free market economy with its millions of consumers and producers work to decide about the allocation of productive resources among the thousands of goods and services.
- To provide a thorough introduction to economic theory. Starting from the basic ideas of trade-offs, opportunity cost, and the benefits of trade, also study how the market forces of supply and demand cause prices to be what they are.

Course Outline

Unit I: Introduction (12 Hours)

a) Demand and Supply: Determinants of demand, movements vs. shift in demand curve, Determinants of Supply, Movement along a supply curve vs. shift in supply curve; - Market equilibrium and price determination.
b) Demand and supply.
c) Application of demand and supply.

Unit II: Consumer Theory (12 Hours)

Ordinal Utility theory: (Indifference curve approach): Consumer's preferences; Interference curves; Budget line; Consumer's equilibrium; Income and substitution effect; Price consumption curve and the derivation of demand curve for a commodity; Criticisms of the law of demand.

Unit III: Production and Cost (12 Hours)

a) Production: Firm as an agent of production. Concepts of Production function. Law of variable proportions; Isoquants; Return to scale. Economics and Diseconomies of scale.
b) Costs: Costs in the short run. Costs in the long run, Profit maximization and cost minimization. Equilibrium of the firm, Technological Change: the very long run.

Unit IV: Market Structure (12 Hours)

a) Perfect Competition: Assumption; Theory of a firm under perfect competition; Demand and Revenue; Equilibrium of the firm in the short run and long run, the long run industry supply curve: increasing, decreasing and constant cost industry. Allocation efficiency under perfect competition
b) Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curve under monopoly; Allocation inefficiency and dead-weight loss monopoly; Price discrimination.
c) Imperfect Competition: Difference between perfect competitions, monopoly, and imperfect competition;

d) Monopolistic Competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Concepts of excess capacity; Empirical relevance.
e) Oligopoly: Causes for the existence of oligopolistic firms in the market rather than perfect Competition; Cooperative vs. Non-cooperative Behaviour and dilemma of oligopolistic firms.

Unit V: Income Distribution and Factor Pricing (12 Hours)
Demand for factors. Supply of factor, backward bending supply curve for labour concepts of economic rent; Functional Distribution of Income. Traditional Varna Based occupations and Jajmani system.

Suggested Readings:

1. Pindyck, R. S., Rubinfeld, D. L., & Mehta, P. L. (n.d.). *Microeconomics*. Pearson Education.
2. Mankiw, N. G. (n.d.). *Principles of microeconomics*. Cengage Learning.
3. Maddala, G. S., & Miller, E. (n.d.). *Microeconomics: Theory and applications*. McGraw-Hill Education.
4. Salvatore, D. (n.d.). *Schaum's outline of microeconomic theory*. McGraw-Hill Education.
5. Case, K. E., & Fair, R. C. (n.d.). *Principles of microeconomics*. Pearson Education.
6. Koutsoyiannis, A. (n.d.). *Modern microeconomic theory*.
7. Snyder, C. (n.d.). *Microeconomic theory: Basic principles and extensions*. Cengage Learning.
8. Bilas, R. A. (n.d.). *Microeconomic theory: A graphical analysis*. McGraw-Hill Education.
9. Samuelson, P. A., & Nordhaus, W. D. (n.d.). *Microeconomics*. McGraw-Hill Education.
10. Sachdeva, A. (n.d.). *Microeconomics*. Kusum Lata Publishers.

Course Name: Business Communication (From the pool of GE)
Course Code: CDOEGEC066001
Credit:4 (60 Hours)

Objectives

- To equip students of the BBA course effectively to acquire skills in reading, writing, comprehension, and communication, as also to use electronic media for business communication.
- To provide an overview of the various business communication skills and groom students professionally.

Course Outline

Unit I (12 Hours)
Introduction: Communication in Ancient Indian Education Systems: Guru–Shishya Parampara as a Model of Effective Communication, Role of listening and questioning in the learning process (student-centric learning), The Three Stages of Learning Communication: a.

Śravaṇam (Listening/Absorbing), b. Mananam (Reflection/Contemplation), c. Nididhyāsanam (Meditation/Realization)

Unit II (12 Hours)
The significance of communication in a business organization: Channels of communication – Downwards, Upwards, Horizontal, Consensus, and Grapevine. Models of Communication, Barriers in communication, Perception and Communication.

Unit III (12 Hours)
Language of Communication: Verbal and Non-verbal (Spoken and Written), Verbal and Non-Verbal communication techniques used by gurus (chants, gestures, silence, symbols), Intra-personal, Inter-personal and Group communication, Modes of human communication: Basic differences in the principal modes of human communication – reading, writing, listening, speaking and non-verbal communication. Spoken communication: Importance of spoken communication, designing receiver-oriented messages, comprehending cultural dimension. Speaking Skills Monologue Dialogue Group Discussion Effective Communication/ Mis-communication Interview Public Speech.

Unit IV (12 Hours)
Making Oral presentations: Functions of presentations, defining objective, audience analysis, collection of materials, organization of materials, body language, effective delivery techniques. Written communication: Fundamentals of sentence structure, writing as a process. Reading and Understanding Close Reading Comprehension Summary Paraphrasing Analysis and Interpretation Translation (from Indian language to English and vice-versa) Literary/Knowledge Texts Writing Skills Documenting Report Writing Making notes Letter writing.

Unit V (12 Hours)
Fundamental of Technical Writing: Special features of technical writing, the word choice, developing clarity and conciseness, Report writing, Business letters, Applications, and resumes. Transactional Analysis: Three human ego states, 4 life positions, different types of transactions.

Laboratory work: Audio-visual aids for effective communication: The role of technology in communication, the role of audio-visuals, designing transparencies, computer-aided presentation software, Software-aided activities in developing communication skills: Proper pronunciation, learning to use the correct tense, Business writing, Report writing, connected speech, Building up vocabulary, Awareness about the common errors in the usage of English, etc. Case studies, group discussions, presentations.

Suggested Readings:

1. Sen, L. (2004). *Communication skills*. Prentice Hall of India.
2. Dhar, M. (2008). *The funda of mixology: What bartending teaches that IIM does not*. Srishti Publications.
3. Narayan, R. K. (2007). *Under the banyan tree and other stories*. Penguin Classics.
4. Radhakrishnan, S. (n.d.). *Indian philosophy*.
5. Saraswati, S. D. (n.d.). *Introduction to Vedanta*.

ह5िंदी भाषा और उसकी हिहि का इहि5ास AEC-1 Course Code: CDOEAECH55001

इकाई–1 : ह5िंदी भाषा के हिकास की िूिविीहिका

- भारीय भाषा-िररार एिं अर्विरम्पराएँ (सिंस्कृि, िाहि, प्राकृि, अभ्रिंश आहद)
- ह5िंदी का आरिंहभक रूि
- 'ह5िंदी' शब्द का अर्व एिं प्रयोग
- ह5िंदी का हिकास (आहदकाि, मध्यकाि, आधुहिककाि)

इकाई–2 : ह5िंदी भाषा का क्षेत्र एिं हिस्तार

- ह5िंदी भाषा : क्षेत्र एिं बोहियाँ
- ह5िंदी के हिहिध रूि (बोिचाि की भाषा, राष्ट्र भाषा, राजभाषा, सिंिकव -भाषा, सिंचार भाषा)
- ह5िंदी का अहखि भारीय स्वरूि
- ह5िंदी का अिंिरराष्ट्रीय सिंदभव

इकाई–3 : हिहि का इहि5ास

- भाषा और हिहि का अिंि: सिंबिंध
- िररभाषा, स्वरूि एिं आश्यकिा
- हिहि के आरिंहभक रूि (हचत्रहिहि, भाििहिहि, ध्वहि–हिहि)
- भारि में हिहि का हिकास

इकाई–4 : देििागरी हिहि

- देििागरी हिहि का िररचय एिं हिकास
- देििागरी हिहि का माििकीकरण
- आदशव हिहि के गुण और देििागरी हिहि की हिशेषिाएँ
- देििागरी हिहि और कम्प्यूटर

स5ायक ग्रिंर्

- ह5िंदी भाषा का इहि5ास . धीरेंद्र िमाव
- भारीय िुराहिहि . डॉ. रामहििास िाण्डेय (िोकभारिी प्रकाशि)
- ह5िंदी भाषा का उद्गम और हिकास . उदयिारायण हििारी
- ह5िंदी भाषा की िि5चाि से प्रहिष्ठा िक . डॉ. 5िुमाि प्रसाद शुक्ल
- हिहि की क5ािी . गुणाकर मुिे
- भाषा और समाज . रामहििास शमाव

Course Name: Ability & Skill Enhancement I
Course Code: CDOESEC077001
Credit:2 (30 Hours)

Objective

- To make students understand the usage of Grammar in day-to-day life and improve their fluency and confidence while speaking English.

Course Outline -Final Assessment – Written Paper

Unit I: Ice Breaking Session & Recap of Language Skills (6 Hours)
Ice Breaking Session, Phrase, Clause, Sentence, Word Classes (Parts of Speech).

Unit II: Recap of Language Skills (6 Hours)
Tenses (Present, Past Future), Modals, Articles (a, an, the).

Unit III: Reading Skills & Fluency Building (6 Hours)
Reading Process, Importance & Types of Reading, Techniques of Reading, and Strategies to Improve Reading Abilities, Comprehension, Reading Aloud, Reading News.

Unit IV: Writing Skills
Generating ideas/gathering data, organizing ideas, Note taking, Outlining, drafting, Editing, and Proof Reading, Story Writing (through pictures/videos), Dialogue Writing, Email Writing.

Unit V: Listening & Speaking Skills (6 Hours)
Types and Essentials of good listening, Listening Process, Barriers to Listening and Strategies to improve Listening, Listening to Inspirational Movies/Clips, Listening News Techniques of Effective Speaking, Introducing Oneself, and others, Extempore, Situational Conversations (Practicing Short Dialogues).

Course Name: Electoral Literacy (From the Pool of VAC)
Course Code: CDOEVAC088001
Credit:2 (30 Hours)

Objective

- To empower present and future voters, with the knowledge, skills, and motivation to participate responsibly in the electoral process.
- To sensitize students about power of voting.
- To promote awareness about the importance of voting and the role of elections in a democratic society.

Course Outcomes:

After the completion of this course the students will be able to-

1. Understand the nature of Indian democracy and the main features of the Electoral System in India.
2. Understand the role of the Election Commission of India and the office of the CEO.
3. Search various platforms instituted by ECI for increasing voter registration, voting percentage, and strengthening democracy.

Course Outline

Unit I: Understanding the electoral system &processes (10 Hours)

a. Main Features of the Indian Electoral System; Election Commission of India, Composition, Tenure and Removal, Powers and Functions of The Election Commission, Delimitation of Constituencies, Preparation of Electoral Rolls, Recognition of Political Parties, Allotment of Symbol. Officers on Election Duty; Returning Officer, Presiding Officers, Polling Officers.
b. Voter registration (Enrolment)/ Special Summary Revision
c. Electoral Processes; Notification for Election, Filing of Nomination, Security Deposit, Scrutiny and Withdrawal, Election Campaign,
d. Model Code of Conduct, Scrutinization of Expenses, Polling, Counting and Declaration of Result, Re-poll, Countermanding of Election
e. Journey from ballot paper to EVM & VVPAT
f. Shortcomings of the Indian Electoral System, Electoral Reforms

Unit II: SVEEP (Systematic Voter's Education and Electoral Participation): Process & Philosophy (10 Hours)

a. Ethical & informed voting
b. Electoral literacy platforms: ELC, Chunav Pathashala & VAF
c. Challenges & initiatives for strengthening democracy

Unit III: Course-related field work and Assignments (10 Hours)

To register at least 25 eligible voters in their respective constituencies; To aware voters of the deletion of names from voters' lists to update the voters' list and help them fill up the application form for the same in person (25 voters). Creating posts on social media for advertising voter registration in the electoral roll, deletion/ corrections in the voters' lists, special summary revision programs; Creating and actively leading the Electoral Literacy Club in their colleges, organizing programs on issues related to elections, ethical voting, and democratic empowerment.; Leading initiatives on fair poll at the college level; Organize programs related to elections, ethical voting, etc. in coordination with the BLOS of the respective areas; To observe and inspect whether a Voter Awareness Forum has been set up at Government offices, NGOs, and corporate companies in the respective areas; To conduct surveys in villages/ localities/ housing societies on registration of voters and encourage registration process/ help with the updates in voters' lists.

Suggested Readings:

1. Pandey, R. K. (n.d.). *Electoral literacy: A comparative study*. Mittal Publications.
2. Election Commission of India. (n.d.). *Electoral literacy for citizens*. Election Commission of India.
3. Rama Devi, V. S. (n.d.). *Democracy and election laws*. Asia Law House.

Semester – II

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBBAC21150	DSC-4	Principles of Macro Economics	3	1	0	4
2.	CDOEBBAC21151	DSC-5	Cost Accounting	3	1	0	4
3.	CDOEBBAC22152	DSC-6	Marketing Management	3	1	0	4
4.	CDOEBBAC22153	DSC-7	Business Mathematics and Statistics	3	1	0	4
5	CDOEGEC066011	GE-2	One from the Pool of GE Courses Group B	3	1	0	4
7.	CDOEAECE55001	AEC-2	Study of Ecosystem & Natural Resources (EVS-I)	2	0	0	2
8.	CDOESEC077002	SEC-2	Ability & Skill Enhancement – II	2	0	0	2
9.	CDOEVAC088014	VAC-2	One from the pool of VAC- Group B	2	0	0	2
			Total	**21**	**5**	**0**	**26**

Course outcomes: Semester – II	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAC21150– Principles of Macro Economics	**CO1:** Define the basic concepts of Macro Economics & get awareness of Fiscal and monetary policy. **CO2:** Explain the concepts of aggregations and national income and output. **CO3:** Develop the conceptual framework relating to macroeconomic issues like inflation, unemployment, and related measures to overcome the same. **CO4:** Analyze the situations of macroeconomic problems and deriving the solutions to it. **CO5:** Interpret the effects of microeconomic factors on business decision making.
CDOEBBAC21151– Cost Accounting	**CO1:** What is the various business process, analyze operations, production planning. **CO2:** Explain basic concepts used in cost accounting, various methods involved in cost ascertainment and cost accounting bookkeeping systems. **CO3:** Examine the basic cost concepts, allocation and control of various costs and methods of costing. **CO4:** Examine the various methods involved in cost ascertainment, cost accounting and book keeping systems. **CO5:** Estimate the various costs for the purpose of controlling them.
CDOEBBAC22152 – Marketing Management	**CO1:** Define basic understanding of concepts in the marketing with respect to historical development of the subject. **CO2:** Understand Fundamental concepts of marketing & practices from business perspective in the Organization. **CO3:** Apply the various Marketing environmental concepts to compare various opportunities available in various sectors & recite with Various concepts related to market, Research, and its utility. **CO4:** Analyze the Important issues Related to success in consumer buying behavioral process vis a vis organizational buying behaviour process & understand mechanism of developing a new product, Market Segmentation etc. **CO5:** Apply the commonly used promotion terms, concepts & tools.
CDOEBBAC22153- Business Mathematics and Statistics	**CO1:** Understand Elementary Financial Mathematics **CO2:** Solve the Matrices and Determinants **CO3:** Solve the Derivatives and Applications of Derivatives **CO4:** Examine the Numerical Analysis & have wider knowledge of mathematics with more emphasis on business applications. **CO5:** Interpret the problems of Business with the help of mathematical tools and techniques.

CDOEGEC066011 – Computer Applications (From the Pool of GE Group B)	**CO1:** Remember the computer characteristics and generation of computer **CO2:** Understand utility aspects of computers in today's environment. **CO3:** Compare & categorize the memory of computer its utility in the performance & functioning of system. **CO4:** Apply the learning need of the various types of systems. **CO5:** Select software for the purpose of fulfilment of required task.
CDOEAECE55001– Study of Ecosystem & Natural Resources (EVS-I)	**CO1:** Understand theoretical & Practical aspect of environment studies. About various conservation strategies and problems with environment. **CO2:** Define the importance of Environmental education and ecosystem & acquire the knowledge about environmental pollution sources, effects and control measures of environmental pollution. **CO3:** Apply basic Environmental Concepts **CO4:** Analyze causes of Environment degradation & apply innovations in business- an environmental Perspective **CO5:** Explain different Environmental laws and policies.
CDOESEC077002 – Ability and Skill Enhancement-II	**CO1:** Select the correct phonetic symbols for improving language **CO2:** Operate reading and writing skills in English **CO3:** Prepare listening and speaking skills in English **CO4:** Focus in understanding the ethics, virtues and values **CO5:** Aware about etiquettes and personal branding
CDOEVAC088014 – Human Values & Professional Ethics, (From the Pool of VAC Group B)	**CO1**: Know the importance of ethics, Moral values in Human life, Business. **CO2**: Understand ethical issues related to business and good governance **CO3**: Analyze ethical dilemmas commonly faced in business contexts, **CO4**: Apply ethical theories—Utilitarianism, Deontology, and Virtue Ethics **CO5**: Analyze the relationship between values and behavior.

CO PO Mapping: Semester – II

CDOEBBAC21150	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	3				2	2	3	3	2	3
CO2	2	2	3	3	2	-	-	-	2	1	2	-
CO3	3	-	-		3	1	3	2	3	2	2	3
CO4	2	1	2	2	1	3	2	2	-	-	2	-
CO5	3	-	3	3	3	-	3	3	3	3	3	3

CDOEBBAC21151	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	2	3	1	2	1	2	2	1	3
CO2	3	2	1	2	2	2	-	-	2	2	2	-
CO3	2	-	2	-	1	-	-	-	2	2	-	3
CO4	3	-	-	-	2	-	-	-		2	2	3
CO5	3	2	3	-	2	-	-	-	2	-	3	3

CDOEBBAC22152	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	1	2	1	2	2	2	2	2
CO2	1	3	2	-	-	2	2	-	-	3	2	-
CO3	-	-	3	3	-	-	2	2		2	-	2
CO4	2	1	-	-	3	3	3	3	2	3	3	3
CO5	2	3	2	1	3		2	-	-	1	-	2

CDOEBBAC22153	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	3	2	1	2	2	3	3	2	3
CO2	2	3	2	2	2	2	-	-	1	2	1	3
CO3	3	-	-	-	3	2	2	1	3	2	-	-
CO4	2	2	1	2	1	-	2	-	3	-	2	3
CO5	3	3	3	3	3	-	3	3	3	-	3	-

CDOEGEC066011	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	2	2	-	3	-	-	3	3	3	-
CO2	3	2	3	-	2	3	2	2	3	3	3	3
CO3	2	2	-	-	2	2	-	-		3	-	3
CO4	-	2	3	2	3	2	3	2	3	2	2	3
CO5	3	3	3	3	-	3	3		3	3	-	3

CDOEAECE55 001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	3	2	-	3	3	-	2	3	3
CO2	2	2	2	2	2	-		3	2	-	2	3
CO3	-	3	-	2	-	3	3	-	3	2	3	-
CO4	3	2	-	2	2	-	3	3	2	2	2	2
CO5	2	-	2	3	2	3	2	-	2		2	2

CDOESEC077 002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	2	3	3	1	3	2	3	3	-
CO2	3	-	2	3	2	-	1	2	-	-	2	2
CO3	3	3	-	1	-	2	-	-	3	3	2	2
CO4	-	3	3	-	2	2	1	2	-	-	2	-
CO5	3	-	2	-	2	3	3	-	2	2	-	2

CDOEVAC088 014	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	-	-	1	3	3	3	2	3	3
CO2	2	2	2	2	2	-	-	3	2	3	2	-
CO3	-	3	-	3	3	3	3	-	-	2	-	2
CO4	3	2	-	2	-	3	-	3	2	2	2	3
CO5	2	3	2	3	2	3	2	3	2	-	2	-

Curriculum

Course Name: Principles of Macro Economics
Course Code: CDOEBBAC21150

Credit:4 (60 Hours)

Objectives

- The course aims at providing the student with knowledge of basic concepts of the macroeconomics. The modern tools of macro-economic analysis are discussed and the policy framework is elaborated, including the open economy.

- This course aims to introduce the students to the basic concepts of Macroeconomics. Macroeconomics deals with the aggregate economy. This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variables.

Course Outline

Unit I: Introduction (12 Hours)
Concepts and variables of macroeconomics, income, expenditure and the circular flow, components of expenditure., Static macroeconomic analysis short and the long run determination of supply, determination of demand, and conditions of equilibrium.

Unit II: Economy in the short rule (12 Hours)
IS–LM framework, fiscal and monetary policy, determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand-aggregate supply analysis

Unit III: Inflation, Unemployment and Labour market Inflation (12 Hours)
Causes of rising and falling inflation, inflation and interest rates, social costs of inflation; Unemployment – natural rate of unemployment, frictional and wait unemployment. Labour market and its interaction with production system; Phillips curve, the trade off between inflation and unemployment, sacrifice ratio, role of expectations adaptiveand rational.

Unit IV: Open Economy (12 Hours)
Flows of goods and capital, saving and investment in a small and a large open economy, exchange rates, Mundell – Fleming model with fixed and flexible prices in a small open economy with fixed and with flexible exchange rates, interest-rate differentials case of a large economy.

Unit V: Behavioural Foundation (12 Hours)
Investment determinants of business fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money, Portfolio and transactions theories of demand for real balances, interest and income elasticities of demand for real balances. Supply of money.

Suggested Readings:

1. Mankiw, N. G. (n.d.). *Principles of macroeconomics*. Cengage Learning.
2. Gordon, R. J. (n.d.). *Macroeconomics*. Pearson Education.
3. Branson, W. H. (n.d.). *Macroeconomic theory and policy*. HarperCollins India Pvt. Ltd.
4. Dornbusch, R., & Fischer, S. (n.d.). *Macroeconomics*. McGraw-Hill Education.
5. Dornbusch, R., Fischer, S., & Startz, R. (n.d.). *Macroeconomics*. McGraw-Hill Education.
6. Blanchard, O. J. (n.d.). *Macroeconomics*. Pearson Education.

7. Gupta, G. S. (n.d.). *Macroeconomics: Theory and applications*. McGraw-Hill Education.
8. Samuelson, P. A., Nordhaus, W. D., & Chaudhuri, S. (n.d.). *Macroeconomics*. McGraw-Hill Education.
9. Deepashree. (n.d.). *Macroeconomics*. ANE Books Pvt. Ltd.
10. Salvatore, D. (n.d.). *International economics*. John Wiley & Sons.

