

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY  
UTTAR PRADESH, LUCKNOW**



## **Evaluation Scheme & Syllabus**

**MBA  
(Common)**

**First Year**

**AS PER  
AICTE MODEL CURRICULUM  
& NEP 2020**

**(Effective from the Session: 2024-25)**

**MBA 1st Year Course Structure in accordance with  
AICTE Model Curriculum & NEP 2020 Effective w.e.f.  
Academic Session 2024-25**

**Semester I**

S. No.	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	BMB 101	MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR	4	0	0	20	10	0	30	70	0	100	3
2	BMB 102	MANAGERIAL ECONOMICS	4	0	0	20	10	0	30	70	0	100	3
3	BMB 103	FINANCIAL ACCOUNTING & ANALYSIS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 104	BUSINESS STATISTICS & ANALYTICS	3	1	0	20	10	0	30	70	0	100	3
5	BMB 105	MARKETING MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 106	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP	2	0	0	20	10	0	30	70		100	2
7	BMB 107	BUSINESS COMMUNICATION	3	1	0	20	10	0	30	70	0	100	3
8	BMB 151	IT SKILLS-1	0	0	3	20	10	0	30	-	70	100	3
9	BMB 152	MINI PROJECT -1	0	0	3	20	10	0	30	0	70	100	3
10	BVC 151	SPORTS & YOGA *	0	0	3	0	100	0	100	0	0	100	0
												1000	26

- Qualifying but Non Credit Course

## Semester II

S. No	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	ECE	PE		
1	BMB 201	BUSINESS ENVIRONMENT & LEGAL ASPECT OF BUSINESS	4	0	0	20	10	0	30	70	0	100	3
2	BMB 202	HUMAN RESOURCE MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
3	BMB 203	BUSINESS RESEARCH METHODS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 204	FINANCIAL MANAGEMENT & CORPORATE FINANCE	4	0	0	20	10	0	30	70	0	100	3
5	BMB 205	OPERATIONS MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 206	QUANTITATIVE TECHNIQUES FOR MANAGERS	3	1	0	20	10	0	30	70	0	100	3
7	BMB 207	COST & MANAGEMENT ACCOUNTING	4	0	0	20	10	0	30	70	0	100	3
8	BMB 208	MANAGEMENT INFORMATION SYSTEMS	2	0	0	20	10	0	30	70	0	100	2
9	BMB 251	IT SKILLS-2	0	0	2	20	10	0	30	0	70	100	1
10	BMB 252	MINI PROJECT -2	0	0	3	20	10	0	30	0	70	100	2
												1000	26

L/T/P – Lecture/Tutorial/Practical, CT/TA/PS- Class Test/Teachers Assessment/Practical Session, TE/PE- Term End/ Practical End

**SEMESTER I**  
**MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**  
**BMB 101**

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:**

1. To provide fundamentals of management concepts and theories.
2. To help the students understand the concepts of organizational behaviour
3. To apply the concepts of management and organizational behaviors in real world situations
4. Familiarizing the students with the contemporary challenges and prospects in management.
5. Developing managerial and leadership skills among students

**UNIT I (8 Lectures)**

**Fundamentals of Management:** Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies  
Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & techniques, Case Studies

**UNIT-II (8 Lectures)**

**Organising & Staffing-** Types of organization, Organization structure, delegation and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development..  
Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies.

**UNIT III(8 Lectures)**

**Fundamentals of individual behavior:** Concepts of OB,OB Model, Components of OB, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change. Meaning & Type of Group Behaviour, Interpersonal skills, Transactional Analysis, Johari Window, Meaning of Perception, process, behavioral applications of perception. Case Studies.

**UNIT IV (8 Lectures)**

**Motivation:**, Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory.

**UNIT V: (8 Lectures)**

**Leadership:** What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development. Organizational Change: Meaning of organizational change approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change. Case Studies

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

### Suggested Readings

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
3. Stephen P. Robbins, —Organizational Behaviour, 12th Edition, Prentice Hall
4. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
5. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
7. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing
8. Fred Luthans, —Organizational Behaviour, 12th Edition, McGraw Hill International Edition
9. Aswathappa K, —Organizational Behaviour (Text, Cases and Games), Himalaya Publication
10. Udai Pareek, —Organizational Behavior, Oxford University Press

# MANAGERIAL ECONOMICS

BMB 102

**Course Credit: 3**

**Contact Hours: 40**

Course Objective:

1. To understand the importance of Managerial Economics in management and businesses
2. To apply the principles of managerial economics in achieving business objectives
3. Be equipped with the tools necessary in forecasting product demand
4. Understand and be able to apply latest pricing strategies
5. Understand and analyze the macro environment affecting the business decision making.