Course Name: Cost Accounting Course Code: CDOEBBAC21151

Credit:4 (60 Hours)

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyze the cost accounting objectives, methods and techniques.
- The primary objective of the course is to familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.
- To acquaint the students with basic concepts used in cost accounting, various methods involved in cost ascertainment and cost accounting book keeping systems.

Course Outline

Unit I: Introduction (12 Hours)
Objectives, Importance, Nature, Scope, and Advantages of Cost Accounting; Cost Concept; Methods and Techniques of Costing; Installation of Cost Accounting; Difference between Cost, Financial and Management Accounting

Unit II: Cost Classification (12 Hours)
Element of Cost, Classification of Cost, Overhead Allocation, Primary Apportionment, Secondary Apportionment. Cost Ascertainment

Unit III: Cost Ascertained (12 Hours)
Accounting for Material: Material Purchase Procedure, storage, and inventory control; Accounting for Labor: Classification, Principles of Labour, Methods of Remuneration, Overtime, and incentives; efficiency rating procedures Accounting for Overhead**:** Meaning, Classification, allocation, apportionment, and absorption; Accounting of overheads.

Unit IV: Output Costing (12 Hours)
Costing - Preparation of statement of cost and cost sheet (Including Tender Price / Quotation price); Reconciliation of Cost accounting profit and financial accounting profit, Operating Costing.

Unit V: Method of Costing (12 Hours)
Contract and Job Costing; Process Costing, Uniform Costing and Inter-firm Comparison Neo Concepts: Activity Based Costing, Target Costing, Life Cycle Costing.

Suggested Readings:

1. Horngren, C. T. (2005). *Introduction to cost accounting*. Prentice Hall of India.
2. Lal, J., & Srivastava, S. (n.d.). *Cost accounting* (4th ed.). Tata McGraw-Hill.
3. Arora, M. N. (n.d.). *Cost and management accounting* (8th ed.). Vikas Publishing House.
4. Maheshwari, S. N. (2008). *Cost accounting*. S. Chand Publishing.

Course Name: Marketing Management
Course Code: CDOEBBAC22152
Credit: 4 (60 Hours)

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyze Marketing Management, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic. The concepts will be discussed through case study discussions and presentations on practical aspects.
- The overall objective of the course is to provide an understanding of the Fundamental concepts of marketing in the modern marketing practices and develop an insight on the marketing implications that enable students evolve, explore, develop, and implement marketing plans.
- The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will give complete relationship between marketing and other management functions.

Course Outline

Unit I: Introduction (12 Hours)
Meaning, Nature and Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Concept of Marketing Mix, Understanding Marketing Environment, Consumer and Organization Buyer Behaviour, Market Segmentation, Targeting and Positioning.

Unit II: Product Planning and Pricing (12 Hours)
Product Concept, Types of Products, Major Product Decisions, Product Life Cycle, New Product Development. Branding, Packaging and Labeling, Traditional Indian packaging (banana leaves, clay pots, cloth wraps) with sustainable benefits. Pricing Decisions, Determinants of Pricing, Pricing Process, Policies and Strategies.

Unit III: Promotion and Distribution Decisions (12 Hours)
Communication Process, Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion, Distribution Channel Decisions-Types and Functions of Intermediaries, Selection and Management of Intermediaries. Folk Media and Traditional Promotion Practices

Unit IV: Emerging Trends and Issues in Marketing (12 Hours)
Consumerism, Rural Marketing, Social Marketing, Direct Marketing, Green Marketing

Unit V: Digital Marketing (12 Hours)
Online and Social Media Marketing, Tele marketing, Event Marketing, Viral Marketing, Non-profit Marketing, Industrial Marketing, Marketing Ethics, CRM.

Suggested Readings:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2009). *Marketing management: A South Asian perspective* (13th ed.). Pearson Education.
2. Baines, B., Fill, C., Page, K., & Sinha, P. K. (2013). *Marketing: Asian edition*. Oxford University Press.
3. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). McGraw Hill.
4. Dalrymple, J. D., & Parsons, L. J. (2002). *Marketing management: Text and cases* (7th ed.). John Wiley & Sons.
5. Kumar, A., & Meenakshi. (2011). *Marketing management* (2nd ed.). Vikas Publishing House.
6. Ramaswamy, V. S., & Nandakumar, S. (2009). *Marketing management: Global perspective, Indian context* (4th ed.). Macmillan Publishers India.

Course Name: Business Mathematics & Statistics
Course Code: CDOEBBAC22153
Credit: 4 (60 Hours)

Objectives

- Math and statistics allow a manager to take decisions that are data based. The business managers who combine managerial judgment and statistical analysis are more likely to be successful. This is where the importance of this field of study to a business manager lies.
- To understand quantitative methods and statistical tools to business problems which would enable to take decisions and quantify various business plans.
- This course aims at equipping student with a broad-based knowledge of mathematics with emphasis on business applications.

Course Outline

Unit I: Statistical Data and Descriptive Statistics (12 Hours)
Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Properties and applications, Positional Averages: Mode and Median (and other partition values including quartiles, deciles, and percentiles) (including graphic determination), Measures of Variation: absolute and relative, Range, quartile deviation, mean, deviation, standard, deviation, and their Coefficients.

Unit II: Simple Correlation and Regression Analysis (12 Hours)
Correlation Analysis: Meaning of Correlation: simple, multiple and partial; linear and non-linear correlation, Scatter diagram, Karl Pearson's coefficient of correlation, calculation & properties (proof not required). Correlation & probable error, Rank Correlation Regression Analysis: Principal of least square & regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients.

Unit III: Matrices and Determinants (12 Hours)
Algebra of matrices, Inverse of a matrix, Matrix Operation – Business Application, Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule.

Unit IV: Linear Programming (12 Hours)
Formulation of linear programming problems (LPP) Graphical solution to LPPs, cases of unique and multiple optimal solutions, Solution to LPPs using Simplex method – maximization and minimization case, Identification of Degeneracy, The dual problem: Formulation of the Dual, Primal- Dual Solutions.

Unit V: Probability (12 Hours)
Theory of Probability, Approaches to the calculation of probability, calculation of event probabilities. Addition and multiplication laws of probability (Proof not required), Conditional probability and Bayes' Theorem, Expectation.

Suggested Readings:

1. Berenson, M. L., & Levine, D. M. *Basic business statistics: Concepts and applications*. Pearson Education.
2. Vohra, N. D. *Business statistics*. McGraw Hill.
3. Gupta, S. P., & Gupta, A. *Statistical methods*. Sultan Chand & Sons.
4. Mizrahi, A., & Sullivan, J. *Mathematics for business and social sciences*. Wiley & Sons.
5. Wikes, F. M. *Mathematics for business, finance and economics*. Thomson Learning.
6. Prasad, B., Bindra, & Mittal, P. K. *Fundamentals of business mathematics*. Har-Anand Publications.
7. Thukral, J. K. *Mathematics for business studies*. Mayur Publications.
8. Vohra, N. D. *Quantitative techniques in management*. Tata McGraw-Hill Publishing Company.
9. Soni, R. S. *Business mathematics*. Pitambar Publishing House.
10. Singh, J. K. *Business mathematics*. Himalaya Publishing House.
11. Levin, R. I., & Rubin, D. S. *Statistics for business*. Prentice Hall of India.
12. Gupta, S. P., & Gupta, M. P. *Business statistics*. Sultan Chand & Sons.
13. Anderson, D. R. *Quantitative methods in business*. Thomson Learning.
14. Anderson, D. R. *Statistics for business & economics*. Thomson Learning.
15. Grewal, B. S. *Higher engineering mathematics*.
16. Gupta, S. P. *Operations research*.

Course Name: Computer Applications (From the Pool of GE Group B)
Course Code: CDOEGEC066011
Credit: 4 (60 Hours)

Objectives

- Computer application courses relating to business teach students to use standard software programs found in the workplace. Students learn to input, review, design, and present information in a productive and efficient manner. Classes are generally offered as part of degree programs relating to business, or certificate programs and many institutions offer flexible class schedules that meet the needs of working adults, such as online only learning.
- To familiarize with Front-end concept for developing various IT Applications Project.
- To acquaint students with use of computer & its applications like MS office. Students must be well acquainted with fundamental aspects of computer technology and gain proficiency in M S Office Tools: MS Word, Power Point Excel and Access.

Course Outline

Unit I: Basics of Computer and its evolution (15 Hours)
Evolution of computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software, Human ware, and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers

i) **Based on technology** (Digital, Analog and Hybrid)
ii) **Based on processing speed and storage capacity** (Micro, Mini, mainframe and Super).
iii) **Based on Purpose** (General & Special) Different Generation of computers (I to V).

Types of software (System and Application), Compiler and Interpreter, Generation of Language (Machine Level, Assembly, High Level, 4GL).
Data Representation:
Different Number System (Decimal, Binary, Octal and hexadecimal) and their inter conversion (Fixed Point Only), Binary Arithmetic (Addition, Subtraction, Multiplication and Division).

Unit II: Input and Output Device (15 Hours)
Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and its type (VGA, SVGA and XGA), Printer and its type (Impact and Non-Impact with example), Plotter.

Computer Memory:
Primary Memory (ROM and it is type – PROM, EPROM, EEPROM, RAM) Secondary memory-SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and its type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM Flash Memory.

Unit III: Operating System Concept (15 Hours)
Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Details of basic system configuration, Important terms like Directory, File, Volume, Label, Drive name, etc.

Introduction to GUI using Windows Operating System: All Directory Manipulation: Creating directory, Sub directory, Renaming, Coping and Deleting the directory File Manipulation: Creating a file, deleting, coping, renaming a file.

Unit IV: Concept of Data Communication and Networking (15 Hours)
Networking Concepts, Types of networking (LAN,MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Analog and Digital Transmission. Synchronous and Asynchronous Transmission, Different Topologies Introduction to word processor and Spread Sheets.

Suggested Readings:

1. Leon and Leon; Introduction to Information Technology, Leon Tec World.
2. Microsoft Office-2000 Complete- BPB Publication.
3. Sinha, Kr. Pradeep and Preeti Sinha; Foundations of Computing, BPB Publication.
4. Jain, V.K.; Computers and Beginners.

Course Name: Study of Ecosystem & Natural Resources (EVS-I)

Course Code: CDOEAECE55001

Credit:2 (30 Hours)

Objectives:

- To gain knowledge about the environment and its conservation along with sustainable development.
- To define and use correctly the common terms of environmental science.
- To explain what makes up the environment, how it functions, and how humans are part of it.
- To evaluate the adequacy of conclusions about environmental phenomena.

Course Outline:

Unit I: Introduction to Environmental Studies (15 Hours)
Multidisciplinary nature of environmental studies; Scope and importance; Need for public awareness.

Ecosystems: What is an ecosystem? Structure and function of the ecosystem; Energy flow in an ecosystem: food chains, food webs, and ecological succession. Case studies of the following ecosystems: a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit II: Natural Resources (15 Hours)
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, forests, biodiversity, and tribal populations. Water: Use and over-exploitation of surface and groundwater, floods, droughts, and conflicts over water (international & inter-state). Energy resources: Renewable and nonrenewable energy sources, use of alternate energy sources, growing energy needs, case studies.

Suggested Readings:

1. Bharucha, E. 2003, Textbook for Environmental Studies, University Grants Commission, New Delhi and Bharati Vidyapeeth Institute of Environmental Education and Research, Pune. 361.

2. Carson, Rachel. 1962. Silent Spring (Boston: Houghton Mifflin, 1962), Mariner Books, 2002
3. Economy, Elizabeth. 2010. The River Runs Black: The Environmental Challenge to China's Future.
4. Grumbine, R. Edward, and Pandit, M.K. Threats from India's Himalaya dams. Science 339.6115 (2013): 36-37.
5. Heywood V.H. & Watson, R.T. 1995. Global Biodiversity Assessment. Cambridge University Press.
6. McCully, P. 1996. Silenced rivers: the ecology and politics of large dams. Zed Books.
7. McNeill, John R. 2000. Something New Under the Sun: An Environmental History of the Twentieth Century.
8. Odum, E.P., Odum, H.T. & Andrews, J. 1971. Fundamentals of Ecology. Philadelphia: Saunders. 21

Course Name: Ability and Skill Enhancement II

Course Code: CDOESEC077002

Credit:2 (30 Hours)

Objectives

- To improve the communication skills of the students with respect to pronunciation. The classes are interactive, and activity based.

Course Outline - Final Assessment – Debate/Group Discussion

Unit I: Phonetics (6 Hours)
Phonetic symbols and the International Phonetic Alphabets (IPA), The Description and Classification of Vowels (Monophthongs & Diphthong) Consonants, Phonetic Transcription & Phonology, Syllable, Stress &Intonations, reading aloud, recording audio clips.

Unit II: Vocabulary Building (6 Hours)
Idioms and Phrases, Words Often Confused, One word Substitution, Word Formation: Prefix & Suffix.

Unit III: Ethics &Etiquettes (6 Hours)
What are ethics, what are values, difference between ethics and morals, Business ethics, workplace ethics, what are virtues for e.g. civic virtues, etc. Human ethics and values- 5 core human values are: right conduct, living in peace, speaking the truth, loving and care, and helping others.

Etiquette awareness, Importance of First Impression, Personal Appearance &Professional presence, Personal Branding, Dressing Etiquette, Dining Etiquettes.

Unit IV: Reading & Writing Skills (6 Hours)
Reading Comprehension, News Reading, Picture Description, Paragraph Writing, News Writing.

Unit V: Listening & Speaking Skills (6 Hours)
Public Speaking, Debate, Inspirational Movie Screening, Skit Performance.

Course Name: Human Values & Professional Ethics
(From the Pool of VAC)
Course Code: CDOEVAC088014
Credit:2 (30 Hours)

Objectives

- To know about the importance of ethics, Moral values in Human life, Business.
- This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.
- Students will be able to analyse ethical dilemmas commonly faced in business contexts, applying ethical theories to evaluate and resolve these dilemmas
- Students will learn to apply ethical theories—Utilitarianism, Deontology, and Virtue Ethics—in analysing and making ethical decisions in business contexts.
- Students will be able to analyse the relationship between values and behavior, understanding how ethical principles influence decision-making and actions.

Course Outline

Unit I: Values & Ethics (8 Hours)
Concept of Values and its formation; Values and Behaviour. What is Ethics? Nature and scope of Ethics; Morality vs. Legality dilemma. Facts and value; Ethical subjectivism and Relativism.

Unit II: Moral Development (6 Hours)
Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business. Guru-Shishya Parampara: Learning from Gurukul

Unit III: Decision making (Normal Dilemmas and Problems) (10 Hours)
Application of Ethical theories in Business (i) Utilitarianism (J. Bentham and J.S. Mill), (ii) Deontology (I. Kant) (iii) Virtue Ethics (Aristotle).
Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robust Nozick).

Unit IV: Corporate Social Responsibility of Business (6 Hours)
Concept of CSR; Changing expectation of society; Models of CSR: - Carroll's Model; Ackerman's Model. Need of Social Responsibility of Business, Consumerism and Consumer Rights. Traditional Indian Philanthropy (Daana Dharma)

Suggested Reading

1. Kaur, T. *Values & ethics*. Galgotia Publishers.
2. Chakraborty, S. K. *Ethics in management: A Vedantic perspective*. Oxford University Press.
3. Chakraborty, S. K. *Human values for managers*. Oxford University Press.

Semester – III

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBCHC21202	DSC-8	Fundamentals of Financial Management	3	1	0	4
2.	CDOEBBAC22201	DSC-9	Business Law	3	1	0	4
3.	CDOEBBAC22202	DSC-10	Human Resources Management	3	1	0	4
4.	CDOEBAGC34203	DSC-11	Money & Banking	3	1	0	4
5.	CDOEGEC066002	GE-3	One from the pool of GE -Group A	3	1	0	4
6.	CDOEAECH55003	AEC-3	Hindi-II	2	0	0	2
7.	CDOESEC077003	SEC-3	Ability & Skill Enhancement – III	2	0	0	2
8.	CDOEVAC088004	VAC-3	One from the pool of VAC- Group A	2	0	0	2
			Total	**19**	**5**	**4**	**26**

Course outcomes: Semester – III	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBCHC21202 - Fundamentals of Financial Management	**CO1:** List the various decisions under financial management and determine the financial plan and capital structure of the business. **CO2:** Explain the concept of investment in short and long terms assets including the cost of capital. **CO3:** Apply the theories of capital structure to arrange or rearrange a given set of capital structure to maximize the EPS of a firm. **CO4:** Analyze the situations relating to dividend policy having the impact on the value of the share. **CO5:** Select the methods and techniques for analyzing the data for business decision making.
CDOEBBAC22201 - Business Law	**CO1:** Define and understand about the legal implications of entering a contract and what are the special provision regarding negotiable instruments. **CO2:** Apply basic knowledge of the important business legislation along with relevant case laws. **CO3:** Appraise the concept of business law, its application and significance. **CO4:** Develop knowledge regarding rights and liabilities of a person while undertaking any contract under Indian Contract Act. Rights of customers and seller under Sale of Goods Act. Different provisions relating to Negotiable instruments Act and Partnership Act. **CO5:** Evaluate the learning of the students about the different laws taught to them.
CDOEBBAC22202 – Human Resource Management	**CO1:** Define the human resource principles, theories, role behaviors and skill sets & methods of Performance Appraisal. **CO2:** Understand the various aspects of Human Resource management and make them acquainted with practical aspect of the subject. **CO3:** Understand the training related needs and apply to methods accordingly. **CO4:** Analyze the different components of Remuneration & different types of employee benefits and services. **CO5:** Evaluate the understanding of the concept of Managing Human Resources and work.
CDOEBAGC34203-Money & Banking	**CO1:** Define the concepts of money and money supply **CO2:** Understand the relationship between financial markets, instruments and difference between money and capital market. **CO3:** Evaluation of the banking system in India. **CO4:** Analyze the central banking system and Monetary Policy in India. **CO5:** Compare the interest rates, monetary management and instruments of monetary control.

CDOEGEC066002-E-Commerce-(From the Pool of GE Group A)	**CO1:** Define basic business models on the web with examples of their implementation. **CO2:** Classify basic marketing techniques and strategies on the internet, including analysis of their effectiveness. **CO3:** Make use of basic personalization mechanisms for websites and their roles in gathering marketing information. **CO4:** Identify basic techniques of positioning on the internet in creating the marketing image of the organisation as well as the product brand & to know how technology helps bridging gaps in business.
CDOEAECH55003-Hindi-II	**CO1:** भाषा का बोध और स्वरूप का ज्ञान **CO2:** शब्द रचना और शब्द प्रकारों की समझ **CO3:** शब्द ज्ञान और उनका उपयोग **CO4:** व्याकरणिक शुद्धि और वाक्य रचना में कुशलता **CO5:** लेखन कौशल का विकास
CDOESEC077003 – Ability & Skill Enhancement-III	**CO1:** Classify the different types of reviews i.e. book review, movie review etc. **CO2:** Express his/ her feeling at pressure situation or emotional situation **CO3:** Explain his/her thoughts in group discussion and build leadership quality **CO4:** Enhance creativity in making documentary etc. **CO5:** Manage negative emotions keeping balance of mental stability, stress, and distress.
CDOEVAC088004-Basics of Goods & Service Tax *(VAC)	**CO1:** Understand the fundamentals of GST **CO2**: Explain a working knowledge of principles and provisions of GST **CO3**: Understand the concept of VAT. **CO4**: Understand how to levy and collect GST **CO5:** Understand the eligibility and ineligibility of Input tax credit

2. Mapping: Semester – III

CDOEBCHC21202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	3	3	3	2	2	3	1	2	3	3
CO2	-	2	-	-	2	1	-	-	2	2	-	2
CO3	2	-	1	3	3	2	-	3	2	-	3	3
CO4	2	1	2	2	1	-	-	-	-	3	2	2
CO5	3	2	3	2	3	-	-	2	-	2	2	3

CDOEBBAC22202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	1	2	1	2	2	2	2	2
CO2	1	-	2	-	2	2	-	-	3	3	-	-
CO3	2	2	-	3	-	-	2	2	2	2	3	2
CO4	2	1	2	3	3	3	3	-	2	3	-	3
CO5	2	-	2	-	2	-	3	-	2	-	3	-

CDOEBAGC34203	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	-	3	-	1	2	-	2	2	2
CO2	2	-	2	2	-	3	1	-	2	3	2	-
CO3	1	3	2	-	1	1	2	1	1	2	3	2
CO4	-	2	-	-	3	2	-	2	--	2	-	3
CO5	3	3	-	2	-	-	3	-	3	3	3	-

GEC066002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	-	-	2	3	3	3	3	-	-
CO2	3	-	-	2	2	3	2	2	3		2	3
CO3	-	2	-	-	3	-	2	2	2	3	2	-
CO4	2	2	-	-	3	2	3	2	3		-	3
CO5	3	3	-	3	3	3	-	3	3	3	3	-

CDOEAECH55003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	-	3	2	-	3	3	3	2	3	3
CO2	2	2	2	2	2	-		3	-	3	-	-
CO3	-	3	-	2	-	3	3	-	3	2	-	3
CO4	3	2	-	2	2	-	3	3	-	2	2	2
CO5	2	3	2	-	2	3	2	3	2	-	2	3

CDOESEC077003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	-	-	2	3	-	-	2	3	3	-
CO2	2	2	3	3	2	2	-	2	2	3	2	2
CO3	-	2	-	-	3	-	-	3	-	-	2	2
CO4	2	-	2	2	-	2	-	2	2	3	1	2
CO5	3	3	2	2	2	2	3	-	2	2	-	2
CDOEVAC088004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	3	2	-	3	3	3	2	3	3
CO2	2	2	2	-	2	-		-	2	3	-	-
CO3	-	3	3	2	-	3	3	-	3	2	-	3
CO4	3	2	-	2	2	-	3	3	2	2	2	2
CO5	2	3	2	3	2	3	2	3	2	-	2	-

Curriculum

Course Name: Fundamentals of Financial Management
Course Code: CDOEBCHC21202

Credit:4 (60 Hours)

Objectives

- The course is planned in such a way to provide students an insight of decision-making process with help of tools and techniques described in Financial Management.
- To familiarize the students with the principles and practices of financial management.

Course Outline

Unit-I: Introduction (12 Hours)
Nature, scope and objective of Financial Management, Time value of money, Risk, and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

Unit-II: Investment Decisions (12 Hours)
The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk-Adjusted Discount Rate.

Unit-III: Financing Decisions (12 Hours)
Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure.

Unit-IV: Dividend Decisions (12 Hours)
Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice

Unit-V: Working Capital Decisions (12 Hours)
Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings

1. Van Horne, J. C., & Dhamija, S. (2012). *Financial management and policy* (12th ed.). Pearson India Education.
2. Levy, H., & Sarnat, M. (1990). *Principles of financial management*. Prentice Hall.
3. Brigham, E. F., & Houston, J. F. (2022). *Fundamentals of financial management* (16th ed.). Cengage Learning.
4. Khan, M. Y., & Jain, P. K. (2017). *Basic financial management*. McGraw Hill.
5. Chandra, P. (2023). *Financial management: Theory and practice* (11th ed.). McGraw Hill Education (India).
6. Singh, J. K. (n.d.). *Financial management: Text and problems*. Dhanpat Rai & Company.
7. Rustagi, R. P. (2017). *Fundamentals of financial management*. Taxmann Publications.

8. Singh, S., & Kaur, R. (2017). *Fundamentals of financial management*. Mayur Paperbacks.
9. Pandey, I. M. (2009). *Financial management* (9th ed.). Vikas Publishing House.
10. Banerjee, B. (2015). *Fundamentals of financial management* (2nd ed.). PHI Learning Pvt. Ltd.

Course Name: Business Law
Course Code: CDOEBBAC22201

Credit:4 (60 Hours)

Objectives

- The main objective is to give knowledge regarding rights and liabilities of a person while doing any contract under Indian contract Act, rights of customer and seller under sales of goods Act, different provision regarding negotiable instrument Act and Partnership Act with new concept of limited liability partnership.
- To acquaint the student with a basic and elementary knowledge of the subject.

Course Outline

Unit I: (12 Hours)

The Indian Contract Act, 1872: General Principles of Contract

a) Contract – meaning, characteristics and kinds
b) Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
c) Void agreements
d) Discharge of a contract – modes of discharge, breach and remedies against breach of contract.
e) Contingent contracts
f) Quasi - contracts

Unit II: The Indian Contract Act, 1872: Specific Contract (12 Hours)

a) Contract of Indemnity and Guarantee
b) Contract of Bailment
c) Contract of Agency

Unit III: The Sale of Goods Act, 1930 (12 Hours)

a) Contract of sale, meaning and difference between sale and agreement to sell.
b) Conditions and warranties
c) Transfer of ownership in goods including sale by a non-owner
d) Performance of contract of sale
e) Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

Unit IV: Partnership Laws (12 Hours)

A) The Partnership Act, 1932

a) Nature and Characteristics of Partnership
b) Registration of a Partnership Firm
c) Types of Partners
d) Rights and Duties of Partners
e) Implied Authority of a Partner
f) Incoming and outgoing Partners
g) Mode of Dissolution of Partnership

B) **The Limited Liability Partnership Act, 2008 (12 Hours)**

a) Salient Features of LLP
b) Differences between LLP and Partnership, LLP and Company
c) LLP Agreement
d) Partners and Designated Partners

e) Incorporation Document
f) Incorporation by Registration
g) Partners and their Relationship

Unit V: The Negotiable Instruments Act 1881 (12 Hours)

a) Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque
b) Holder and Holder in Due Course, Privileges of Holder in Due Course.
c) Negotiation: Types of Endorsements
d) Crossing of Cheque
e) Bouncing of Cheque

Suggested Readings:

1. Kuchhal, M. C., & Kuchhal, V. (2018). *Business law* (6th ed.). Vikas Publishing House.
2. Singh, A. (2018). *Business law* (11th ed.). Eastern Book Company.
3. Kumar, R. (2016). *Legal aspects of business* (4th ed.). Cengage Learning.
4. Maheshwari, S. N., & Maheshwari, S. K. (2014). *Business law*. National Publishing House.
5. Aggarwal, S. K. (n.d.). *Business law*. Galgotia Publishers Company.
6. Goyal, B. K., & Jain, K. (2013). *Business laws*. International Book House.
7. Arora, S. (2021). *Business laws* (9th ed.). Taxmann Publications.
8. Pathak, A. (2018). *Legal aspects of business* (7th ed.). McGraw Hill Education.
9. Tulsian, P. C., & Tulsian, B. (2014). *Business law* (3rd ed.). McGraw Hill Education.

Course Name: Human Resource Management
Course Code: CDOEBBAC22202
Credit:4 (60 Hours)

Objectives

- This course is to familiarize and train our students to become not just good managers but in creating strong theoretical frame of minds of students by participative teaching and learning of human resource management principles, theories, role behaviour and skill sets.
- Understand the concept of Managing Human Resources and work.
- Identify effective Human Resources practice.

- The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development, and retention.

Course Outline

Unit I: Introduction (15 Hours)
Concept, nature, scope, objectives, and importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs HRM, Strategies for the New Millennium: Role of HRM in strategic management, human capital; emotional quotient; mentoring; ESOP; flexi-time; quality circles; Kaizen TQM and Six Sigma. **Kautilya's Arthashastra**: Insights on administration, leadership, rewards, and workforce discipline

Unit II: Acquisition of Human Resources (15 Hours)
HR Planning; Job analysis – job description and job specification; recruitment – sources and process; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations. **Recruitment in the Gurukul system**: Merit, aptitude, and value-based selection

Unit III: Training and Development (15 Hours)
Concept and importance of training; types of training; Methods of training; design of training programme; evaluation of training effectiveness; executive development – process and techniques; career planning and development

Unit IV: Compensation and Maintenance (15 Hours)
Compensation: job evaluation – concept, process, and significance; components of employee remuneration – base and supplementary; Performance and Potential appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods, 360-degree appraisal technique; Maintenance: overview of employee welfare, health and safety, social security.; **Yamas and Niyamas from Patanjali Yoga Sutras** – Ethical foundations for conduct at the workplace

Suggested Readings:

1. Chhabra, T. N. (2003). *Human resource management*. Dhanpat Rai & Co.
2. Gupta, C. B. (2003). *Human resource management*. Sultan Chand & Sons.
3. Flippo, E. B. (2003). *Personnel management*. Tata McGraw-Hill.
4. Rao, V. S. P. (2004). *Human resource management: Text and cases*. Excel Books.
5. Aswathappa, K. (2003). *Human resource and personnel management: Text and cases*. Tata McGraw-Hill.
6. Dessler, G. (2003). *Human resource management*. Prentice Hall.
7. DeCenzo, D. A., & Robbins, S. P. (2001). *Human resource management*. Prentice Hall of India.
8. Beardwell, I., & Holden, L. (2004). *Human resource management*. Prentice Hall.

Course Name: Money & Banking (DSC)
Course Code: CDOEBAGC34203
Credit:4 (60 Hours)

Course objectives

- This course exposes students to the theory and functioning of the monetary and financial sectors of the economy.
- It highlights the organization, structure and role of financial markets and institutions.
- It also discusses interest rates, monetary management and instruments of monetary control. Financial and banking sector reforms and monetary policy with special reference to India are also covered.

Course Outline

1. Money (12 Hours)
Concept, functions, measurement; theories of money supply determination.

2. Financial Institutions, Markets, Instruments and Financial Innovations (12 Hours)

a. Role of financial markets and institutions; problem of asymmetric information – adverse selection and moral hazard; financial crises.

b. Money and capital markets: organization, structure and reforms in India; role of financial derivatives and other innovations.

3. Interest Rates (12 Hours)
Determination; sources of interest rate differentials; theories of term structure of interest rates; interest rates in India.

4. Banking System (12 Hours)
a. Balance sheet and portfolio management.
b. Indian banking system: Changing role and structure; banking sector reforms.

5. Central Banking and Monetary Policy (12 Hours)
Functions, balance sheet; goals, targets, indicators and instruments of monetary control; monetary management in an open economy; current monetary policy of India.

Readings

1. Mishkin, F. S., & Eakins, S. G. (2009). *Financial markets and institutions* (6th ed.). Pearson Prentice Hall.
2. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. G. (2009). *Foundations of financial markets and institutions* (3rd ed.). Pearson Education.
3. Bhole, L. M., & Mahakud, J. (2011). *Financial institutions and markets: Structure, growth and innovations* (5th ed.). Tata McGraw-Hill.
4. Khan, M. Y. (2011). *Indian financial system* (7th ed.). Tata McGraw-Hill.
5. Reserve Bank of India. (Various years). *RBI bulletins, annual reports, reports on currency and finance, and reports of working groups*. Reserve Bank of India.

Course Name: E-Commerce (From the Pool of GE- Group A)
Course Code: CDOEGEC066002
Credit:4 (60 Hours)

Objectives

- This course introduces the concepts, vocabulary, and procedures associated with E-Commerce and the Internet. The student gains an overview of all aspects of E-Commerce. Topics include development of the Internet and E-Commerce, options available for doing business on the Internet, features of Web sites and the tools used to build an E-Commerce web site, marketing issues, payment options, security issues, and customer service.
- To enable the student to become familiar with the mechanism for conducting business transactions through electronic means.

Course Outline

Unit-I: Introduction (10 Hours)
Meaning, concepts, nature, advantages, disadvantages, and reasons for transacting online, types of E-Commerce, E-Commerce business models (introduction, key elements of business model and categorizing major E-commerce business models), forces behind e-commerce.

Technology used in E-commerce: The dynamics of world wide web and internet (meaning, evolution, and features); Designing, building, and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Unit-II: Security and Encryption (10 Hours)
Need and concepts, the e-commerce security environment: (dimension, definition, and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients).

Unit-III: IT Act 2000 and Cyber Crimes (10 Hours)
IT Act 2000: Definitions, Digital signature, electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

Unit-IV: E-payment System (10 Hours)
Models and methods of e–payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

Unit-V: On-line Business Transactions (10 Hours)
Meaning, purpose, advantages, and disadvantage of transacting online, E-commerce application in various payment of utility bills, online application in various industries like {banking, insurance, marketing, e-tailing (popularity, benefits, problems, and features),

online services (financial, travel and career), auctions, online portal, online learning, publishing, and entertainment} Online shopping (Amazon, Snapdeal, Alibaba, Flipkart, etc.)

Unit-VI: Website designing (10 Hours)
Introduction to HTML; tags and attributes: Text Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.

Suggested Readings

1. Laudon, K. C., & Traver, C. G. (2016). *E-commerce 2016: Business, technology, society* (12th ed.). Pearson Education.
2. Whiteley, D. (2001). *E-commerce: Strategy, technologies and applications*. McGraw-Hill Education.
3. Bhasker, B. (2013). *Electronic commerce: Framework, technologies and applications* (4th ed.). McGraw Hill Education.
4. Joseph, P. T. (2015). *E-commerce: An Indian perspective* (5th ed.). PHI Learning.
5. Bajaj, K. K., & Nag, D. (n.d.). *E-commerce*. McGraw Hill Education.
6. Chhabra, T. N. (n.d.). *E-commerce*. Dhanpat Rai & Co.
7. Madan, S. (n.d.). *E-commerce*. Taxmann Publications.
8. Chhabra, T. N., Jain, H. C., & Jain, A. (n.d.). *An introduction to HTML*. Dhanpat Rai & Co.

Course Name: हिंदी भाषा व व्याकरण (AEC) Hindi II

Course Code: CDOEAECH55003

Course Outlines:

Unit I भाषा:- अर्थ ,परिभाषा स्वरुप एवं विशेषताएं भाषा के विविध रूप हिंदी ध्वनियों का भाषा वैज्ञानिक परिचय एवं वर्गीकरण

Unit II शब्द रचना:- संधि, समास, उपसर्ग ,प्रत्यय
शब्द प्रकार:- तत्सम, अर्धतत्सम, तदभव, देशज, विदेशी
संज्ञा, सर्वनाम, विशेषण, क्रिया, अवयव
शब्द ज्ञान:- पर्यायवाची, विलोम शब्द, युग्म शब्द, समश्रुत भिनार्थक शब्द, समानार्थी शब्दों का विवेक वाक्यांश के लिए सार्थक शब्द

Unit III शब्द शुद्धि, वाक्य रचना, वाक्य शुद्धि, विराम चिन्ह, व्याकरणिक कोटियां- (लिंग, वचन ,पुरुष ,काल ,वृत्ति ,पक्ष) मुहावरे, लोकोक्तियां, संक्षेपन, पल्लवन, अनुच्छेद लेखन पारिभाषिक शब्दावली

Unit IV निबंध/पत्र लेखन (औपचारिक पत्र/ अनौपचारिक पत्र)

सहायकग्रंथ :

1. **हिंदी भाषा का उद्भव और विकास**
   लेखक: डॉ. हरदेव बाहरी
   प्रकाशक: लोकभारती प्रकाशन
   विवरण: इस पुस्तक में हिंदी भाषा के उद्भव, विकास और उसके स्वरूप का विस्तृत वर्णन किया गया है।
2. **व्याकरण दर्शन**
   लेखक: डॉ. नगेंद्र
   प्रकाशक: राधाकृष्ण प्रकाशन
   विवरण: हिंदी व्याकरण, शब्द रचना, और वाक्य संरचना पर गहन अध्ययन प्रदान करती है।
3. **हिंदी शब्द निर्माण और शब्द प्रकार**
   लेखक: डॉ. रामचंद्र तिवारी
   प्रकाशक: वाणी प्रकाशन
   विवरण: इस पुस्तक में संधि, समास, उपसर्ग, प्रत्यय, तथा शब्द प्रकारों का विश्लेषण किया गया है।
4. **हिंदी व्याकरण और रचना**
   लेखक: डॉ. हरिकृष्ण त्रिपाठी
   प्रकाशक: साहित्य भवन
   विवरण: हिंदी व्याकरण, वाक्य रचना, शब्द शुद्धि, और विराम चिन्हों का विस्तृत अध्ययन।
5. **मुहावरे और लोकोक्तियाँ**
   लेखक: डॉ. कन्हैया लाल शर्मा
   प्रकाशक: भारतीय पुस्तक भंडार
   विवरण: इस पुस्तक में हिंदी मुहावरों और लोकोक्तियों का व्याख्या सहित संग्रह है, जो लेखन और भाषा की समझ को समृद्ध करता है।

Course Name: Ability & Skill Enhancement III
Course Code: CDOESEC077003
Credit:2 (30 Hours)

Objectives

- To sensitize students to the nuances of the four basic communication skills – Listening, Speaking, Reading, and Writing.
- To enable students to convert the conceptual understanding of communication into everyday practice. Besides making English Learning an interesting activity, the curriculum aims to develop and enhance creativity of the students.

Course Outline - Final Assessment – Preparing a documentary

Unit I: Book & Movie Reviews (6 Hours)

What is Book Review, Purpose & Importance of Book Review, Types of Book Review, Elements & Steps of Writing Book Review, What is Movie Review, Purpose & Importance of Movie Review, Types of Movie Review, and Elements& Steps of Writing Movie Review.

Unit II: LSWR Skills (6 Hours)

Reading Comprehension, Rewriting Mythology/Folklore, Debate, News Analysis, Role Plays.

Unit III: Emotional Intelligence& Handling Emotions (6 Hours)

What is emotional intelligence, E.Q. Tests, performing under pressure, how to take right decisions under pressure keeping balance in difficult emotional situations. The science of emotional intelligence, characteristics of emotional intelligence, Emotions handling-identifying good and bad emotions, how to control emotions, how to manage negative emotions keeping balance of mental stability, stress and distress.

Unit IV: Group Discussion Skills (6 Hours)

What is GD, Types of Group Discussions, Do's &Don'ts, Participation, Thinking, Structuring, Group Behaviour, Leadership Skills, Interpersonal Skills, Persuasive Skills, Conceptualization Skills.

Unit V: Documentary Making (6 Hours)

What is documentary, aims & objectives, documentary for social cause, Documentary/Movie Screening & Reviews, preparing a documentary, Narration.

Course Name: BASICS OF GOODS & SERVICE TAX
(From the Pool of VAC) Course
Code: CDOEVAC088004
Credit:2 (30 Hours)

Course Objectives

- Understand the fundamentals of GST
- Understand knowledge of principles and provisions of GST
- Understand the concept of VAT
- Understand how to levy and collect GST
- Understand the eligibility and ineligibility of Input tax credit

Course Outlines:

Unit I: Introduction (6 Hours)
Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST)

Unit II: Levy and collection of GST (6 Hours)
Taxable event- "Supply" of Goods and Services; Place of Supply: Within the state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses.

Unit III: Input Tax Credit (6 Hours)
Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; TDS.

Unit IV: Procedures (6 Hours)
Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.

Unit V: Special Provisions (6 Hours)
Taxability of E-Commerce, Anti-Profiteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals.

Suggested Readings

1. Gupta, S. S. (2019). *GST: How to meet your obligations*. Taxmann Publications.
2. Gupta, S. S. (2019). *Vastu and Sevakar*. Taxmann Publications.
3. Mehrotra, H. C., & Agarwal, V. P. (2019). *Goods and services tax (GST)* (4th ed.). Sahitya Bhawan Publications.
4. Johar, S. J. (2019). *Taxation (goods and services tax): New & old syllabus*. Bharat Publications.
5. *Central Goods and Services Tax Act, 2017*. (2017). Government of India.
6. *Integrated Goods and Services Tax Act, 2017*. (2017). Government of India.

Semester – IV

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBBAC21250	DSC-12	Corporate Law	3	1	0	4
2.	CDOEBBAC22200	DSC-13	Business Environment	3	1	0	4
3.	CDOEBBAC21252	DSC-14	Management Accounting	3	1	0	4
4.	CDOEBBAC22300	DSC-15	Management Information Systems	3	1	0	4
5.	CDOEGEC066013	GE-4	One from the pool of GE -Group B	3	1	0	4
6.	CDOEAECE55002	AEC-4	Biodiversity & Environmental Conservation (EVS-II)	2	0	0	2
7.	CDOESEC077004	SEC-4	Ability & Skill Enhancement – IV	2	0	0	2
8.	CDOEVAC088015	VAC -4	One from the pool of VAC- Group B	2	0	0	2
			Total	**19**	**5**	**4**	**26**

Course outcomes: Semester – IV	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAC21250– Corporate Law	**CO1:** How different laws related to Corporate Sector & explain the structure of the company from its formation to its working to its winding up provisions regarding auditor, director, their remuneration. **CO2:** Explain Company Act 2013 and the Depositories Act 1996. **CO3:** Identify company contracts and become confident therein. **CO4:** Analyse & prepare & maintain corporate contracts. **CO5:** Evaluate the learnings of the students about the different laws and understand its applications
CDOEBBAC22200 - Business Environment	**CO1:** Understand Political and Legal environment, Social and Cultural Environment, Technological environment, and Competitive Environment **CO2:** Understand the latest developments in business Environment. **CO3:** Apply national & international laws & policies to evaluate the complexities of business environment and their impact on business. **CO4:** Analyze the relationship between Government and business and understand the Political, Economic, legal, and social policies of the country. Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities. **CO1:** Analyze current economic conditions in developing emerging markets and evaluate present and future opportunities.
CDOEBBAC21252– Management Accounting	**CO1:** Understand the basic management accounting concepts and their applications in managerial decision making. Gain the knowledge about the difference between cost accounting, financial accounting, and Management accounting **CO2:** Make use of cost volume profit analysis technique to take decision about make or buy product, shut down or continue business or alternative decisions by buying. **CO3:** Classify the budgets and preparation of budget to control the costs and improve the profitability. of specific to overall objects of business organisation. **CO4:** Analyze the variance to control over cost and wastage of resources leads to enhance efficiency. **CO5:** Evaluate the techniques of Management Accounting in managerial decision making.
CDOEBBAC22300 – Management Information System	**CO1:** Explain the Information Systems used in Business. **CO2:** Make use of design, development, and security of Management Information System & its utility. **CO3:** Classify the ethical and social issues in using information system. **CO4:** Compile the utility of Decision Support System. **CO5:** Prioritise the use and analysis of data and information for decision

	making.
CDOEGEC066013– Entrepreneurship	**CO1:** Define entrepreneurial behavior and its constituents list out the qualities of entrepreneur. **CO2:** Relate various theories and concepts of entrepreneurship in their working & interpret the various government policies for Start-ups and SME sector. **CO3:** Make use of entrepreneurial knowledge & process in the economic development. **CO4:** Discover the obstacles in the way of women entrepreneurship and analyze the feasibility of any business project. **CO1:** Select an industry for perusing entrepreneurial venture.
CDOEAECE55002– Biodiversity & Environmental Conservation (EVS-II)	**CO1:** Understand theoretical & Practical aspect of environment studies. **CO2:** Acquire knowledge about environmental pollution sources, effects, and control measures of environmental pollution. **CO3:** Analyze causes of environmental degradation **CO4:** Apply innovations in business- an environmental Perspective **CO5:** Explain different Environmental laws and policies.
CDOESEC077004 – Ability and Skill Enhancement-IV	**CO1:** Design the resume and know about different format **CO2:** Know and classify the different types of interviews i.e. Mock Interview, HR Expert Mock Interview, Telephonic Interviews. **CO3:** Examine the Company Specific Research and Presentation. **CO4:** Build conversation skill **CO5:** Find out Industry suitable for internship or job.
CDOEVAC088015 – Business & Managerial Ethics (from the pool of VAC)	**CO1:** Understand the role of moral philosophy in shaping ethical decision-making processes. **CO2:** Understand the arguments for and against ethics in business, including the ethical relativism perspective. **CO3:** Understand how globalization poses challenges to ethical decision-making in businesses. **CO4:** Analyze the ethical dimensions of hierarchical organizational structures and their impact on decision-making. **CO5:** Evaluate the challenges and opportunities of integrating ethical values into global business operations.