## **UNIT –I (6 Hours)**

**Basic Concepts and principles:** Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies

## **UNIT –II (8Hours)**

**Demand and Supply Analysis:** Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods.( numerical Exercises) Case Studies  
**Supply Analysis;** Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces . Case Studies

## **UNIT –III (10Hours)**

**Production and cost Analysis:** Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.  
**Cost concept and analysis:** Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue . Case Studies

## **UNIT –IV (10Hours)**

**Market structures:** Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Case Studies

## **UNIT –V (6Hrs)**

**National Income;** Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

## Course Outcomes:

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Remembering (K1)</li></ul>
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Applying (K 4)</li><li>• Synthesizing (K6)</li><li>• Evaluating (K7)</li></ul>
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying (K 4)</li><li>• Analyzing (K 5)</li><li>• Evaluating (K7)</li></ul>
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none"><li>• Applying (K 4)</li><li>• Analyzing (K 5)</li><li>• Synthesizing (K6)</li></ul>
CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Comprehending (K 3)</li></ul>

## Suggested Readings

1. Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed
2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics: Concepts and Applications (SIE), THOMAS & MAURICE, McGraw-Hill Education, 9th Ed
4. Managerial Economics, H.L. Ahuja, S. Chand, 8th Ed
5. Managerial Economics – Theory and Applications, Dr. D.M. Mithani, Himalaya Publications, 7th Ed.
6. Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House

# FINANCIAL ACCOUNTING AND ANALYSIS

BMB 103

**Course Credit: 3**

**Contact Hours: 40**

## **Course Objectives:**

- 1) To understand the fundamentals, basic theory and concepts of financial accounting.
- 2) To have a knowledge about various Accounting Standards used in preparation of financial statements.
- 3) To have an understanding of preparation and presentation of financial statements.
- 4) To acquire knowledge about various techniques used for analysing financial statements with its application.
- 5) To enable students acquainted with current trends and social responsibility accounting.

## **UNIT I (4 Hrs)**

**Meaning and Scope of Accounting:** Evolution and Users of Accounting, Basic Accounting terminologies, Principles of Accounting, Accounting Concepts & Conventions, Accounting Equation, Depreciation Accounting. GAAP(introduction).

## **UNIT II ( 10 Hrs)**

**Mechanics of Accounting:** Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Double entry system of Accounting, journalizing of transactions; Ledger posting and Trial Balance.

## **UNIT III (12 Hrs)**

**Presentation of Financial Statement:** Preparation of final accounts (Profit & Loss Account and Balance Sheet) according to companies act 2013 (vertical format), Excel Application to make Balance sheet, Case studies and Workshops, Preparation of Cash Flow Statement and its analysis.

## **UNIT IV (8 Hrs)**

**Analysis of financial statement:** Ratio Analysis- Solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; leverage Ratio, Detailed Analysis using excel application.

## **UNIT V (6 Hrs)**

**Financial Statement Analysis and Recent Types of Accounting:** Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analysing Balance sheet. Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility.

## Course Outcome:

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's Taxonomy
1	CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

## Suggested Readings

1. Maheshwari S.N &Maheshwari S K – A text book of Accounting for Management (Vikas, 10<sup>th</sup> Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
7. DhaneshkKhatri- Financial Accounting (TMH,2015)
8. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
9. Ramchandran&Kakani - Financial Accounting for Management (TMH, 2nd Edition).
10. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

# BUSINESS STATISTICS & ANALYTICS

BMB 104

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
3. Understand the concept of Probability and its usage in various business applications.
4. Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test
5. Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.

### Unit I (10 Sessions): Descriptive Statistics

Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

### Unit II (8 Sessions): Time Series & Index Number

*Time series analysis:* Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

### Unit III (6 Sessions): Correlation & Regression Analysis

*Correlation Analysis:* Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

*Regression Analysis:* Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

### Unit IV ( 8 Sessions): Probability Theory & Distribution

*Probability:* Theory of Probability, Addition and Multiplication Law, Baye's Theorem

*Probability Theoretical Distributions:* Concept and application of Binomial; Poisson and Normal distributions. Introduction to bivariate and multivariate data analysis( Cluster and Factor analysis)

### Unit V (8 Sessions) Hypothesis Testing & Business Analytics

*Hypothesis Testing:* Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)

*Concept of Business Analytics-* Meaning types and application of Business Analytics, Use of Spread Sheet to

analyze data-Descriptive analytics and Predictive analytics.