CO PO Mapping: Semester – IV

CDOEBBAC21250	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	-	2	-	2	2	-	2	3	3
CO2	-	2	3	3	2	-	-	-	2	3	-	2
CO3	2	-	-	3	3	2	-	3	2	-	3	3
CO4	3	2	2	3	1	-	2	-	-	2	2	2
CO5	3	-	3	3	3	3	2	-	-	3	2	3

CDOEBBAC22200	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	2	-	-	2	2	-	2	2	2
CO2	-	3	2	2	2	2	-	2	2	3	2	3
CO3	2	3	2	3	3	2	2	3	3	3	3	2
CO4	-	-	2	3	3	-	3	3	2	2	3	3
CO5	3	-	2	2	3	-	3	2	2	2	2	2

CDOEBBAC21252	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	3	3	-	-	2	-	3	3
CO2	3	-	-	2	-	2	2	2	3	2	2	3
CO3	-	-	2	2	3	-	-	2	-	2	2	-
CO4	3	2	2	-	2	-	3	-	3	-	-	3
CO5	3	-	2	3	3	3	3	3	3	-	3	3

CDOEBBAC22300	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	3	2	1	-	3	3	3	3	2	-
CO2	2	-	-	-	2	-	3	3	-	3	-	-
CO3	3	2	2	3	2	3	-	1	3	1	3	3
CO4	-	2	-	2	-	3	3	-	3	2	3	3
CO5	3	3	3	3	3	-	3	-	3	-	3	3

CDOEGEC066013	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2	2	2	3	2	3	3	2	-
CO2	3	2	2	-	3	2	-	3	3	3	-	3
CO3	3	-	2	3	2	3	3	2	-	3	2	2
CO4	-	2	2	3	2	-	2	2	3	3	2	-
CO5	2		2	-	2	2	-	3	2	2	3	3

CDOEAECE55002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	3	3	2	3	3	3	3	2	3	3
CO2	2	2	2	-	-	2	-	3	-	-	-	-
CO3	-	-	3	2	-	3	3	-	3	2	3	-
CO4	3	-	-	2	2	2	3	-	-	2	-	-
CO5	2	3	2	-	2	-	2	3	-	-	2	2

CDOESEC077004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	2	3	-	-	-	3	3	3	2	-
CO2	-	3	-	3	3	2	-	2	2	-	-	2
CO3	2	2	-	-	-	-	-	-	-	3	2	2
CO4	3	3	2	3	2	2	-	1	2	-	-	-
CO5	3	-	3	-	3	2	3	-	2	2	2	2

CDOEVAC088015	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	1	2	3	3	3	3	2	3
CO2	2	-	2	3	-		3	-	2	-	2	-
CO3	3	2	-	-	2	3		1	-	1	-	3
CO4		2	-	2	3	-	-	3	3	-	2	2
CO5	-	3	3	3	3	-	3	3	3	3	-	3

Curriculum

Course Name: Corporate Law
Course Code: CDOEBBAC21250

Credit:4 (60 Hours)

Objectives

- To provide knowledge of different laws Related to corporate sector.
- To know about the structure of company from its formation to its working to its winding up provision regarding auditor, director, their remuneration.
- The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Outline

Unit I: Introduction (12 Hours)
Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, and dormant company; association not for profit; illegal association; formation of company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

Unit II: Documents (12 Hours)
Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management, prospector-shelf and red herring prospectus, misstatement in prospectus, GDR; book-building; issue, allotment and forfeiture of share, transmission of shares, buyback, and provisions regarding buyback; issue of bonus shares.

Unit III: Management (12 Hours)
Classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; Legal positions, powers, and duties; removal of directors; Key managerial personnel, managing director, manager; Meetings: Meetings of shareholders and board of directors; Types of meetings, Convening and conduct of meetings, Requisites of a valid meeting, postal ballot, meeting through video conferencing, e-voting. Committees of Board of Directors - Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee.

Unit IV: Dividends (12 Hours)
Dividends, Accounts, Audit: Provisions relating to payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit. Winding Up: Concept and modes of Winding Up, Insider Trading, Whistle Blowing: Insider Trading; meaning & legal provisions; Whistle blowing: Concept and Mechanism.

Unit V: Depositories Law (12 Hours)
The Depositories Act 1996 – Definitions; rights and obligations of depositories; participants issuers and beneficial owners; inquiry and inspections, penalty.

Suggested Readings:

1. Kuchhal, M. C. (Year). *Modern Indian company law*. Shri Mahavir Book Depot (Publishers).
2. Kapoor, G. K., & Dhamija, S. (Year). *Company law*. Bharat Law House.
3. Kumar, A. (Year). *Corporate laws*. Indian Book House.

Course Name: Business Environment
Course Code: CDOEBBAC22200
Credit:4(60 Hours)

Objectives

- The objective of teaching the subject is to achieve recall and recognition abilities. To provide appropriate learning experience. An application objective is to achieve the abilities of reasoning, hypothesizing, inferring, and prediction. The perception and expectancies of the students play the significant role in predicting the Business Environment and to earn a living.
- To study the latest developments in business environment.
- The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

Course Outline

Unit I: Introduction (15 Hours)
Overview of Indian Business Environment, Complexity and Diversity of Business Environment due to Globalization, Concept of Business Cycle, Need to scan the business environment and techniques of scanning the business environment.

Types of Business and its Role: Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India.

Unit II: Political Environment (15 Hours)
Three political institutions: Legislature, Executive and Judiciary; Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention.

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005.

Unit III: Economic Environment (15 Hours)
Concept and Salient features of various economic system**,** New Industrial policy and industrial licensing; New Economic policies, Aspects of economic reforms and its effects on business, Emerging Economies specially focus on BRICS. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of five year plan; Monetary and Fiscal Policy; Role of RBI, Stock Exchange and Role of SEBI.
Unit IV: Social- Cultural Environment (15 Hours)

Cross-Cultural Business Environment due to globalization, Demographic conditions in India, change in buying pattern; **Technological Changes:** Innovation and technological changes and shorter span of Product Life Cycle is a challenge to the business **Ecological Environment:** Environment Protection: Green Management, Global Warming, Carbon Foot Printing, **Global Business Environment:** Impact of Multinational Corporation and Global Competitiveness.

Suggested Readings

1. Cherunilam, F. (2022). *Business environment: Text & cases* (30th rev. ed.). Himalaya Publishing House.
2. Mishra, S. K., & Puri, V. K. (2022). *Economic environment of business: With case studies* (12th rev. ed.). Himalaya Publishing House.
3. Paul, J. (2018). *Business environment: Text and cases* (4th ed.). McGraw Hill.
4. Aswathappa, K., & Raman, L. (2025). *Essentials of business environment* (17th ed.). Himalaya Publishing House.
5. Ghosh, P. K. (n.d.). *Business environment*. Oxford University Press.
6. Bhalla, V. K. (n.d.). *Business environment*. Sultan Chand & Sons.
7. Shaikh, S. (2015). *Business environment* (3rd ed.). Pearson India Education.
8. Ministry of Finance, Government of India. (2026). *Economic survey 2025–26*. Government of India.

Course Name: Management Accounting
Course Code: CDOEBBAC2125
Credit:4(60 Hours)

- Management accounting is decision making course therefore a mix approach of Theory and Practical understanding will be used during the delivery of lectures so that the analytical skills of students is improved.
- The objective of the course is to familiarize the students with the basic management accounting concepts and their applications in managerial decision making.

Course Outline

Unit I: Introduction (12 Hours)
Meaning, Nature, Scope, Functions, Relevance, Relationship of Management Accounting with Financial Accounting and Cost Accounting.

Unit II: Marginal Costing (12 Hours)
Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis.

Unit III: Budgeting (12 Hours)
Concept of Budget and Budgeting, Advantages and Limitations of Budget formation, Procedure of budget formation, Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget, and Master Budget.

Unit IV: Standard Costing (12 Hours)
Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labor Variance and its applications and implications.

Unit V: Responsibility Accounting (12 Hours)
Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance.

Suggested Readings:

1. Tata McGraw-Hill. (2000). *Management accounting* (3rd ed.). Tata McGraw-Hill.
2. Pandey, I. M. (2004). *Management accounting* (3rd ed.). Vikas Publishing House.
3. Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2002). *Introduction to management accounting* (12th ed.). Pearson.
4. Maheshwari, S. N. (n.d.). *Management accounting*. Sultan Chand & Sons.

Course Name: Management Information System
Course Code: CDOEBBAC22300
Credit:4(60 Hours)

Objectives

- To impart conceptual knowledge of Information system used in Business.
- The objective of the course is to acquaint the students about the concept of information system in business organizations, and the management control systems.

- To learn the design, development, and security of Management Information Systems.
- To understand the various ethical and social issues in using Information Systems.
- To gain knowledge in various Decision Support Systems.

Course Outline

Unit I: Introduction (12 Hours)
Definition, Purpose, Objectives and Role of MIS in Business Organization with reference to Management Levels, MIS in the Organization, Transaction Processing System, Decision Support System, Executive Information system, Expert System.

Unit II: Information Concepts (12 Hours)
Data and Information – meaning and importance, Sources and Types of Information, Cost Benefit Analysis –Quantitative and Qualitative Aspects, Assessing Information needs of the Organization.

Unit III: Concept of Decision (12 Hours)
Relevance of Information in Decision Making, Decision Types, Decision Structure, Decision Making Process, Decision Support System.

Unit IV: System Development (12 Hours)
Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc. System Development Life Cycle, System Analysis, Design and Implementation, MIS Applications in Business.

Unit V: Information Technology (12 Hours)
Recent Developments in the Field of Information Technology, Choice of appropriate IT Systems – Database, Data warehousing & Data mining Concepts, Centralized and Distributed Processing.

Suggested Readings:

1. Arora, A., & Bhatia, A. (1999). *Information systems for managers*. Excel Books.
2. Basandra, S. K. (1999). *Management information systems*. Wheeler Publishing.
3. Javadekar, W. S. (2003). *Management information system*. Tata McGraw-Hill.

Course Name: Entrepreneurship
Course Code: CDOEGEC066013
Credit:4(60 Hours)

<u>Objectives</u>

- To know about the importance of startups and government subsidies available for entrepreneur.
- The purpose of the paper is to orient the learner toward entrepreneurship as a career option and creative thinking and behavior.

Course Outline

Unit I: Introduction (12 Hours)
Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship.

Unit II: Entrepreneurship and Micro, Small and Medium Enterprises (12 Hours)
Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioral orientations; Conflict in family business and its resolution.

Unit III: Support & Sustainability (12 Hours)
Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

Unit IV: Sources of business ideas and tests of feasibility (12 Hours)
Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

Unit V: Mobilizing Resource (12 Hours)
Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.

Suggested Readings:

1. Kuratko and Rao, *Entrepreneurship: A South Asian Perspective,* Cengage Learning.
2. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship,* McGraw-Hill Education.
3. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*.
4. Mumbai, Himalaya Publishing House.
5. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
6. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.
7. Plsek, Paul E. *Creativity, Innovation and Quality*. (Eastern Economic Edition), New Delhi: Prentice-Hall of India. ISBN-81-203-1690-8.
8. Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi: ASEED.
9. SS Khanka, *Entrepreneurial Development,* S. Chand & Co, Delhi.
10. K Ramachandran, *Entrepreneurship Development,* McGraw-Hill Education
11. SIDBI Reports on Small Scale Industries Sector.

Course Name: Biodiversity & Environmental Conservation (EVS-II)

Course Code: CDOEAECE55002

Credit:2 (30 Hours)

Objectives:

- To gain knowledge about the environment and its conservation along with sustainable development.
- To apply the concepts and principles of environmental science to propose solutions to specific environmental problems.
- To analyse environmental writings and predictions and their impact on subsequent developments in human relationship with the environment.
- To evaluate the adequacy of conclusions about environmental phenomena.

Course Outline:

Unit I: Biodiversity and Conservation (10 Hours)
Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots India as a mega-biodiversity nation; Endangered and endemic species of India. Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity:

In-situ and Ex-situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic, and Informational value.

Unit II: Environmental Pollution (10 Hours)

Environmental Pollution: types, causes, effects, and controls; Air, water, soil, and noise pollution nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste. Pollution case studies.

Environmental Policies & Practices: Sustainability and sustainable development. Climate change, global warming, ozone layer depletion, acid rain, and impacts on human communities and agriculture. Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and Control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. Nature reserves, tribal populations and rights, and human-wildlife conflicts in the Indian context.

Unit III: Human Communities and the Environment (10 Hours)

Human population growth: Impacts on environment, human health, and welfare. Resettlement and rehabilitation of project-affected persons; case studies. Disaster management: floods, earthquakes, cyclones, and landslides. Environmental movements: Chipko, Silent Valley, Bishnoi's of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Fieldwork: Visit an area to document environmental assets: river/ forest/ flora/fauna, etc. Visit to a local polluted site-Urban/Rural/Industrial/Agricultural. Study of common plants, insects, birds, and basic principles of identification. Study of simple ecosystems-pond, river, Delhi Ridge, etc.

Suggested Readings:

1. Pepper, I. L., Gerba, C. P., & Brusseau, M. L. (2011). *Environmental and pollution science*. Academic Press.
2. Rao, M. N., & Datta, A. K. (1987). *Wastewater treatment*. Oxford & IBH Publishing Co.
3. Raven, P. H., Hassenzahl, D. M., & Berg, L. R. (2012). *Environment* (8th ed.). John Wiley & Sons.
4. Ricklefs, R. E., & Miller, G. L. (2000). *Ecology*. W. H. Freeman.
5. Robbins, P. (2012). *Political ecology: A critical introduction*. John Wiley & Sons.
6. Rosencranz, A., Divan, S., & Noble, M. L. (2001). *Environmental law and policy in India*. Tripathi.
7. Sengupta, R. (2003). *Ecology and economics: An approach to sustainable development*. Oxford University Press.
8. Singh, J. S., Singh, S. P., & Gupta, S. R. (2006). *Ecology, environment and resource conservation*. Anamaya Publishers.
9. Sodhi, N. S., Gibson, L., & Raven, P. H. (Eds.). (2013). *Conservation biology: Voices from the tropics*. John Wiley & Sons.
10. Van Leeuwen, C. J., & Vermeire, T. G. (2007). *Risk assessment of chemicals: An introduction*. Springer.
11. World Commission on Environment and Development. (1987). *Our common future*. Oxford University Press.

Course Name: Ability & Skill Enhancement IV
Course Code: CDOESEC077004

Credit:2 (30 Hours)

Objectives

- The objectives of the module are to make students self-confident individuals by developing leadership and organising skills; to guide students in making appropriate and responsible decisions; to give each student a realistic perspective of work-related skills and to help students prepare effective interview questions to conduct effective interviews.

Course Outline - Final Assessment – Mock Interviews & PI Kit Submission

Unit I: Tele – Etiquettes (6 Hours)
Receiving Calls, placing a call, Ending Calls, transferring calls, Taking Message/ Voice Mails, Placing call on hold, Handling Complaints.

Unit II: Confidence Building & Brain Storming (6 Hours)
How to build confidence by positive thinking, identifying negative thoughts, how to control negative thoughts entering our mind, identifying personal talents, and its ways to improve, how to develop good habits and having principles and always follow them.
Need to learn new things, ideas, and skills, what is brain storming, why do we need it, what are the different ways of brain storming through logics and reasoning, Brain Storming Session.

Unit III: PI Kit (6 Hours)
What is resume, Format of Resume, Formatting, Resume Preparation, Covering Letter, PI Kit.

Unit IV: Interview Skills (6 Hours)
Mastering the art of giving interviews in - selection or placement interviews, web /video conferencing, Mock Interview, HR Expert Mock Interview, Telephonic Interviews.

Unit V: Internship Preparation: Company Specific Research and Presentation (6 Hours)
Identifying domain specific industries, researching the industry, Industry analysis, Presentation on specific industry/company.

Course Name: Business & Managerial Ethics
(From the pool of VAC Group B)
Course Code: CDOEVAC088015
Credit:2 (30 Hours)

Course Objective

- Understand the role of moral philosophy in shaping ethical decision-making processes.
- Understand the arguments for and against ethics in business, including the ethical relativism perspective.
- Understand how globalization poses challenges to ethical decision-making in businesses.
- Analyze the ethical dimensions of hierarchical organizational structures and their impact on decision-making.
- Evaluate the challenges and opportunities of integrating ethical values into global business operations.

Course Outline

Unit I: CSR in Business (8 Hours)
Concept of CSR; Changing expectation of society; Models of CSR: - Carroll's Model; Ackerman's Model. Importance of Social Responsibility of Business

Unit II: Ethical Issues in Business: Marketing (8 Hours)
Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Corruption and Bribery; Ethics in Advertising (Truth in Advertising).

Unit III: (6 Hours)
Finance: Fairness and Efficiency in Financial Market, Insider Trading, Greenmail, Golden Parachute. **HR:** Workers Right and Duties: Workplace safety, sexual harassment, whistles blowing.

Unit IV: Managerial Ethics (8 Hours)
Ethical Decision Making. Role of Moral philosophy in decision making; Argument for and against of Ethics in Business. The challenge of ethical issues due to Globalization. Power and Politics in Organization. Hierarchism as an organizational value. Indian ethos in Management.

Suggested Readings
1. Murthy, C. S. V. (2014). *Business ethics: Text and cases*. Himalaya Publishing House.
2. Francis, R., & Mishra, M. (2009). *Business ethics: An Indian perspective*. Tata McGraw-Hill Publishing Company.
3. Fernando, A. C. (2019). *Business ethics: An Indian perspective* (3rd ed.). Pearson India Education.

Semester – V

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBBAC22253	DSC-16	Production and Operation Management	3	1	0	4
2.	CDOEBBAC22301	DSC-17	International Business Management	3	1	0	4
3.	CDOEBCHC22302	DSC-18	Strategic Management	3	1	0	4
4.		DSE-1	One from pool of DSE- Group of **Specialization Elective**	3	1	0	4
5.		DSE-2	One from pool of DSE - Group of **Specialization Elective**	3	1	0	4
6.	CDOEGEC066022	GE-5	One from the pool of GE -Group A	3	1	0	4
7.	CDOEIAPC99349	IAPC-3	**Internship**/Apprenticeship / Project/Community Outreach	0	0	4	2
			Total	**18**	**6**	**4**	**26**

Discipline Specific Electives (DSE)						
Sr. No.	**Marketing**		**L**	**T**	**P**	**Credits**
1	CDOEBBAE23001	Consumer Behavior **(DSE-1)**	3	1	0	4
2	CDOEBBAE23002	Advertising Management **(DSE-2)**	3	1	0	4
	Finance		**L**	**T**	**P**	**Credits**
1	CDOEBBAE24001	Security Analysis & Portfolio Management **(DSE-1)**	3	1	0	4
2	CDOEBBAE24002	Management of Financial Institutions & Services **(DSE-2)**	3	1	0	4
	Human Resource Management		**L**	**T**	**P**	**Credits**
1	CDOEBBAE25001	Recruitment, Training& Development **(DSE-1)**	3	1	0	4
2	CDOEBBAE25002	Performance and Compensation Management **(DSE-2)**	3	1	0	4
	Digital Marketing		**L**	**T**	**P**	**Credits**
1	CDOEBBAE27001	Digital Marketing & Content Development **(DSE-1)**	3	1	0	4
2	CDOEBBAE27002	Search Engine Marketing &Optimization **(DSE-2)**	3	1	0	4

Course outcomes Core Courses	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAC22253 – Production and Operation Management	**CO1:** Define the basic management decisions with respect to production and quality management. **CO2:** Understand the designing aspect of production systems **CO3:** Apply the principles, practices, and areas of application in shop floor management. & also understand the resource utilization of an organisation. **CO4:** Make use of Planning, Scheduling and Control of Production and Operations Management functions in both manufacturing and Services. **CO5:** Apply the quality control techniques & parameters.
CDOEBBAC22301– International Business Management	**CO1:** Find out the scope of international business & what is its importance. **CO2:** Relate the working of WTO from the perspective of business manager. **CO3:** Make use of various theories of international business in working. **CO4:** Analyze & discover various modes of entry in international business, various factors affecting decisions for marketing mix and. **CO5:** Select the appropriate strategy for international business.
CDOEBCHC22302- Strategic Management	**CO1:** To understand the basics of Strategic management. **CO2:** To make analysis of business environment. **CO3:** To develop an understanding of the Strategic Management process **CO4:** To understand various strategy models. **CO1:** To develop analytical skills for strategy implementation and control.
CDOEGEC066022- Management learnings from Bhagavad Gita	**CO1:** Identify some of the commonly felt problems that individuals face. **CO2:** Illustrate the usefulness of the Gita in addressing some of the problems. **CO3:** Demonstrate how paradigms of management could be developed. **CO4:** Provide a good introduction to Ancient Indian wisdom. **CO5:** To implement the learning from the Bhagvat Gita.
CDOEIAPC99349- Internship/Apprenticeship / Project/Community Outreach (IAPC-3)	**CO1:** Understand the real-time working of organizations. **CO2:** Demonstrate professional knowledge, skills, and attitude along with the experience needed to constitute a successful career. **CO3:** Analyze career opportunities in their areas of interest. **CO4:** Build aptitude for gaining supervised professional experiences. **CO5:** Create competency and skills to take decisions during crisis and conflict situations.

CO PO Mapping

CDOEBBAC22 253	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2		2	1	2	1	2	2	2
CO2	1	3	2	3	1	1	2	3	2	2	2	2
CO3	3	3	3	1	3	2	3	3	2	3	3	3
CO4	-	1	2	3	3	2	2	2	2	2	3	3
CO5	2	1	2	3	3	2	2	2	2	2	2	2

CDOEBBAC22 301	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	3	2	3	2	-	-	3	3
CO2	-	3	2	3	2	3	2	3	3	3	-	2
CO3	2	2	2	3	3	3	2	2	3	3	2	3
CO4	3	2	2	-	2	-	2	2	2	2	3	3
CO5	3	2	2	3	2	3	2	2	3	3	3	3

CDOEBCHC22 302	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	2	2	3	2	3	3	3
CO2	-	-	-	3	2	1	-	2	2	-	-	2
CO3	-	2	2	1	-	-	2	2	-	-	2	3
CO4	2	1	1	2	2	3	-	-	3	3	3	3
CO5	3	3	-	3	-	3	3	-	-	3	3	3

CDOEGEC066 022	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	3	2	3	2	-	-	3	3
CO2	-	3	2	3	2	2	2	3	3	3	-	2
CO3	2	2	2	3	3	3	2	2	3	3	2	3
CO4	3	2	2	-	2	-	2	3	2	2	3	3
CO5	3	2	2	2	2	3	2	2	3	3	3	3

CDOEIAPC99 349	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	3	3	3	2	2	2	-	3
CO2	-	2	3	1	2	2	2	-	3	3	3	3
CO3	2	-	1	3	-	2	-	3	2	-	2	3
CO4	3	3	2	2	2	-	-	2	-	3	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

Course outcomes: Discipline Specific Elective: Marketing	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE23001- Consumer Behavior	**CO1:** Understand environmental variables affecting consumer behaviour **CO2:** Explain the process of consumer behaviour, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy. **CO3:** Utilize the knowledge of consumer decision making process and its applications in marketing function of firms & examine influence of social class, group dynamics on consumer behaviour. **CO4:** Analyze consumer-oriented marketing strategies & correlate the impact of personality, perception, learning, motivation, and attitude to the choices consumers make. **CO5:** Create brand strategies which can provide competitive edge in the cluttered market
CDOEBBAE23002 – Advertising Management	**CO1:** Find the growing importance of advertising and relate it to the business development. **CO2:** Explain the role of advertising in contemporary scenario and educating the consumers. **CO3:** Make use of learned knowledge in exploring the prospects in advertising as a career. **CO4:** Discover solutions to various business problems by finding creative solutions, with the help of advertising. **CO5:** Interpret the data for developing an effective advertising campaign.

CO PO Mapping: Discipline Specific Elective: Marketing

CDOEBBAE23001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2	2	3	2	-	-	2	-	3
CO2	-	2	3	3	2	-	-	2	3	2	-	2
CO3	2	-	2	3	3	2	-	3	2	-	2	3
CO4	2	2	2	2	2	-	2	-	3	2	2	1
CO5	3	2	2	2	-	-	3	2	-	3	2	3

CDOEBBAE23002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	3	2	3	-	3	2	3	3
CO2	-	3	2	3	2	3	2	3	2	3	2	3
CO3	3	2	3	2	3	2	-	3	3	-	2	3

CO4	3	2	2	3	2	2	3	2	-	3	2	3
CO5	3	2	2	2	2	2	3	3	3	3	2	3

Course outcomes: Discipline Specific Elective: Finance

Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE24001– Security Analysis and Portfolio Management	**CO1:** Define the various investment & revenues & to understand the functions and importance of Indian security market. **CO2:** Interpret the concept of TVM (Time Value of Money) concepts and calculations; including future value of a present sum, present value, and present and future values of annuities. **CO3:** Applying the tools to predict the trend of stock price movement. **CO4:** Examine the portfolio of investment to reduce risk and earn profit & interpret the evidence relating to market efficiency. **CO5:** Formulate the portfolio and evaluate the performance with revision if required.
CDOEBBAE24002– Management of Financial Institutions & Services	**CO1:** Define need of financial system. **CO2:** Understand the structure, role and functioning of financial institutions and markets in the financial system in India. **CO3:** Identify roles of financial intermediaries within financial markets. **CO4:** Analyze the various financial risks and its management. **CO5:** Interpret the significance of financial institutions in financial market.

CO PO Mapping: Discipline Specific Elective: Finance

CDOEBBAE24001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	3	2	-	2	2	2	3	3
CO2	3	3	3	3	2	-	2	-	3	2	1	3
CO3	2	3	1	2	1	-	2	-	2	2	2	3
CO4	3	2	3	3	2	-	2	-	2	2	3	3
CO5	3	3	3	3	3	-	2	-	3	3	3	3

CDOEBBAE24002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	3	-	2	-	3	3	2	3
CO2	-	2	3	3	-	2	1	1	-	1	-	3
CO3	2	1	-	-	2	-	2	-	2	2	2	3
CO4	2	2	2	-	-	-	1	-	3	-	-	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

Course outcomes: Discipline Specific Elective: HR	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE25001– Recruitment, Training &Development	**CO1:** Define the concepts and principles, procedure of Recruitment and Selection in an organization. **CO2:** Understand about different aspects of managing people in organization from the stage of acquisition to development to retention. **CO3:** Apply the learning to design recruitment policy and procedure & understand about types of interviews, dos, and don'ts and able to conduct interview. **CO4:** Analyze the need of training & create training culture and climate & evaluate the effectives of training & suggest. **CO5:** Evaluate the student about different aspects of managing people in organization from the stage of acquisition to development to retention.
CDOEBBAE25002– Performance and Compensation Management	**CO1:** Define the concept of performance management in organization & understand performance appraisal systems **CO2:** Understand the process and principles of Performance management & the concept of minimum wage, living wage, and fair wage. **CO3:** Develop, and Monitor Performance Appraisal System. **CO4:** Analyze the different wage related legislation and provisions therein & different incentive plan and employee benefits & the appropriate reward and compensation policies. **CO5:** Evaluate the student about different aspects of managing people in organization from the stage of acquisition to development to retention.

CO PO Mapping: Discipline Specific Elective: HR

CDOEBBAE25001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	2	2	-	3	2	-	2	2	2	3
CO2	2	-	3	-	3	2	-	2	-	3	2	3
CO3	2	2	-	3	2	-	3	2	3	2	-	3
CO4	-	2	2	2	-	2	2	-	2	-	2	3
CO5	3	3	3	3	3	3	-	3	-	3	-	3

CDOEBBAE25002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2		2	2	2	2	2	2	2
CO2	2	3	2	2	2	2	2	2	2	3	2	3
CO3	2	3	2	3	3	2	2	3	3	3	3	2
CO4	-	2	2	3	3	2	3	3	2	2	3	3
CO5	2	2	-	-	3	3	3		2	2	2	2

Course outcomes: Discipline Specific Elective: Digital Marketing	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE27001– Digital Marketing & Content Development	**CO1:** Define strategies and techniques suited to college-level standards, communicate clearly and effectively to an intended audience in written, oral, and digital media. **CO2:** Demonstrate best practices in business for planning, decision-making, problem-solving, and conflict management within an ethical framework. **CO3:** Develop leadership skills will be evidenced in taking initiative, communicating objectives, building agreement, ability to change and motivating team members to perform. **CO4:** Make use of their understanding of the various new media such as; social media, mobile technology, web analytics, search engine optimization, viral advertising. **CO5:** Evaluate review questions of ethics, privacy issues with social media, conflict, and citizenship to frame understanding of digital marketing.
CDOEBBAE27002– Search Engine Marketing & Optimization	**CO1:** Evaluate and apply key concepts related to digital marketing. **CO2:** Critically assess role that digital marketing can play in business strategy. **CO3:** Plan and compose tactical marketing decisions as a group considering effective 4 P decisions as necessary to meet the needs of a client brief. **CO4:** Reflect on the practical implementation of a digital marketing strategy and role within the group work from a critical and evaluative individual perspective. **CO5:** Understand the tools used by marketing managers in decision situations

CO **PO Mapping - Discipline Specific Elective: Digital Marketing**

CDOEBBAE27001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	3	-	3	3	2	-	2	3	3	-
CO2	1	2	2	3	-	-	3	-	3	3	1	2
CO3	2	3	-	3	3	3	-	3	3	-	2	3
CO4	2	3	3	-	3	-	3	3	-	3	2	3
CO5	3	-	3	3	3	3	-	3	3	-	3	-

CDOEBBAE27002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	2	-	-	-	-	3	2	3	3
CO2	3	3	2	3	3	3	3	-	3	-	3	3
CO3	3	3	3	-	3	3	3	2	3	3	3	3
CO4	2	-	3	2	3	3	3	3	3	3	-	2
CO5	3	3	2	2	-	2	-	-	3	2	3	3

Curriculum

Course Name: Production and Operations Management
Course Code: CDOEBBAC22253
Credit:4 (60 Hours)

Objectives

- The course is designed to acquaint the students with decision making in Planning, scheduling and Control of production and operations Management functions in both manufacturing and services.
- To enable students, understand the principles, practices, and areas of application in shop floor management.
- To understand the production and operation function and familiarize students with the technique for planning and control.

Course Outline

Unit I (15 Hours)
Introduction to Operation Management: Basic Concept of Production / Transformation, Types of Transformation.

Unit II (15 Hours)
Quality Management & Statistical Quality Control: TQM, Quality Specification, Design Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka –Yokes, Quality Awards.

Unit III (15 Hours)
Facility Location and Layout: Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Lay Out Formats, Traditional Indian city planning and layout principles (e.g., Vastu Shastra, town planning of Indus Valley Civilization), Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

Unit IV (15 Hours)
Waiting Line & Inventory Management: Economics of Waiting Line, Queuing System, Four Waiting Line Models along with application: Inventory management and Waiting Line Management, Indigenous techniques of demand forecasting and seasonal inventory (e.g., agricultural cycles, Panchang-based planning), Inventory Models.

Suggested Readings

1. Muhleman, A. (2008). *Production and operations management* (6th ed.). Pearson Education.
2. Mahadevan, B. (2010). *Operations management: Theory and practice* (2nd ed.). Pearson.
3. Chary, S. N. (2013). *Production and operations management* (5th ed.). McGraw-Hill Education.
4. Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (n.d.). *Production and operations management*. Tata McGraw-Hill.

5. Gaither, N., & Frazier, G. (2013). *Operations management* (9th ed.). South-Western Cengage Learning.
6. Mahadevan, B. (2010). *Operations management: Theory and practice* (2nd ed.). Pearson.
7. Adam, E. E., & Ebert, R. J. (1993). *Production and operations management: Concepts, models, and behavior*. Prentice Hall.

Course Name: International Business Management
Course Code: CDOEBBAC22301
Credit:4 (60 Hours)

Objective:
The objective of the course is to familiarize the students with the concepts, importance and dynamics of international business and India's involvement with global business. The course also seeks to provide theoretical foundations of international business to the extent these are relevant to the global business operations and developments.

Unit I: (12 Hours)
a. Introduction to International Business: Globalization and its importance in world economy; Impact of globalization; International business vs. domestic business: Complexities of international business; Modes of entry into international business.
b. International Business Environment: National and foreign environments and their components - economic, cultural, and political-legal environments

Unit –II (12 Hours)
a. Theories of International Trade – an overview (Classical Theories, Product Life Cycle theory, Theory of National Competitive Advantage); Commercial Policy Instruments - tariff and non-tariff measures – difference in Impact on trade, types of tariff and non-tariff barriers (Subsidy, Quota and Embargo in detail); Balance of payment account and its components.
b. International Organizations and Arrangements: WTO – Its objectives, principles, organizational structure, and functioning; An overview of other organizations – UNCTAD, Commodity and other trading agreements (OPEC).

Unit –III (12 Hours)
a. Regional Economic Co-operation: Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia (NAFTA, EU, ASEAN, and SAARC). b. International Financial Environment: International financial system and institutions (IMF and World Bank – Objectives and Functions); Foreign exchange markets and risk management; Foreign investments - types and flows; Foreign investment in Indian perspective

Unit –IV (12 Hours)
a. Organizational structure for international business operations; International business negotiations.
b. Developments and Issues in International Business: Outsourcing and its potentials for India; Role of IT in international business; International business and ecological considerations.

Unit –V (12 Hours)
a. Foreign Trade Promotion Measures and Organizations in India; Special economic zones (SEZs) and export-oriented units (EOUs), Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.
b. Financing of foreign trade and payment terms – sources of trade finance (Banks, factoring, forfeiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

Suggested Readings:

1. Hill, C. W. L., & Jain, A. K. (2014). *International business: Competing in the global marketplace* (10th ed.). McGraw-Hill Education.
2. Daniels, J. D., Radebaugh, L. H., Sullivan, D. P., & Click, R. W. (2015). *International business* (15th ed.). Pearson Education.
3. Johnson, D., & Turner, C. (2010). *International business: Themes and issues in the modern global economy* (2nd ed.). Routledge.
4. Varma, S. (2016). *International business* (3rd ed.). Pearson Education.
5. Cherunilam, F. (2010). *International business: Text and cases* (5th ed.). PHI Learning.
6. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2003). *International business.* Thomson.
7. Bennett, R. (1999). *International business* (2nd ed.). Financial Times Pitman Publishing.
8. Peng, M. W., & Srivastava, D. K. (2019). *Global business*. Cengage Learning.

Course Name: Strategic Management
Course Code: CDOEBCHC22302
Credit:4 (60 Hours)

Course Objectives
CO1: To understand the basics of Strategic management.
CO2: To make analysis of business environment.
CO3: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.
CO4: To understand various strategy models.
CO5: To develop analytical skills for strategy implementation and control.

Course Outline:

Unit I: Introduction (15 Hours)
Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy - McKinsey's 7'S Framework —Organization's Strategic Intent—Mission—Values, Goal and Objective.

Unit II: Business Environment Analysis (15 Hours)
Socio - economic environment; Technology environment; Role of Government and Role of Public Sector; International Trade Environment; The industry Environment – _PESTEL; Demographic environment; Competitive environment.

Unit III: Strategy Formulations (15 Hours)
What is Strategy? What is Strategic Intent; Mission; Objectives and Goals; Policies; Program; Budget; Identifying strategic alternatives of business; Environmental appraisal – _Internal environment; Key

Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model.

Strategic Analysis: Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis– TOWS Matrix; Generic Strategies; Competitive Strategies - Porter's 5 Forces Model; The Experience Curve, Grand Strategy. BCG Matrix; Functional Strategies

Unit IV: Strategy Implementation (15 Hours)
Organization Structure; Resource Allocation; Projects and Procedural issues. Integration of Functional Plans. Leadership, Change and Conflict Management; Evaluation and Control: Nature; Importance; Organizational Systems and Techniques of Strategic Evaluation and Control of Performance and Feedback.

References:

1. Jauch, L. R., & Glueck, W. F. (1988). *Strategic management and business policy* (3rd ed.). McGraw-Hill.
2. Wheelen, T. L., & Hunger, J. D. (2003). *Concepts in strategic management and business policy* (12th ed.). Pearson Education.
3. Kazmi, A. (2008). *Strategic management and business policy* (3rd ed.). McGraw-Hill Education.
4. Srinivasan, R. (2012). *Strategic management: The Indian context* (4th ed.). Prentice Hall of India.
5. Prasad, L. M. (2024). *Strategic management* (8th ed.). Sultan Chand & Sons.

Discipline Specific Electives (DSE)

Marketing

Course Name: Consumer Behaviour
Course Code: CDOEBBAE23001
Credit:4 (60 Hours)

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyse consumer behaviour, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyses consumer information and develop consumer behaviour-oriented marketing strategies. It helps in determining the variables that influences consumer purchase behaviour in the market place and thus helps in designing marketing strategies and marketing mix of the products offering.

Course Outline

Unit I: Consumer Behavior (15 Hours)

Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour-interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II: Consumer Needs & Motivation (15 Hours)

Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & Subliminal perception: Perceptual Process: selection, organization & interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III: Group Dynamics & consumer reference groups (15 Hours)

Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV: Diffusion of Innovation (15 Hours)

Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences.

Models of Consumer Decision making: Nicosia Model, Howard- Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values.

Suggested Readings

1. Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior* (10th ed.). Pearson Prentice Hall.
2. Solomon, M. R. (2018). *Consumer behavior: Buying, having, and being* (12th ed.). Pearson.
3. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). *Consumer behavior* (10th ed.). Thomson South-Western.
4. Hawkins, D. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2007). *Consumer behavior: Building marketing strategy* (10th ed.). Tata McGraw-Hill.
5. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.

Course Name: Advertising Management

Course Code: CDOEBBAE23002

Credit:4(60 Hours)

Objective

- This course aims to empower students with knowledge and capacities to understand and analyse different advertisements from Indian and cross culture perspectives and then form a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

Course Outline

Unit I: Introduction to Advertising (12 Hours)
Meaning, objectives its role and functions, economic, social, and ethical issues in advertising, DAGMAR approach, Integrated Marketing Communication – strategic integration of marketing functions and promotional functions

Unit II: Process in Advertising (12 Hours)
Consumer and mental process in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget – Top down and build up approach, methods of advertising – Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.

Unit III: Advertising Creativity (12 Hours)
Meaning of creativity, Creative strategy, Creative tactics, Advertising Appeals, USP theory of creativity, Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, writing for the Web, Tips for writing good web content.

Unit IV: Print Media and Outdoor media (12 Hours)
Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising Broadcast, and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

Unit V: Media planning and scheduling strategy (12 Hours)
Types of media, media planning parameters, media mix, media characteristics, selection of media, evaluation of media, media scheduling strategy, Evaluation of advertising effectiveness – Need and purpose of evaluation, pre-testing, and post testing techniques.

Suggested Readings:

1. Aaker, D. A., Batra, R., & Myers, J. G. (1992). *Advertising management* (4th ed.). Prentice Hall of India.
2. Belch, G. E., & Belch, M. A. (2003). *Advertising and promotion: An integrated marketing communications perspective* (6th ed.). Tata McGraw-Hill.
3. Jones, J. P. (1999). *What's in a brand? Building brand equity through advertising*. Tata McGraw-Hill.
4. Chaiwalla, S. A. (2003). *Advertising, sales and promotion management*. Himalaya Publishing House.
5. Mohan, M. (2008). *Advertising management: Concepts and cases*. Tata McGraw-Hill.

Finance

Course Name: Security Analysis and Portfolio Management
Course Code: CDOEBBAE24001

Credit:4(60 Hours)

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts, and behavioural finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- Identify and analyse the various investment avenues.
- Understand the functions and importance of Indian security market
- Understand and analyse economic, industry specific and firm specific factors.
- Analyse and predict the trend of stock price movement.
- Able to frame portfolio of investment to reduce risk and earn profit.

Course Outline

Unit I: Overview of Capital Market (12 Hours)
Market of securities, Stock Exchange, and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

Unit II: Risk & Return (12 Hours)
Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Nature of Stock Markets:** EMH (Efficient Market Hypothesis) and its implications for investment decision.

Unit III: Valuation of Securities: Equity (12 Hours)
Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry, and company analysis
Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration.
Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV: Portfolio Analysis and Selection (12 Hours)
Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Selection of Portfolio:** Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V: Portfolio Management and Performance Evaluation (12 Hours)
Performance evaluation of existing portfolio, Sharpe and Treyn or measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

Suggested Readings:

1. Chandra, P. (2008). *Investment analysis and portfolio management*. Tata McGraw-Hill.
2. Fischer, D. E., & Jordan, R. J. (1996). *Security analysis and portfolio management* (6th ed.). Prentice Hall.
3. Ranganathan, M. (n.d.). *Investment analysis and portfolio management* (1st ed.). Pearson Education.
4. Pandian, P. (n.d.). *Security analysis and portfolio management* (1st ed.). Vikas Publishing House.
5. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (n.d.). *Investments: An Indian perspective* (6th ed.). Tata McGraw-Hill.
6. Barua, S. K., Raghunathan, V., & Verma, J. R. (n.d.). *Portfolio management*. Tata McGraw-Hill.
7. Khatri, D. K. (n.d.). *Security analysis and portfolio management*. Macmillan Publishers India.
8. Ahuja, R. (n.d.). *Security analysis and portfolio management*. Atlantic Publishers & Distributors.
9. Dash, A. P. (n.d.). *Security analysis and portfolio management* (2nd ed.). I.K. International Publishing House.
10. Bhatt, S. (n.d.). *Security analysis & portfolio management*. Excel Books India.

Course Name: Management of Financial Institutions & Services
Course Code: CDOEBBAE24002
Credit:4(60 Hours)

Objective:

The syllabus of this course is designed to incorporate the basics of Indian Financial Market & institutions. A mix approach of Theory and Practical understanding will be used during the delivery of lectures

Course Outline

Unit I: Introduction (15 Hours)
Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope, and importance etc.

Unit II: Management of Commercial Banks (15 Hours)
Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit III: Management of Non-Banking Financial Institutions (15 Hours)
Securitization concept, nature, scope, and their implications. Securitization of Auto loans and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs - Their status, types, working and strategies for commercial viability; Insurance & Mutual Fund organizations - Their status, types, working and strategies for commercial viability.

Unit IV: Management of Financial Services (15 Hours)
Leasing and Hire Purchase: Industry. Size and scope. Parties involved Evaluation of Lease transaction, Types of leases and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Suggested Readings:

1. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. G. (2002). *Foundations of financial markets and institutions* (3rd ed.). Pearson Education.
2. Khan, M. Y. (2019). *Financial services* (10th ed.). McGraw-Hill Education.
3. Machiraju, H. R. (2013). *Indian financial system*. Vikas Publishing House.
4. Bhole, L. M., & Mahakud, J. (2017). *Financial institutions and markets: Structure, growth and innovations* (6th ed.). McGraw-Hill Education.
5. Srivastava, R. M., & Nigam, D. (2021). *Management of Indian financial institutions* (9th ed.). Himalaya Publishing House.
6. Gurusamy, S. (2004). *Financial services and markets*. Thomson Learning.
7. Bhatia, B. S., & Batra, G. S. (1995). *Management of financial services*. Deep & Deep Publications.

Human Resource Management

Course Name: Recruitment, Training and Development
Course Code: CDOEBBAE25001

Credit:4(60 Hours)

Objectives

- To provide an overview of the Hiring process and to analyze the various aspects of Training and Development concept that helps the organization to grow and prepare efficient and productive workforce.
- The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.
- The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences.

Course Outline

Unit I: Human Resource Planning and Job Analysis (12 Hours)
Meaning and process of Human Resource planning, factors affecting HRP, Job Analysis: meaning, significance, and approaches in job analysis, Methods of data collection, Job description and job specification.

Unit II: Recruitment (12 Hours)
Concept & definition of recruitment, Factors affecting Recruitment, Recruitment Process, Recruitment Policy & Prerequisite of a good Recruitment policy. Sources of Recruitment: Internal sources & External Sources, Methods & Techniques of Recruitment: Direct method, indirect method & Third-party method, Recruitment Practices in India.

Unit III: Selection& Interview (12 Hours)
Definition & Importance of selection, Procedure of Selection, Selection tests, Personality Assessment: Performance Tests, Graphology. Interviewing: meaning and significance, Types of interviews; Emerging trends in selection process; interview through video conferencing, Skype etc.

Unit IV: Employee Training (12 Hours)
Concept of Training, Principles of training, Objectives, Necessity, and benefits of training to the organization, Factors influencing Training. Identification of Training Needs, Needs assessment methods, Issues and Benefits of Needs Assessment, Consequences of absence of training needs assessment Training Methodology-Induction, Apprenticeship, Business Games, Case Study, In-Basket Exercises, Computer-based training, Group discussion, Intranet-based Training, Role Play, Simulations, Managerial grid sessions, T-group training;
Teaching Aids and techniques- Lecturing, Audio-visual aids, Programmed Instruction, Multimedia training – e-learning/online learning- distance learning.
Concept and objectives of training evaluation,

Unit V: Management Development (12 Hours)
Concept, Need and Objectives of Management Development, Management Development Methods: - Understudy Coaching, Action Learning, Management Games, Seminars, behavioral modelling, job rotation, multiple management, sensitivity training, Planned Progression.

Suggested Readings:

1. Gatewood, R. D., & Field, H. S. (2001). *Human resource selection* (5th ed.). South-Western College Publishing.
2. Berry, L. M. (2003). *Employee selection*. Thomson/Wadsworth.
3. Dale, M. (1999). *The art of HRD: Successful recruitment and selection*. Crest Publishing House.
4. Mamoria, C. B., & Rao, V. S. P. (2011). *Personnel management*. Himalaya Publishing House. The 30th revised edition is documented as 2011; later editions are also available.

5. Rao, P. S. (2004). *Essentials of human resource management and industrial relations*. Himalaya Publishing House.
6. Bhatia, S. K. (2005). *Training and development: Concepts and practices*. Deep & Deep Publications.
7. Warren, M. W. (1979). *Training for results: A systems approach to the development of human resources in industry* (2nd ed.). Addison-Wesley.
8. Craig, R. L. (Ed.). (1976). *Training and development handbook: A guide to human resource development*. McGraw-Hill.
9. Kenney, J. P. J., Donnelly, E. L., & Reid, M. (1979). *Manpower training and development: An introduction* (2nd ed.). Institute of Personnel Management.
10. Blanchard, P. N., & Thacker, J. W. (1999). *Effective training: Systems, strategies, and practices*. Prentice Hall.
11. Dessler, G. (2008). *Human resource management* (11th ed.). Pearson Prentice Hall.

Course Name: Performance & Compensation Management
Course Code: CDOEBBAE25002
Credit:4(60 Hours)

Objectives

- To acquaint and impart and disseminate information & knowledge students about the performance and compensation types and objectives while its practical implementation as an HR Manager.
- The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies, and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare, and social security.

Course Outline

Unit I: Performance Management (12 Hours)
Introduction- Concept, Philosophy, History from performance appraisal to performance development. Contemporary PMS. Performance Management in Kautilya's Arthashastra: Roles, duties, measurement, and accountability of employees and administrators

Unit II: Wage Policy in India (12 Hours)
Minimum wage, fair wage and living wage, Need-Based Minimum Wage, Issues and Objectives of India's Wage Policy.; Philosophy of equitable distribution and need-based compensation as seen in indigenous economic thought (e.g., Gandhian economics)

Unit III: Compensation (12 Hours)
Compensation Defined, Goals of Compensation System, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, skill based, Knowledge Based Compensation, Team Compensation, Competency Based Compensation, and Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package, International Compensation. Holistic rewards system reflecting physical, intellectual, emotional, and spiritual well-being (Pancha Kosha model)

Unit IV: Employee Remuneration (12 Hours)
Components of remuneration, Salary, Basic Pay, Dearness Allowance, System of Dearness Allowance Payment, Flat and Indexed DA, Frequency of DA payment, Allowances and Reimbursements, Benefits, Retirement Benefits, Perquisites, Performance –related Pay, Non-monetary benefits. Sustainability and sufficiency principles from Gandhian thought – "Needs vs Greed" approach

Unit V: Performance-related Pay (PRP) or Variable Pay (VP) Programs (12 Hours)
Definition, Advantages of PRP programs, Prerequisites of an Effective PRP, Types of PRP- Short-term, Merit Pay, Individual Incentive Plans, Straight Piece Work and Standard Hour Work Plan, Team Incentive Plans, Gain sharing Plans, Long-Term Profit-Sharing Plan, Stock Option Plans (SOP), Employee Stock Ownership Plans (ESOP). **Collective reward mechanisms** in traditional Shreni (guild) and cooperative systems

Suggested Readings:

1. Milkovich, G. T., Newman, J. M., & Milkovich, C. (2008). *Compensation* (9th ed.). McGraw-Hill/Irwin.
2. Bergmann, T. J., Scarpello, V. G., & Hills, F. S. (2001). *Compensation decision making* (4th ed.). Harcourt College Publishers.
3. National Commission on Labour. (2002). *Report of the National Commission on Labour*. Government of India.
4. Sibson, R. E. (n.d.). *Compensation*. Harvard Business Review.
5. Henderson, R. I. (2003). *Compensation management in a knowledge-based world* (9th ed.). Prentice Hall.
6. Chhabra, T. N., & Rastogi, S. (2007). *Compensation management*. Himalaya Publishing House.
7. Dessler, G. (2007). *Human resource management*. Pearson Prentice Hall.
8. Micron, R. (2002). *Handbook of wage and salary administration*. [Publisher not provided].
9. Venkatratnam, C. S. (2002). *Rethinking rewards and incentive management*. Excel Books.

Digital Marketing

Course Name: Digital Marketing& Content Development
Course Code: CDOEBBAE27001

Credit:4(60 Hours)

Objectives:

The purpose of this course is to:

1. Make students aware of digitalization of marketing environment and its dimensions.
2. Acquaint them with the mechanism of working of digital media and conducting business through electronic means.
3. Appreciate importance of digital marketing for marketing success today and
4. Develop critical insight necessary to succeed in e-commerce and digital and social media marketing.

Unit–I (12 Hours)

Introduction to Digital Marketing (DM)-Overview of Digital marketing; Meaning, Definition, Origin and Need of Digital marketing, History of DM, Comparison: Traditional Markets vs. Online Marketplaces: Barter system and personalization in transactions, Concept and approaches to DM, Advantage and Disadvantage. Scope of DM, Future of digital marketing in India and outside India. Folk Media as Early Marketing Tools: Introduction to folk media – *katha*, *naatak*, *bhajan*, *puppet shows*, *street plays (nukkad natak)*. Use of storytelling, music, and drama to promote social messages and products.

Unit-II (12 Hours)

Modes of Digital Marketing- Mobile marketing; Overview of the B2B and B2C Mobile Market. Email Marketing-Need for Emails, Types of Emails, and options in email advertising. Social media marketing and other forms of digital Marketing. Overview of various & tools of digital marketing.

Unit-III (12 Hours)

Measurement Metrics-Digital Marketing Media, Budget Allocation, ROI for Digital Marketing, Analytics and Key Performance Indicators (KPI); Attribution Models and Frameworks; Digital Marketing in Governance. Emerging Technologies for Digital Marketing. Leading and Managing Digital Marketing teams.

Unit-IV (12 Hours)

Payment Gateways and Security System- Electronic Payment System; Electronic cash; Smartcards; Risk and Electronic payment system; Types of Transaction security- Security risk of E-Commerce; Types and sources of threats; Protecting e-business assets and intellectual property; firewalls; client server network security.

Unit–V (12 Hours)

Introduction to Blogging - Writing and Optimizing Blog Posts. Website Content Writing - Developing Sitemaps; Structuring Wireframes. Proposal Writing- Introduction to writing a Business Proposal. Writing for Public Relations - writing Media Briefs, Press Notes / Press Releases, Content for Media/Press Kits. Writing for Brochures and Pamphlets – Content Development, Structure and Strategy.

Suggested Readings and Learning Materials:

1. Chaffey, D. (2015). *E-business and e-commerce management: Strategy, implementation and practice* (6th ed.). Pearson Education.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving from traditional to digital*. Wiley.

Course Name: Search Engine Marketing & Optimization
Course Code: CDOEBBAE27002
Credit:4 (60 Hours)

Objectives:

The purpose of this course is to take the students understand the essential SEM strategies and SEO techniques necessary for a website to rank well on Google.

Impart understanding and knowhow to gather additional traffic and recurring site visitors from different sources.

Appreciate the importance of SEO and SEM as a Fundamental Building Block for Online Marketing

Impart knowledge and skills regarding basic Components of On-Page and Off-Page Optimization.

Provide a Toolset to assist in current and future web page optimization efforts.

Unit–I: (15 Hours)

Introduction to Search Engine Marketing. SEM anatomy - Paid search details, organic search detail, content targeting-repeat keywords, meta description, meta tags- User experience. SEM terminology-PPC, CPC, creative, SERP, CTR%, Impressions, Google content network, rank/position, quality score; SEM marketing tips and tricks.

Unit–II: (15 Hours)

Introduction to Search Engine Optimization. Functions of search engines and their working; Factors on which search engines determine the rating. Different types of traffic; Keywords; Understanding keywords mix.

Unit-III: (15 Hours)

Local SEO; Google Places listing and its optimization; Classified submissions; Using Hard, citation, NAP (Name, Address, Place). Primary keywords, secondary keywords, and tertiary keywords - difference between keyword stuffing and keyword placement. How to write an optimized content for article, blog, and press release.

Unit-IV (15 Hours)

Monitoring SEO process; Preparing SEO Reports; On page SEO, OFF page SEO; Link building-types, benefits; Setting up SEM strategy. Analysis of the efficiency of SEM strategy; Digital promotion, Tools, and techniques.

Lab Work:

- Keyword research

- Indexing
- On-site optimization-Meta title, meta description, meta keyword tags and body text
- Link building
- Page rank algorithm
- Make required changes on a website for SEO
- Implementing SEMO tools and techniques
- Application of SEO on different case study of various websites such as E-comm, hotel websites or classroom students' blogs.

Suggested Readings and Learning Materials:

1. Jones, K. B., & Boykin, J. (2013). *Search engine optimization: Your visual blueprint for effective Internet marketing* (3rd ed.). Wiley.
2. Grappone, J., & Couzin, G. (2010). *Search engine optimization: An hour a day* (3rd ed.). Wiley.
3. Clarke, A. (2019). *SEO 2020: Learn search engine optimization with smart Internet marketing strategies*. Independently Published.

Course Name: Management Learnings from Bhagvat Gita (GEC)
Course Code: CDOEGEC066022
Credit:4(60 Hours)

Objectives:

- To identify some of the commonly felt problems that individuals, organizations, & society face.
- To illustrate the usefulness of the Gita in addressing some of these problems.
- To demonstrate how alternative worldviews and paradigms of management could be developed with a knowledge of Ancient Indian wisdom such as the Gita.
- To provide a good introduction to Ancient Indian wisdom using the Gita as a vehicle.

Course Outline

Unit I: Spirituality in Business and Workplace (15 Hours)

Current Challenges in Business Management &Society- Current problems in Business Management, Issues of personal satisfaction, motivation &inspiration, Societal Challenges, Way forward; Relevance of Ancient Indian Wisdom for contemporary society- Some aspects of learning and understanding Ancient Indian Literature, Three dimensional nature of Ancient Indian Literature; Spirituality in Business; The notion of Spirituality- The notion of Spirituality, Reconciling the "world outside" with the "world within", The conceptualization of God–Universe–Living Beings; An introduction to Bhagavad Gita &its relevance- Positioning of Gita in our Ancient Literature, Gita's influence on Great Leaders, Issues discussed in Gita: A broad structure of the text, Relevant Thoughts &Relevant Questions

Unit II: Perspectives on Leadership and Work (15 Hours)

Failed Leadership: Causes &Concerns-Arjuna's predicament and arguments for no war, Krishna's response, Issues &implications for Leadership; Leadership Perspectives in the Gita- Existing theories in Leadership, Level 5 leadership (Jim Collins), Inspirational Leadership ideas in Gita; Axioms of Work & Performance; The Notion of Meaningful Work-Gita's Paradigms on Work, The Paradox of Work & No work, Discovering the Joy of Work.

Unit III: Perspectives on Self-Management (15 Hours)

Mind as a key player in an individual- The problem of mental stress, Understanding the mind & Its ways, diagnosing some of the personal problems that we face, Notion of building stronger inner-self; Meditation as a tool for self-management; Meditation &Yoga as tools for self-management- Role of Meditation in winning over the mind, Role of Yoga in improving managerial performance. Mind as a key player in an individual. Self-Management by understanding the world within-The issue of winning over the mind, Understanding the "World with in;" Values & their role in Self-management; Shaping the personality through Trigunas.

Unit IV: Perspectives on Life and Society (15 Hours)

Perspectives on Sustainability -The Vexing problem of Sustainability, The Paradigm of Yajna: The cardinal principle of sustainability, Implications for Business, Environment &Ecology; Death as a creative destruction process- The notion of death, Unique assumptions about death &its relevance for living, Implications for Business, Innovation, Change Management and Growth; Law of Conservation of Divinity; Conclusions.

Suggested Readings:

1. eus, A. de. (1997). The life span of a company. In *The living company* (pp. 7–19). Nicholas Brealey Publishing.
2. Beer, S. (1994). May the whole earth be happy: Loka Samastat Sukhino Bhavantu. *Interfaces, 24*(4), 83–93. https://doi.org/10.1287/inte.24.4.83
3. Mahadevan, B. (2013). Spirituality in business: Sparks from the anvil: In conversation with Suresh Hundre, Chairman and MD, Polyhydron Pvt. Ltd. *IIMB Management Review, 25*(2), 91–103. https://doi.org/10.1016/j.iimb.2013.03.002
4. Houston, D. J., & Cartwright, K. E. (2007). Spirituality and public service. *Public Administration Review, 67*(1), 88–102.
5. Payne, S. G. (2010). Leadership and spirituality: Business in the USA. *The International Journal of Leadership in Public Services, 6*(2), 68–72.
6. Poole, E. (2009). Organisational spirituality: A literature review. *Journal of Business Ethics, 84*(4), 577–588. https://doi.org/10.1007/s10551-008-9726-z
7. Mahadevan, B. (2009). *Shrimad Bhagavad Gita: Ideas for modern management*. In *One-day seminar on "Towards a new paradigm of business management: Alternative perspectives from ancient Indian wisdom"*. Indian Institute of Management Bangalore.

Semester – VI

S. No.	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEBCHE21019	DSC-19	Insurance & Risk Management	3	1	0	4
2.	CDOEBBAC22351	DSC-20	Business Policy and Strategic Management	3	1	0	4
3.	CDOEBCHE21005	DSC-21	Income Tax Law and Practice	3	1	0	4
3.		DSE-3	One from pool of DSE - Group of **Specialization Elective**	3	1	0	4
4.		DSE-4	One from pool of DSE – Group of **Specialization Elective**	3	1	0	4
5.	CDOEGEC066018	GE-6	One from the pool of GE- Group B	3	1	0	4
6.	CDOEIAPC99399	IAPC-4	Internship/Apprenticeship / **Project**/Community Outreach	0	0	4	2
			Total	**18**	**6**	**4**	**26**

DISCIPLINE SPECIFIC ELECTIVES

Discipline Specific Electives (DSE)						
Sr. No.	**Marketing**		**L**	**T**	**P**	**Credits**
3	CDOEBBAE23003	Sales and Distribution Management **(DSE-3)**	3	1	0	4
4	CDOEBBAE23004	Services Marketing **(DSE-4)**	3	1	0	4
Finance			**L**	**T**	**P**	**Credits**
3	CDOEBBAE24003	Corporate Accounting (**DSE-3)**	3	1	0	4
4	CDOEBBAE24011	International Finance **(DSE-4)**	3	1	0	4
Human Resource Management			**L**	**T**	**P**	**Credits**
3	CDOEBBAE25003	Industrial Relations and Labor Law **(DSE-3)**	3	1	0	4
4	CDOEBBAE25004	Team Building and Leadership **(DSE-4)**	3	1	0	4
Digital Marketing			**L**	**T**	**P**	**Credits**
3	CDOEBBAE27003	Advance Google AdWords & outline Display Advertising (**DSE-3)**	3	1	0	4
4	CDOEBBAE27004	Data Analysis &Visualization **(DSE-4)**	3	1	0	4

Course outcomes: Semester – VI	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBCHE21019– Insurance and Risk Management	**CO1:** Understand the business environment of Insurance in India & the key concepts in General Insurance contracts and insurance contracts. **CO2:** Understand and identify what is Insurance, why insurance works and to determine insurance needs. **CO3:** Identify various insurance operation, including functions of insurance, insurance markets, insurance regulations & understand the pricing, financing, and risk diversification strategies of insurance companies. **CO4:** Analyze and compare the various kinds of insurance plans as well as the contract selection criteria from a cost benefit point of view. **CO5:** Evaluate the risk adjusted performance measures for risk management and value creation.
CDOEBBAC22351– Business Policy and Strategic Management	**CO1:** Understand the nature, scope, and dimensions of business policy. **CO2:** Explain about the growing importance of strategies in uncertain business Environment. & learn the unique challenges faced by firms in competitive environment. **CO3:** Identify the applicability of various Strategies in varied situations & also in general and competitive business environments. **CO4:** Analyze cases through strategic decision making, & the use strategic management concepts and techniques. **CO5:** Formulate the policies and strategies for a business organisation.
CDOEBCHE21005- Income Tax Law & Practice	**CO1:** Remember the basic concepts of framework of taxation including residential status. **CO2:** Understand the legal framework of Income Tax Act, 1961 and rules made there under relating to five heads of income. **CO3:** Identify the requirements of filling of various forms and returns. **CO4:** Analyse the tax regime and finding methods of tax planning. **CO5:** Measure the income tax liability of an individual or organization.
CDOEGEC066018- Research Methodology	**CO1:** Define what constitutes a research problem and identify its significance in the research process. **CO2:** Frame a hypothesis that is testable and aligns with the defined research problem. **CO3:** Recognize the limitations of various hypothesis tests and develop strategies to address them. **CO4:** Understand and be able to create the appropriate layout for a

	research report. **CO5:** Write and present a thesis, including text setting, footnotes, conclusions, and suggestions.
CDOEIAPC99399–Mini Project	**CO1:** Able to find out the relevancy of the concepts learned while conducting research in management issues. **CO2:** Demonstrate the skills learned in writing the mini project report for the problem/topic undertaken for study. **CO3:** Make use of tabulation, charts, and statistical tools for data interpretation. **CO4:** Analyze data and arrive at a meaningful conclusion for the research undertaken. **CO5:** Interpret the data for preparing the effective strategy

CO PO Mapping: Semester – VI

CDOEBCHE21019	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	2	1	2	1	2	2	2	3	2
CO2	1	3	2	3	2	2	2	2	3	3	-	-
CO3	-	2	3	-	3	-	2	-	2	2	2	2
CO4	2	1	-	-	3	-	3	3	2	3	-	2
CO5	2	2	2	2	-	2	3	-	2	2	2	-

CDOEBBAC22351	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	3	1	2	1	2	1	-	-	3
CO2	2	2	-	1	-	-	1	1	-	2	3	-
CO3	1	2	2	1	-	2	-	-	2	-	2	3
CO4	2	2	1	-	2	-	2	-	-	2	-	3
CO5	-	-	-	3	1	2	3	-	3	2	2	-

CDOEBCHE21005	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	1	2	3	3	2	2	3	3	2	-	-
CO2	1	-	1	-	-	1	-	2	2	-	3	2
CO3	2	2	-	2	2	-	3	-	1	-	-	3
CO4	-	-	3	2	1	-	2	2	2	2	-	2
CO5	3	3	-	3	-	2	-	3	-	3	2	-

CDOEGEC066018	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2	2	-	-	-	2	3	-	-
CO2	-	2	2	2	-	-	2	-	-	3	2	3
CO3	2	-	3	-	2	2	-	3	-	3	2	-
CO4	2	2	2	2	3	-	2	-	3	3	-	3
CO5	3	2	2	2	3	-	2	2	3	3	2	-

CDOEIAPC99399	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	-	2	3	-	3	2	-	-
CO2	-	3	2	-	2	3	2	-	2	3	2	3
CO3	3	-	3	2	3	2	-	3	3	-	2	-
CO4	3	2	2	2	-	2	3	3	-	3	-	3
CO5	-	2	-	2	2	-	3	2	3	3	2	-

Course outcomes: Discipline Specific Elective: Marketing	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE23003 – Sales and Distribution Management	**CO1:** Define the basic concepts related to sales & distribution system **CO2:** Understand sales budgeting & its method this will help them to manage the selling expenses by using sales forecasting methods. **CO3:** Apply & determine size of sales force & Design Personal selling strategies. **CO4:** Analyse & design sales meeting agenda and sales contests & key decision-making variables in sales Management and distribution channel management. **CO5:** Apply the techniques of territory design for the sales force for effective creation of distribution network.

CDOEBBAE23004 – Services Marketing	**CO1:** Understand distinctive features of services and key elements in services marketing **CO2:** Apply the knowledge of services marketing in framing effective strategies for gaining competitive advantage in the market. **CO3:** Analyze the significance of services marketing in the economy and deeper aspects of successful services Marketing. **CO4:** Predict the expectations of customers and translate this knowledge into genuine value for customers. **CO5:** Create service marketing strategies which will provide a competitive edge amongst the various brands in the market.

CO PO Mapping: Discipline Specific Elective: Marketing

CDOEBBAE23 003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	3	2	1	2	-	2	1	2	-	2
CO2	-	3	-	3	-	2	1	2	2	3	2	-
CO3	2	-	3		3	2	-	-	-	2	3	2
CO4	-	-	2	3	2	2	2	2	1	-	1	-
CO5	-	-	2	3	-	1	-	3	2	2	-	3

CDOEBBAE23 004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	3	3	2	-	-	2	3	2	-	2
CO2	2	-	-	-	3	2	2	-	-	-	2	-
CO3	2	-	2	2	2	3	-	2	2	-	3	-
CO4	-	2	-	-	2	-	3	-	2	-	2	2
CO5	3	2	2	2	-	-	3	2	-	3	2	3

Course outcomes: Discipline Specific Elective: Finance	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE24003 – Corporate Accounting	**CO1:** Understand the journal entries of issue of shares and issue of debentures. **CO2:** Understand the working styles of companies, the importance of final accounts of companies. **CO3:** Apply the valuation method of shares and goodwill and measurement of performance of companies & the concept of sources of redemption of debentures, redemption of Preference shares. **CO4:** Examine the accounting and reporting requirements of the Companies and relevant Indian Accounting Standards & understand the treatment regarding issue of bonus shares and treatment of prior period profits. **CO5:** Formulate the financial statements using corporate accounting techniques.

CDOEBBAE24011 – International Finance	**CO1:** Demonstrate an understanding of the structure, role, and functioning of the international financial system. **CO2:** Analyze balance of payments data and evaluate its implications for trade, investment, and economic policy in a global context. **CO3:** Apply theories of exchange rate determination and use financial instruments to manage foreign exchange risk in multinational operations. **CO4:** Evaluate the functioning of international capital markets, including Eurocurrency, Eurobond, and equity markets, for investment and financing decisions. **CO5:** Develop financial strategies for multinational corporations in areas such as capital budgeting, working capital management, and risk management, while considering global economic and regulatory environments.

CO PO Mapping: Discipline Specific Elective: Finance

CDOEBBAE24003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	2	3	-	1	-	2	-	3	1	-
CO2	2	2	-	2	1	-	2	2	3	1	2	3
CO3	-	2	2	2	-	2	-	3	-	-	2	-
CO4	2	-	2	2	1	-	3	2	2	2	2	2
CO5	3	3	-	3	3	3	3	-	3	3	-	-

CDOEBBAE24011	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	3	-	2	1	2	-	2	1	-
CO2	3	3	2	2	2	-	2	1	2	2	-	3
CO3	2	2	-	1	2	-	2	2	-	1	2	-
CO4	-	1	2	2	2	1	-	-	3	2	-	3
CO5	3	3	3	-	3	-	3	3	-	3	3	3

Course outcomes: Discipline Specific Elective: HR	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE25003 – Industrial Relations and Labour Laws	**CO1:** Define the core principles and structures of labour Administration & able to understand the legal framework regarding labour relations. **CO2:** Understand Laws Related to Industrial Relations and Industrial Disputes, Understand Laws Related to Health, Safety and Welfare **CO3:** Apply the important laws governing Industrial Relations & get the knowledge about the role of Govt. **CO4:** Analyze the Laws Related to Compensation Management & able to get insights into the Industrial Relations scenario in India & Society and Trade Union in India. **CO5:** Evaluate the ability to understand the legal framework regarding labour relations.
CDOEBBAE25004 – Team Building and Leadership	**CO1:** Define the term team & its importance in reference to the leadership strategies for motivating people and changing organizations. **CO2:** Understand about how to establish effective team process and team communication & implement learned skills that help to implement effective changes in the workplace. **CO3:** Develop group with problem solving skills and work through problems and issues as well as transcend differences. **CO4:** Analyze the creative problem-solving skills along with time and crisis management skills, improvement in their decision making and individual leadership Skills & achieve defined goals at all levels of organisation. **CO5:** Evaluate the understanding of team building & problem-solving techniques to be applied in the organizations.

CO PO Mapping: Discipline Specific Elective: HR

CDOEBBAE25003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	3	-	2	-	-	2	2	2	-	2
CO2	-	3	-	3	2	2	2	2	2	3	2	2
CO3	2	3	3	-	3	-	-	3	2	2	3	-
CO4	2	2	2	3	3	2	-	3	2	2	3	-
CO5	2	-	2	2		2	3	2	3	2	-	2

CDOEBBAE25004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	-	3	-	2	2	2		2	1	2	-
CO2	2	2		2	3	1	-	2	3	-	2	3
CO3	-	2	2	2	-	2	-	1	1	3	1	3

CO4	1	-		2	2	2	-	2	2	2	-	-
CO5	3	3	-	3	3	-	3	3	3	3	3	3

Course outcomes: Discipline Specific Elective: Digital Marketing	
Course Code & Course Name	**After completion of these courses' students should be able to**
CDOEBBAE27003- Advanced Google Adwords and Online Display Advertising	**CO1:** Define the key concepts in Social Media Marketing through google adword. **CO2:** Discuss and differentiate between various social media platforms and content designing Marketing strategies used for those. **CO3:** Choose the appropriate tools for content designing as per the requirement of the social media platform and target audience. **CO4:** Explain the factors to be considered for designing social media strategy or designing a social media marketing campaign. **CO5:** Compare various social media platforms and measure the impact of advertising or marketing through those.
CDOEBBAE27004- Data Analysis &Visualization	**CO1:** Convey to students the importance of data analysis and visualization in all functions and domains of management. **CO2:** Familiarize them with the steps to organize, present, analyse and visualize data. **CO3:** Develop student's ability to use advanced functions of MS Excel for informing Financial Decisions. **CO4:** Demonstrate to them how to slice and dice data and conduct related analyses with Pivot tables **CO5:** Introduce students to specialized Data Visualization software.

CO PO Mapping - Discipline Specific Elective: Digital Marketing

CDOEBBAE27003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	-	2	-	-	-	-	3	2	3	-
CO2	3	-	2	3	3	3	3	2	3	-	3	3
CO3	3	3	3	-	3	3	3	-	3	3	3	-
CO4	-	-	3	2	3	3	3	3	3	3	-	2
CO5	3	3	2	2	-	2	-	-	3	2	3	3

CDOEBBAE27004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	3	3	3	-	3	2	-	3	3	-
CO2	-	3	3	-	3	2	-	3	3	-	3	3
CO3	3	3	-	3	-	3	-	-	2	-	2	3
CO4	3	-	3	3	3	3	-	3	3	3	-	-
CO5	3	3	3	-	3	3	1	-	3	3	3	3

Curriculum

Course Name: Insurance & Risk Management
Course Code: CDOEBCHE21019

Credit:4(60 Hours)

Objectives

- To provide an overview of the various life insurance and general insurance schemes, policies and procedure covering the history and governance prospect of insurance. The subject will also provide knowledge regarding various mathematical prospect of calculation of insurance premiums and risk management.
- To develop an understanding among students about identifying analyzing and managing various types of risk. Besides, the students will be able to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Course Outline

Unit I: Introduction and Scope of Insurance (12 Hours)
Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics, and probability from single risk to portfolios. Pooling risks: mutuality & solidarity Introduction to reinsurance, Principles of Life Insurance and Governance of Insurance Business.

Unit II: Life insurance technique: Basics (12 Hours)
Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions, life insurance products: Endowment, Life annuity, unit and index linked, pension funds.

Unit III: Life insurance technique: Applications (12 Hours)
Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools Risks and Solvency, Pension Funds and Occupational Pension Schemes Non-life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification non-life technical provisions.

Unit IV: Financial Aspects of Insurance Management (12 Hours)
Insurance Companies and functions, Mutual Funds, Housing Finance. Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses Various Distribution Channels.

Unit V: (12 Hours)
Risk Management: Risk management objectives and tools, risk management and value creation, the risk management process, enterprise-wide risk management, Risk management in industrial companies, RAPM - Risk Adjusted Performance Measures, value at Risk and Underwriting, Role of Actuaries- Product framing, Underwriting guidelines. Preparation of Insurance Documents Policy Conditions.

Suggested Readings:

1. Gulati, N. (2013). *Principles of risk management and insurance*. Excel Books.
   (A university syllabus identifies Gulati's insurance/risk-management text published by Excel Books.)
2. Kakkar, S., & Srivastava, S. (n.d.). *Insurance and risk management*. Universities Press.
   (I could not reliably verify the publication year for this specific title/authorship combination, so "n.d." is preferable to assigning an uncertain year.)
3. Vaughan, E. J., & Vaughan, T. M. (2007). *Fundamentals of risk and insurance* (10th ed.). Wiley.
4. Srivastava, D. C., & Srivastava, S. (2001). *Indian insurance industry: Transition and prospects*. New Century Publications.
5. Mishra, M. N., & Mishra, S. B. (2016). *Insurance: Principles and practice*. S. Chand Publishing.
6. Gupta, P. K. (2011). *Insurance and risk management*. Himalaya Publishing House.
7. Mishra, M. N. (2007). *Insurance principles and practice*. S. Chand & Company.
8. Panda, G. S. (2013). *Principles and practice of insurance* (3rd ed.). Kalyani Publishers.

Course Name: Business Policy and Strategic Management
Course Code: CDOEBBAC22351
Credit:4(60 Hours)

<u>Objectives</u>

- To develop learning and analytical skills among the students to solve business problems and provide strategic solutions.
- The course aims to acquaint the students with nature, scope and dimensions of Business Policy and Strategy Management Process.

<u>Course Outline</u>

Unit I: Business as a social and Economic System (15 Hours)
Objective of Business; Society and Business**:** Business ethics, social responsibility of Business; Social Audit. Business Policy in Various Economic Systems**:** Capitalist Economy: Economic System of Socialism and mixed Economic system.

Unit II: Business Environment Analysis (15 Hours)
Socio - economic environment; Technology environment; Role of Government and Role of Public Sector; International Trade Environment; The industry Environment – PESTEL; Demographic environment; Competitive environment.

Unit III: Strategy Formulations (15 Hours)
What is Strategy? What is Strategic Intent; Mission; Objectives and Goals; Policies; Program; Budget; Identifying strategic alternatives of business; Environmental appraisal – Internal environment; Key Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model.
Strategic Analysis: Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis – TOWS Matrix; Generic Strategies; Competitive Strategies - Porter's 5 Forces Model; The Experience Curve, Grand Strategy. BCG Matrix; Functional Strategies;

Unit IV: Strategy Implementation (15 Hours)
Organization Structure; Resource Allocation; Projects and Procedural issues. Integration of Functional Plans. Leadership, Change and Conflict Management; Evaluation and Control: Nature; Importance; Organizational Systems and Techniques of Strategic Evaluation and Control of Performance and Feedback.

Suggested Readings:

1. Jauch, L. R., & Glueck, W. F. (1988). *Business policy and strategic management* (5th ed.). McGraw-Hill.
2. Wheelen, T. L., & Hunger, J. D. (2010). *Strategic management and business policy* (12th ed.). Pearson.
3. Kazmi, A. (2008). *Strategic management and business policy* (3rd ed.). McGraw-Hill Education.
4. Srinivasan, R. (2009). *Strategic management: The Indian context*. Prentice Hall of India.
5. Prasad, L. M. (2010). *Strategic management*. Sultan Chand & Sons.

Course Name: Income Tax Law & Practices
Course Code: CDOEBCHE21005

Credit:4(60 Hours)

Objective

- The objective of the lesson and the class will be to provide knowledge to the students about the financial market of India, focused on the Stock Market (Capital Market). The pedagogy will include lectures about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- To provide basic knowledge and equip students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

Course Outline

Unit I: Introduction (12 Hours)
Basic concepts: Income, agricultural income, person, assesses, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN).
Residential status; Scope of total income based on residential status of Individual only Exempted income under section 10

Unit II: Computation of Income under different heads-1 (12 Hours)
Income from Salaries; Income from house property (Only Simple and basic concepts)

Unit III: Computation of Income under different**heads-2 (12 Hours)**
Profits and gains of business or profession; Capital gains; Income from other sources (Only Simple and basic concepts).

Unit IV: Computation of Total Income and Tax Liability (12 Hours)
Income of other persons included in assesses total income; Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs; Computation of total income of individuals and firms; Tax liability of an individual.

Unit V: Preparation of Return of Income (12 Hours)
Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

Suggested Readings:

1. Singhania, V. K., & Singhania, M. (2018). *Students' guide to income tax: University edition*. Taxmann Publications Pvt. Ltd.
2. Ahuja, G., & Gupta, R. (2018). *Systematic approach to income tax*. Wolters Kluwer India.

Discipline Specific Electives

Marketing

Course Name: Sales and Distribution Management
Course Code: CDOEBBAE23003
Credit:4(60 Hours)

Objective:

- To orient students about the negotiation skills and labour-union collective bargaining tactics, cognitively.
- The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization to help gain a competitive advantage

Course Outline

Unit I: Sales Management (12 Hours)
Definition and meaning, Objectives, Sales Research, Sales Forecasting methods, Sales Planning, and control: Goal setting, Performance measurement, diagnosis, and corrective actions.

Unit II: Sales Organization (12 Hours)
Need for Sales Organizations, their structure, Sales Managers Functions, and responsibilities, Planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

Unit III: Managing the Sales Force (12 Hours)
Recruiting, Selection and Training of Sales force: Areas of sales Training: Motivating the Sales Team: Evaluating Sales Force Performance and Controlling Sales, activities, Ethical and Legal Issues in Sales Management.

Unit IV: Distributions channel (12 Hours)
Importance, types, channel strategy Market Logistic: objective, planning customer-oriented inventory management decision, transportation decision.

Unit V (12 Hours)
Designing customer-oriented channel, understanding the customer requirement, comparing the channel design. Managing the behavior of channel member, channel relationship, control, power positioning and conflict, influence strategy.

Suggested Readings:

1. Havaldar, K. K., & Cavale, V. M. (2018). *Sales and distribution management: Text and cases* (3rd ed.). McGraw-Hill Education.
2. Panda, T. K., & Sahadev, S. (2011). *Sales and distribution management*. Oxford University Press.
3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2011). *Sales management: Decisions, strategies and cases* (5th ed.). Pearson Education.

Course Name: Services Marketing
Course Code: CDOEBBAE23004

Credit:4(60 Hours)

Objectives

- The course is designed to equip students with the knowledge of marketing of all types of services. This course aims at providing the students with an understanding of the principles and practical issues in the Marketing of Services. On completion of this course, the student will be able to apply their knowledge of marketing principles to services marketing, analyse practical situations/problems, and to suggest broad courses action.
- This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.
- To introduce students to the concepts and techniques of marketing services. The course is designed to cover all important aspects of marketing of services. To increase students understanding of marketing practices & strategies as applied in the service sector.

Course Outline

Unit I: (10 Hours)

Introduction – Concept – Goods and Services – Characteristics of Services - Classification of services –Significance of Service marketing. Role of services sector in economy. Growth of service sector. Services- Global and Indian Scenario.

Unit II: (10 Hours)

Service Marketing Mix – Introduction – Concept – Seven Ps of Marketing – Internal marketing – Consumer Behaviour Profile – Designing Communication mix – Flower of Service. Service Encounter & Moments of Truth. Consumer Expectations & Managing Customer Satisfaction.

Unit III: (10 Hours)

Service Delivery and Service Quality – Flexing of Capacity – Channels of Distribution – Channel Functions – Channel Selection – Impact of Information Technology – Service customer relationship – Service failure and Service recovery - Internal marketing - Service Triangle.

Unit IV: (10 Hours)

Service Quality – Introduction – Concept of Service Quality – GAP model – SERVQUAL dimensions – Delivery of High-quality service – Emerging trends in service marketing – E-service. Role of Service Personnel & developing customer focused personnel. Concept of Internal marketing.

Unit V: (10 Hours)

Strategic issues in service marketing-market segmentation in the marketing of services, target marketing, positioning of services-how to create a positioning strategy, developing and maintaining demand and capacity, Challenges of service marketing - marketing planning for services, developing and managing the customer service function, developing, and maintaining quality of services.

Unit VI: (10 Hours)

Service culture; managing by values, recovery, and empowerment; Relationship building: relationship marketing, bonding, and life time value Service industries: insurance, banking, air transportation, courier, education etc. Role of Communication & Integrated Marketing Communication for different service industries:

Suggested Readings:

1. Grönroos, C. (2007). *Service management and marketing: Customer management in service competition* (3rd ed.). John Wiley & Sons.
2. Jha, S. M. (2003). *Services marketing*. Himalaya Publishing House.
3. Lovelock, C. H. (2001). *Services marketing: People, technology, strategy* (4th ed.). Prentice Hall.
4. Payne, A. (1993). *The essence of services marketing*. Prentice Hall.
5. Shanker, R. (2002). *Services marketing: The Indian perspective*. Excel Books.
6. Srinivasan, R. (2009). *Services marketing: The Indian context*. Prentice Hall India.

Finance

Course Name: Corporate Accounting
Course Code: CDOEBBAE24003
Credit:4(60 Hours)

Objectives

- To provide an overview of the various accounting treatment that are required in various corporate events which include issue and redemption of shares and debentures, consolidation of accounts, liquidation of company and amalgamation of company. The objective is to provide overall accounting treatment in case of companies explaining the standards and principles of accounting.
- To help the students to acquire the conceptual knowledge of the corporate accounting and to learn the techniques of preparing the financial statements.

Course Outline

Unit I: (12 Hours)
Joint Stock Companies- its types and share capital, Issue, Forfeiture and Re-issue of shares, Redemption of preference shares, Issue and Redemption of Debenture.

Unit II: (12 Hours)
Final Accounts of Companies: Including Computation of managerial Remuneration and disposal of profit.

Unit III: (12 Hours)
Accounting for amalgamation of companies as per Accounting Standard 14 Accounting for Internal reconstruction.

Unit IV: (12 Hours)
Consolidated Balance Sheet of Holding Companies with one Subsidiary Only.

Unit V: (12 Hours)
Liquidation of Companies, Statement of Affairs and Deficiency/Surplus Account. Liquidators final statement of A/c Receiver's Receipt and Payment A/c.

Suggested Readings:

1. Gupta, R. L., & Radhaswamy, M. (2013). *Corporate accounting: Volume I & II*. Sultan Chand & Sons.
2. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2022). *Corporate accounting*. Vikas Publishing House.
3. Monga, J. R., Ahuja, G., & Sehgal, A. (2000). *Financial accounting*. Mayur Paperbacks.
4. Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2016). *Advanced accounts*. S. Chand Publishing.
5. Moore, C. L., & Jaedicke, R. K. (1972). *Managerial accounting*. South-Western Publishing Co.
6. Monga, J. R. (2001). *Fundamentals of corporate accounting* (7th ed.). Mayoor Paperbacks.
7. Sehgal, A., & Sehgal, D. (2004). *Advanced accounting: Corporate accounting* (4th ed., Vol. 2). Taxmann Publications Pvt. Ltd.

Course Name: International Finance
Course Code: CDOEBBAE24011

Credit:4 (60 Hours)

Objectives

- Demonstrate an understanding of the structure, role, and functioning of the international financial system, including foreign exchange markets and international monetary institutions.
- Analyze balance of payments data and evaluate its implications for trade, investment, and economic policy in a global context.
- Evaluate the functioning of international capital markets, including Eurocurrency, Eurobond, and equity markets, for investment and financing decisions.
- Develop financial strategies for multinational corporations in areas such as capital budgeting, working capital management, and risk management, while considering global economic and regulatory environments.

Course Outline

Unit 1: Introduction to International Finance (12 Hours)

- Nature, scope, and importance of international finance.
- Evolution of international financial system.
- International trade vs. international finance.
- Globalization and its impact on financial markets.
- Key players: Multinational corporations, banks, regulators.

Unit 2: Balance of Payments (BoP) (12 Hours)

- Structure and components of BoP (current account, capital account, financial account).
- Deficit and surplus – implications for the economy.
- Adjustment mechanisms (monetary, fiscal, exchange rate policies).
- Case studies: India's BoP crisis (1991), Eurozone crisis.

Unit 3: Foreign Exchange Market and Exchange Rate Mechanisms (12 Hours)

- Structure and functioning of foreign exchange markets.
- Spot, forward, futures, and options markets.
- Exchange rate determination theories: Purchasing Power Parity (PPP), Interest Rate Parity (IRP), Fisher Effect.
- Exchange rate regimes: Fixed, floating, and managed float.
- Currency convertibility and exchange rate systems in practice.

Unit 4: Multinational Financial Management (12 Hours)

- Capital budgeting in international projects.
- Cost of capital and capital structure in multinational firms.
- Dividend policy in multinational context.
- International working capital management.
- Transfer pricing and tax considerations

Unit 5: Contemporary Issues in International Finance (12 Hours)

- Exchange rate volatility and global trade.
- Cryptocurrencies and digital currencies in international finance.
- Global financial integration and contagion effects.
- Sustainable finance and ESG investing in global markets.
- India's role in international financial markets.

Suggested Readings:

1. Apte, P. G. (2020). *International financial management* (8th ed.). McGraw-Hill Education.
2. Bank for International Settlements. (2026). *BIS Quarterly Review: International banking and financial market developments*. Bank for International Settlements.
3. Eun, C. S., & Resnick, B. G. (2017). *International financial management* (8th ed.). McGraw-Hill Education.
4. Levi, M. D. (2009). *International finance* (5th ed.). Routledge.
5. Madura, J. (2020). *International financial management* (14th ed.). Cengage Learning.
6. Pilbeam, K. (2013). *International finance* (4th ed.). Palgrave Macmillan.
7. Reserve Bank of India. (2026). *Annual report 2025–26*. Reserve Bank of India.
8. Shapiro, A. C. (2020). *Multinational financial management* (10th ed.). Wiley.
9. World Bank. (2026). *Global economic prospects, June 2026*. World Bank.

Human Resource Management

Course Name: Industrial Relations and Labour Laws
Course Code: CDOEBBAE25003
Credit:4 (60 Hours)

Objectives

- To provide an overview of the various business process, analyse operations, production planning.
- To acquire knowledge and understanding of Industrial, Labour and General Laws

Course Outline

Unit I: Industrial Relations (12 Hours)
Role - Importance - Trade Unions - Industrial disputes and their Resolutions.

Unit II: Participative Management (12 Hours)
Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.

Unit III: Industrial unrest (12 Hours)
Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts.
Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.

Unit IV: Factories Act (12 Hours)
Meaning, Definition – Welfare – Safety – Health Measures.

Unit V: (12 Hours)
Workmen's Compensation Act and International Labor Organization - Role and Function.

Suggested Readings:

1. Aswathappa, K. (2008). *Human resource and personnel management* (5th ed.). Tata McGraw-Hill Publishing.
2. Monappa, A. (1985). *Industrial relations*. Tata McGraw-Hill.
3. Sreenivasan, M. R. (2006). *Industrial relations and labour legislations*. Margham Publications.
4. Srivastava, S. C. (2018). *Industrial relations and labour laws*. Vikas Publishing House.
5. Subba Rao, P. (2012). *Essentials of human resources management and industrial relations: Text, cases and games*. Himalaya Publishing House.

Course Name: Team Building & Leadership
Course Code: CDOEBBAE25004

Credit:4(60 Hours)

Objectives

- This course will help students identify and develop their teambuilding and leadership skills. It aims to encourage participants to reflect upon their approach to leadership and develop some practical skills for use in the workplace.

Course Outline

Unit I: Leadership (15 Hours)
Meaning, Concepts and Myths about Leadership, Components of Leadership Leader, Followers and situation, Leadership styles, Assessing Leadership & Measuring Its effects. **Samatva (Equanimity)** from the Bhagavad Gita: A leader's inner steadiness in success and failure

Unit II: Focus on the Leader (15 Hours)
Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change. **Bhagavad Gita's Leadership Lessons**: Clarity of purpose, leading in uncertainty, and value-centric decisions

Unit III: Groups, Teams, and Their Leadership (15 Hours)
Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnette Team Effectiveness Leadership Model, Benefits of Teams, Team building issues, Motives of team building, Team development process, Stages of team development, Team vision, Team building, Skills useful in Team building, Contemporary issues in managing teams, Life Cycle of a team, Team cohesiveness, Team in organizations, Team work for effective organizational functioning, Team Leadership and Facilitator, Natural Leaders, Team leaders qualities, Leadership in operation, Dimensions of leadership, The team facilitation process, Role, Responsibilities& Skills of facilitators. **Gurukul system**: Small-group learning and leadership by example

Unit IV: Leadership Skills (15 Hours)
Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams. **Shivaji, Akbar, and Ashoka** – indigenous models of high-performance leadership across diversity

Suggested Readings:

1. DuBrin, A. J. (2010). *Leadership: Research findings, practice, and skills* (6th ed.). South-Western Cengage Learning.
2. Dyer, W. G., Dyer, J. H., & Dyer, W. G. (2007). *Team building: Proven strategies for improving team performance* (4th ed.). Jossey-Bass.
3. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2006). *Leadership: Enhancing the lessons of experience* (5th ed.). Tata McGraw-Hill.
4. Sadler, P. (2003). *Leadership*. Kogan Page.
5. West, M. A. (2012). *Effective teamwork: Practical lessons from organizational research* (3rd ed.). BPS Blackwell.
6. Yukl, G. (2010). *Leadership in organizations* (7th ed.). Pearson.

Digital Marketing

Course Name: Advanced Google Adwords and Online Display Advertising
Course Code: CDOEBBAE27003
Credit:4 (60 Hours)

Course Objectives:

- To make students understand functions of search engine marketing, strategy, performance analysis and real-life execution.
- To make them understand different types of display ads that advertisers can create and the steps required to make them in line with best practices.
- To develop student's ability to formulate best strategies using best practices used under Google Ads.
- To develop students' ability to setup a search engine marketing campaign along with a few nuances of the tool.

Unit-I: (15 Hours)

Recapitulation of Google AdWords and PPC. Online Advertising - Introduction; Types of Online Advertising; Display Advertising - Banner Ads, Rich Media Ads, Pop – ups and Pop –Under Ads. Contextual Advertising - In text Ads, In image Ads, In Video Ads, In Page Ads. Companies providing Online advertising solution; Tracking and Measuring ROI of online advertisement.

Unit-II: (15 Hours)

Types of Search campaigns; Dynamic search & product listing. Google Merchant Center. Creating 1st Search Campaign. Understanding location targeting -Different types of location targeting. Bidding strategy – CPC Understanding different types of bid strategy; Advanced level bid strategies, Flexible bid strategy. Understanding Ad Extensions-Types of ad extensions. Creating ad groups-Creating Ads; Understanding Ad Metrics. Display and Destination URL – Write a compelling Ad copy. Examples of Ads.

Unit-III: (15 Hours)

Creating Display Campaigns**:** Types, All features; Mobile App; Remarketing; Engagement. Differentiate between in Search and Display Campaign settings; Campaign level settings Understanding CPM bid strategy. Ad-delivery & Ad-scheduling - Panchang & Auspicious Timing for Ad Scheduling; Understanding ads placement -Using Display banner tool and finding relevant websites for ads placement.

Unit-IV: (15 Hours)

Optimizing Search & Display Campaign. Optimization at the time of campaign creation; Optimizing campaign via ad groups. Importance of CTR and Quality Score in optimization; Ways to Increase CTR, Improve Quality Score. Evaluating Campaigns Ads-Optimizing with Conversion report; Optimizing with keywords. Analyzing competitor's performance. Detecting fraud clicks. Remarketing – Overview; Setting up remarketing campaign.

Lab Work:

1 Runan AdWords Search Campaign.
2 Create, execute, and monitor a search engine marketing campaign on the Ad Words platform for either Institute or your own business. Student will test, monitor, and optimize the results for the best possible ROI due to live campaign.
3 Runa Display, Mobile, or Video Campaign:
4 Evaluate the results of a display advertising campaign and create a presentation of the results like what you would provide to your client and prepare summary which will include the targeting strategy, creative used, the results of the campaign, along with recommendations on how to improve the campaign.
5 Allocate given funds to various online advertising platforms and justify the allocation.

Suggested Readings:

1. Fox, V. (2012). *Marketing in the age of Google: Your online strategy IS your business strategy* (Rev. & updated ed.). Wiley.
2. Geddes, B. (2014). *Advanced Google AdWords* (3rd ed.). Wiley.
3. Gray, N. (2018). *Mastering Google AdWords: Step-by-step instructions for advertising your business (including Google Analytics)*. CreateSpace Independent Publishing Platform.
4. Gray, N. (2019). *Mastering Google AdWords 2020: Step-by-step instructions for advertising your business (including Google Analytics)*. Pluto King Publishing.
5. Jacobson, H. (2009). *Google AdWords for dummies*. Wiley.
6. Marshall, P., Rhodes, M., & Todd, B. (2014). *Ultimate guide to Google AdWords: How to access 100 million people in 10 minutes* (4th ed.). Entrepreneur Press.
7. McDonald, J. (2019). *Google Ads (AdWords) workbook: Advertising on Google Ads, YouTube, and the Display Network*. Independently Published.
8. Rabazinski, C. (2015). *Google AdWords for beginners: A do-it-yourself guide to PPC advertising*. CreateSpace Independent Publishing Platform.
9. Sulerud, K. (n.d.). *Essential AdWords: The quick and dirty guide (including tricks Google won't tell you)*. Zabaras, J. (2018). *Advanced Google AdWords strategy: The comprehensive & data-driven practical guide on managing & optimizing AdWords accounts profitably*. CreateSpace Independent Publishing Platform.

Course Name: Data Analysis & Visualization
Course Code: CDOEBBAE27004
Credit:4(60 Hours)

Course Objectives: The purpose of this course is to:

- Convey to students the importance of data analysis and visualization in all functions and domains of management.
- Familiarize them with the steps to organize, present, analyse and visualize data.
- Develop student's ability to use advanced functions of MS Excel for informing Financial Decisions.
- Demonstrate to them how to slice and dice data and conduct related analyses with Pivot tables
- Introduce students to specialized Data Visualization software.

Unit-I: (15 Hours)
Review of MS-Excel content learnt in Computer Applications in Management in first semester– recapitulation of Excel Functions and Formulae. Look Up functions; Index Function; Match Function; Text Functions; Date functions. Examples of traditional Indian trade data logs and their similarities to modern Excel techniques.
Unit-II: (15 Hours)
Data Analysis in Excel using classic tools: pivot tables, pivot charts, and slicers. Pivot Tables and Charts- Creating a pivot table; Displaying with a pivot chart; Slicing and dicing of data and related analyses with Pivot tables, Using One-way and Two-way Data Tables to analyze data. Sensitivity Analysis; Goal Seek; Scenario Manager. Saving pivot tables and charts to web pages. Use of historical Indian market data (e.g., Hundi system records) for scenario and sensitivity analysis.
Unit-III: (15 Hours)
Excel Add-Ins. Excel's Data Analysis Tool pak - Summarizing Data with Histograms and frequency distributions. Descriptive Statistics; Using Correlations to summarize Relationships. Predictive Analysis with Excel-Implementing multiple regression analyses in Excel; Forecasting with Moving Averages; Time Series Analysis.
Unit IV: (15 Hours)
Data Visualization tools in Excel – Line Graphs, Bar Graphs, Pie Charts, Heat Maps etc. Creating an Interactive Excel Dashboard. Introduction to Table au. Understanding how Table au works – Dimensions and Measures, Continuous and Discrete Pills in Tableau; Axis vs Label; Colour and Maps– Gradients Colour Palette, Symbol map vs. Filled map. Datatypes.

Filtering – on a discrete pill and on a continuous measure pill. Aggregation in Tableau; Granularity in Table au. Creation of Calculated Fields in Table au–Calculating rates and ratios. Using the right Data Visualization tool in each situation. Integration of Tools. Creating a data story– elements of a data story, steps for creation. Some best practices. Incorporate examples of ancient Indian visualization practices such as mapping trade routes and using symbolic data for storytelling in Tableau projects.

Project: Students will be internally assessed based on a data project they conduct starting from raw data to creation and presentation of meaningful visualizations and analyses.

Lab Work:
1. Visualization of Numerical Data-use appropriate charts, graphs, and tables to create visualizations that convey relationship between data items.
2. Visualization of Non-Numerical Data-use appropriate charts, graphs, and tables to create visualizations that convey relationship between data items.
3. Excel Dashboard–Design and Create an Interactive Excel Dashboard from a given dataset.
4. Tableau Dashboard–Design and Create a Dash board from a given data set using Table au and its Aggregation, Granularity and Calculated Fields functionalities.

Required Software:
The data analytic and visualization tools required in this course are Excel and Table au.

Suggested Readings and learning Materials:

1. Jones, B. (2014). *Communicating data with Tableau: Designing, developing, and delivering data visualizations*. O'Reilly Media.
2. Lalwani, L. (2019). *Excel 2019 all-in-one*. BPB Publications.
3. Sleeper, R. (2018). *Practical Tableau: 100 tips, tutorials, and strategies from a Tableau Zen Master*. O'Reilly Media.
4. Sosulski, K. (2018). *Data visualization made simple: Insights into becoming visual*. Routledge.

5. Walkenbach, J. (2015). *Excel 2016 Bible*. Wiley.
6. Winston, W. L. (2019). *Microsoft Excel 2019: Data analysis and business modeling*. Microsoft Press.

Course Name: Research Methodology (GE)
Course Code: CDOEGEC066018
Credit:4(60 Hours)

Course objectives

- This course aims to equip students with the essential skills and knowledge needed to design, conduct, and analyze research in various fields.
- It will cover key aspects of research methodology, including formulating research questions, developing hypotheses, selecting appropriate research designs, and understanding qualitative and quantitative methods.
- Students will learn to collect, analyze, and interpret data using statistical tools and software. The course will also emphasize ethical considerations in research, ensuring students understand the importance of integrity and responsibility in their work.
- By the end of the course, students will be prepared to undertake independent research projects and critically evaluate existing research.

Course Outline

Unit I -Research Methodology: An Introduction (7 Hours)

Meaning of Research, Objectives of Research, Motivation in Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research Topic

Unit II- Research Design (7 Hours)

Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs

Unit III- Methods of Data Collection (7 Hours)

Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Difference between Questionnaires and Schedules, Some Other Methods of Data Collection, Collection of Secondary Data

Unit IV- Processing and Analysis of Data (7 Hours)

Processing Operations, Elements/Types of Analysis, Statistics in Research, Measures of Central Tendency, Measures of Dispersion, Measures of Asymmetry, Measures of Relationship, Simple Regression Analysis, Multiple Correlation and Regression, Partial Correlation, Association in Case of Attribute

Unit V- Practical Training for Research (8 Hours)

Observations, Questionnaires, Interviews

Unit VI- Research ethics (8 Hours)

Unit VII- Review of published research in the relevant field

(8 Hours)

Unit VIII- Availability of books at various Libraries

(8 Hours)

Suggested Readings:

1. Babbie, E. (2016). *The practice of social research* (14th ed.). Cengage Learning.
2. Blaikie, N. (2018). *Designing social research: The logic of anticipation* (3rd ed.). Polity Press.
3. Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
4. Cohen, L., Manion, L., & Morrison, K. (2017). *Research methods in education* (8th ed.). Routledge.
5. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
6. Creswell, J. W., & Plano Clark, V. L. (2017). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
7. Flick, U. (2018). *An introduction to qualitative research* (6th ed.). SAGE Publications.
8. Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson.
9. Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). SAGE Publications.
10. Robson, C., & McCartan, K. (2016). *Real world research* (4th ed.). Wiley.
11. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.
12. Seale, C. (Ed.). (2018). *Researching society and culture* (4th ed.). SAGE Publications.
13. Silverman, D. (2013). *Doing qualitative research* (4th ed.). SAGE Publications.
14. Trochim, W. M., & Donnelly, J. P. (2016). *The research methods knowledge base* (3rd ed.). Cengage Learning.
15. Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.

Duration of the Programme – BBA (ODL / OL)

• The Bachelor of Business Administration (BBA) under **Open and Distance Learning (ODL) and Online Learning (OL)** mode is of **three years' duration**, divided into **six semesters.**

• Each semester focuses on **core, elective, and skill-based courses** designed to build managerial and professional competencies.

• Learners are provided flexibility to complete the programme within the maximum duration of six years, as per UGC (ODL and Online Programmes) Regulations, 2020.

• The structure ensures a balanced academic progression, combining theoretical learning with practical exposure through assignments, case studies, and project work.

Faculty and Staff

The **BBA (ODL/OL) program** is supported by a team of highly qualified and experienced faculty members holding postgraduate and doctoral degrees in management and related disciplines. Faculty members are actively engaged in teaching, research, curriculum design, and learner mentoring. Their diverse industry experience adds immense value to the academic learning process.

Subject experts are involved in developing **Self-Learning Materials (SLMs)** and digital courseware to ensure the content is contemporary, accessible, and learner-friendly. The academic counsellors conduct online and offline sessions to clarify concepts and guide students throughout their learning journey.

A dedicated team of administrative and technical staff ensures smooth functioning of academic, admission, and LMS operations. The university also conducts regular faculty development programs (FDPs) and training sessions to enhance pedagogical skills, promote innovation, and ensure quality assurance in ODL/OL delivery.

Medium of Instructions

The medium of instructions and examinations is ENGLISH only.

1. Procedure for Admission, Curriculum, Transaction and Evaluation

Admissions to the **BBA UG-ODL/OL Programme** will be conducted in accordance with the **eligibility criteria prescribed by the University** and the **guidelines of the University Grants Commission (UGC)**.

1.1 Eligibility

Eligibility

Criteria:

- Candidates must have **passed 10+2 (Senior Secondary Examination)** or an equivalent qualification in any discipline from a **recognized board or institution**.
- Students awaiting their 10+2 results may also apply provisionally, subject to submission of final marks at the time of admission confirmation.
- There is **no age limit** for admission, promoting access to lifelong learning.
- Working professionals, entrepreneurs, and learners from rural or remote areas are encouraged to apply.

6.3 Admission Process

Admission to the **BBA (ODL/OL)** programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. The University will follow the reservation policy as per norms of the Government. Admission shall not be a right to the students and **RNB Global University** shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

Maximum Duration-

(A) The maximum duration of the **BBA (ODL/OL)** programme is Six years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission.

(B) The student can complete his / her programme within a period of 6 years failing which he/she shall seek fresh admission to complete the programme.

6.4 Programme Fees

The total annual fee of ₹ 45,000 per learner is allocated across programme Development, Delivery, and Maintenance components to ensure quality education, effective delivery, and continuous improvement.

Summary of Cost Distribution

Cost Component	Percentage (%)	Amount (₹)
Development	25%	₹ 11,250
Delivery	55%	₹ 24,750
Maintenance	20%	₹ 9,000
Total	**100%**	**₹ 45,000**

Registration Fees

At the time of application, students are required to pay Rs. 3,000/- (processing charges) via UPI, Demand Draft along with the Application Form and relevant documents (certificates/mark sheets).

6.5 Evaluation Scheme

The evaluation of the BBA ODL/OLprogram would be based on Continuous Assessment and End Term Examination. Continuous Assessment would consist of 30% of the marks (30 marks) and Term-End Examination would consist of remaining 70% marks (70 marks). Detailed Evaluation scheme is as follows:

<u>Continuous Assessment</u>

The distribution of Continuous Assessment Marks is as follows:

Type	Details	Marks
Theory	Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	30
Internship/Project Work	Internship Work / Project Work / Research Work and Report Writing	

- <u>Note</u>: For Internship / Project Work the marks will be awarded by assigned faculty guide.

<u>End Term Examination</u>

Type	Marks
Theory / Internship / Project Work	70

- **Exit Credentials:** Awarded in accordance with the **multiple entry and exit framework** under the **NEP 2020**.
- **Question Paper Format:** Maintained consistent with the **conventional mode** to ensure **academic uniformity**.
- **Marking Scheme:** The evaluation process follows the **standard pattern of the conventional mode**, ensuring transparency and fairness in assessment.

7 Requirement of the laboratory support and Library Resources:

The **BBA programme** offered under the **Open and Distance Learning (ODL) / Online Learning (OL) mode** utilizes the **academic, technological, and administrative infrastructure** of **RNB Global University** to ensure effective programme delivery, learner support, and academic quality in compliance with the UGC (ODL and Online Programmes) Regulations, 2020.

The University provides adequate infrastructural facilities for the development and dissemination of Self-Learning Materials (SLMs), conduct of academic counselling sessions, learner evaluation, and technology-enabled teaching-learning processes. Resources including classrooms, ICT-enabled facilities, computer systems, internet connectivity, seminar hall, and digital communication platform are optimally utilized for programme implementation and learner engagement.

Laboratory and ICT Support

Although the **BBA (ODL/OL)** programme is primarily non-laboratory based, adequate Information and Communication Technology (ICT) infrastructure is provided to support digital learning and practical exposure in management education. The University ensures:

- Computer laboratories with internet-enabled systems for learner access,
- Access to free online business analytics and management-related software/tools wherever applicable,
- ICT-enabled facilities for webinars, virtual classes, presentations, and online academic activities,
- Audio-video recording and content development facilities for e-learning resources,
- Technical support systems for online learning and examination processes.

Library Resources

The University maintains adequate library and digital learning resources to support teaching, learning, research, and academic development of BBA learners. The library resources include:

- Printed textbooks and reference books related to management and allied disciplines,
- National and international journals,
- Research publications and magazines
- Case study collections
- Dissertation and project repositories,
- E-books, e-journals, and online academic databases
- Access to digital library services and remote learning resources.

The University library provides both physical and remote access to learning resources to facilitate self-directed learning for ODL and online learners. Learners are also provided access to digital repositories, online catalogues, institutional subscriptions, and open educational resources for academic enrichment and research support.

Additional Academic and Technological Support

In compliance with UGC ODL/OL Regulations, 2020, the University ensures continuous enhancement of academic and technological infrastructure through:

- Periodic updation of digital learning resources,
- Development of quality Self-Learning Materials (SLMs),
- ICT support for online counselling and learner interaction,
- Grievance redressal and learner support mechanisms,
- Academic monitoring through the Centre for Internal Quality Assurance (CIQA).

These facilities collectively ensure effective programme delivery, learner-centric education, academic quality assurance, and achievement of programme outcomes under the ODL and Online learning framework.

8 Cost Estimate and Provisions

Cost Estimate and Allocation of Annual Fee (₹45,000)

The total annual fee of ₹45,000 per learner is allocated across programme Development, Delivery, and Maintenance components to ensure quality education, effective delivery, and continuous improvement.

(i) Summary of Cost Distribution

Cost Component	Percentage (%)	Amount (₹)
Development	25%	11,250
Delivery	55%	24,750
Maintenance	20%	9,000
Total	**100%**	**45,000**

(ii) Detailed Cost Breakdown

A. Development Cost (25% – ₹11,250)

This component includes one-time and periodic investments in programme design and academic content development.

Sub-Component	Amount (₹)
Curriculum Design & Review	4,300
Content Creation (SLM, e-content, case studies)	6,950
Total	**11,250**

Justification:

Investment in high-quality curriculum and content ensures academic rigor, alignment with industry needs, and compliance with ODL/Online standards.

B. Delivery Cost (55% – ₹24,750)

This is the major cost component covering programme execution and learner engagement.

Sub-Component	Amount (₹)
Faculty & Academic Staff Salaries	14,300
Technology Infrastructure (LMS, software, servers)	6,000

Student Support Services (counseling, admin support)	4,450
Total	**24,750**

Justification:

Delivery cost is highest as it includes teaching, mentoring, digital platform management, and student services essential for effective learning.

C. Maintenance Cost (20% – ₹ 9,000)

This component ensures sustainability and continuous improvement of the programme.

Sub-Component	Amount (₹)
Content Updates & Revision	3,200
System Upgrades & IT Maintenance	2,900
Quality Assurance & Monitoring	2,900
Total	**9,000**

Justification:

Regular updates, system improvements, and quality checks are essential to maintain programme relevance and compliance with regulatory standards.

9 Quality Assurance Mechanism

The University has established **the Centre for Internal Quality Assurance (CIQA)** on its campus to monitor and maintain the quality of its academic programmes. The Centre ensures effective compliance with quality standards and continuous improvement in all institutional processes.

Objectives of CIQA

The primary objective of the **Centre for Internal Quality Assurance** is to develop and implement a comprehensive and dynamic internal quality assurance system. This system aims to ensure that higher education programmes offered through the Open and Distance Learning (ODL) mode meet acceptable quality standards and are continuously improved over time.

Functions of CIQA

The CIQA performs the following key functions:

- Ensures high-quality services for learners.
- Conducts self-evaluation and reflective practices for continuous improvement.
- Identifies key areas where quality standards must be maintained.
- Develops mechanisms to align the quality of ODL programmes with conventional programmes.
- Collects feedback from stakeholders including learners, teachers, staff, parents, employers, society, and government bodies.
- Recommends measures for qualitative improvement to university authorities.
- Facilitates implementation of recommendations through regular reviews.
- Organizes workshops, seminars, and symposiums on quality-related themes and shares outcomes with stakeholders.
- Documents and disseminates best practices for quality enhancement.
- Collects and publishes reliable data on programme quality.
- Ensures Programme Project Reports (PPRs) comply with regulatory guidelines.
- Monitors proper implementation of Programme Project Reports.

- Maintains records of Annual Plans and Reports and generates actionable insights.
- Provides inputs for restructuring programmes to meet job market demands.
- Promotes research focused on creating a learner-centric environment.
- Ensures institutionalization of quality practices through audits and accreditation.
- Coordinates with regulatory bodies for quality-related initiatives.
- Gathers information on quality benchmarks and best practices from other institutions.
- Prepares and documents an annual report on quality assurance activities.
- Submits the CIQA Annual Report to statutory bodies and regulatory authorities as per prescribed formats.

10 Summary

The **Programme Project Report (PPR)** outlines the structure, objectives, and implementation of the **Bachelor of Business Administration (BBA)** programme offered through the **Open and Distance Learning and Online Learning (ODL / OL)** mode by **RNB Global University** for the academic session **2026–2029.** The programme is designed in accordance with the **UGC (ODL and Online Programmes) Regulations, 2020** and aligned with the **National Education Policy (NEP) 2020.**

RNB Global University is a **NAAC "A"** Grade accredited institution established in 2015 with a focus on quality education, innovation, employability, and holistic development. The university aims to provide inclusive and flexible higher education through technology-enabled learning systems and industry-oriented programmes.

The **BBA (ODL/OL) programme** is intended to develop managerial, analytical, entrepreneurial, and leadership skills among learners. It provides knowledge in business administration, finance, marketing, human resource management, economics, accounting, and digital marketing. The programme is especially beneficial for working professionals, entrepreneurs, rural learners, and students seeking flexible and affordable education opportunities.

The programme is structured over **six semesters across three years**, with a maximum completion duration of six years. It includes core courses, electives, skill enhancement courses, internships, and project work. Learners may specialize in areas such as Marketing, Finance, Human Resource Management, and Digital Marketing. The curriculum follows the multiple-entry and exit framework of NEP 2020, allowing award of Certificate, Diploma, or Degree at different stages.

The **instructional design follows a learner-centric approach** using Self-Learning Materials (SLMs), e-content, recorded video lectures, live online sessions, discussion forums, and online assessments. The programme integrates self-paced learning with academic counselling and digital support systems to ensure flexibility, accessibility, and effective learner engagement.

Admissions are open to candidates who have completed 10+2 or equivalent education from a recognized board. There is no upper age limit for admission. The evaluation system consists of Continuous Assessment (30%) and End-Term Examination (70%), ensuring transparency and academic quality.

The annual programme fee is ₹45,000, allocated toward programme development, delivery, and maintenance. The university provides strong learner support services including academic counselling, technical support, grievance redressal, and career guidance through online and digital platforms.

To ensure quality assurance and regulatory compliance, the university has established a **Centre for Internal Quality Assurance (CIQA),** responsible for monitoring programme quality, learner support, feedback mechanisms, and continuous improvement.

Overall, the **BBA (ODL / OL)** programme aims to provide flexible, accessible, and industry-oriented management education that develops professionally competent, ethically responsible, and employable graduates capable of meeting modern business and organizational challenges.