**Course Outcome:**

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / Fundamentals of business statistics.	<ul style="list-style-type: none"> <li>• Knowledge ( K 2)</li> </ul>
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"> <li>• Remembering ( K1)</li> <li>• Applying ( K 4)</li> </ul>
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none"> <li>• Comprehending (K 3)</li> <li>• Applying ( K 4)</li> </ul>
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none"> <li>• Analyzing ( K 5)</li> <li>• Synthesizing ( K6)</li> </ul>
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none"> <li>• Evaluating ( K7)</li> <li>• Applying ( K 4)</li> </ul>

**Suggested Readings**

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Chandrasekaran & Umavarvathi-Statistics for Managers, 1st edition, PHI Learning
3. Davis , Pecar – Business Statistics using Excel, Oxford
4. Ken Black – Business Statistics, 5th ed., Wiley India
5. Levin and Rubin – statistics for Management, 7th ed., Pearson
6. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
7. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
8. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
9. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

# MARKETING MANAGEMENT

BMB 105

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
2. Understand consumers' requirements and their behaviors.
3. Develop effective marketing strategies to achieve organizational objectives.
4. Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.
5. Develop the understanding the current global and digital aspect of marketing.

## Unit 1(6 hours)

**Introduction:** Nature and scope of marketing, Various marketing orientations, Need, Want, Demand, Elements of Marketing mix, customer value and the value delivery process.

**Understanding Consumer Behavior:** Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions.

## Unit 2 (8 hours)

**Market segmentation, Targeting and Positioning:** Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer. **Targeting:** Meaning, Basis for identifying target customers, Target Market Strategies. **Positioning:** Meaning, product differentiation strategies, tasks involved in positioning. **Branding:** Concept of Branding, Brand Types, Brand equity, Branding Positioning.

## Unit 3 (8 hours)

**Product Decisions:** Concept, Product Hierarchy, New Product Development, Diffusion process, Product Life cycle, Product mix strategies. **Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. **Pricing Decisions:** Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing

## Unit 4 (8 hours)

**Place Decision:** Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Retailing & Types of Retailers. **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, **Public Relation:** Meaning, Objectives, Types, and Functions of Public Relations. **Sales Promotion:** Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion, **Personal Selling:** Concept, Features, Functions, Steps/process involved in Personal Selling, **Direct Marketing:** Meaning, Features, Functions, Growth and benefits of direct marketing, different forms.

## Unit 5 (6 hours)

**CRM:** Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. **Global Marketing:** current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing., Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing

## Course Outcomes:

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

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none"><li>• Remembering ( k1)</li><li>• Knowledge ( K 2)</li></ul>
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none"><li>• Synthesizing ( K6)</li><li>• Comprehending(K3)</li></ul>
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none"><li>• Applying ( K 4)</li></ul>
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li></ul>
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li></ul>

### Recommended Text Books :

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

# CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

BMB 106

**Course Credit: 2**

**Contact Hours: 20 hours**

## COURSE OBJECTIVES:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea into an opportunity and develop an understanding of various funding sources for a startup
3. Familiarize the students with SME sector activities and the role of government agencies supporting SMEs.
4. To understand the process of a Business Plan

## Unit 1 (4 Hours)

**Creativity and Innovation:** Meaning, the difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

## Unit 2 (5 Hours)

**Entrepreneurship:** Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Types of entrepreneurs, functions of an entrepreneur, entrepreneurial decision-process. Social, rural and women Entrepreneurship, Case Studies of Successful Entrepreneurs, Entrepreneurial Failure

## Unit 3 (5 Hours)

**Entrepreneurial Eco-System in India:** Overview of MSME, Role of Central Govt & State Govt in supporting SMEs, subsidies, grants, export-oriented units - fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth Government e Market place (GeM), Zero effect Zero defect, Lean Manufacturing., Startup India, Stand Up India, Make in India, Innovate in India.

**Entrepreneurial Finance:** Estimating financial requirements; Sources of finance — banks & financial institutions; Bootstrapping, Crowdfunding. Angel investing Venture Capital; IPO

**Role of agencies assisting entrepreneurship:** DICs, SSIs, NSICs, NISBUD, Entrepreneurship Development Institute of India (EDII). New initiatives taken by the government to promote entrepreneurship. State Startup Ranking by DIPIT, State Innovation Ranking by NITI AAYOG (India Innovation Index),

## Unit 4 (6 Hours)

**From Idea to Opportunity:** Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity Process of New Venture and its Challenges.

**Developing a Business Plan:** Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan: market plan, financial plan, operational plan, and Feasibility Analysis — aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility, Business Model Launching a new venture, Growth and Sustainability.

## COURSE OUTCOMES

	Course Outcome	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO 1:	Remember and comprehend basic concepts of creativity, innovation and entrepreneurship	<ul style="list-style-type: none"> <li>• Remembering ( K1)</li> <li>• Knowledge ( K 2)</li> <li>• Comprehending(K3)</li> </ul>
CO2:	Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<ul style="list-style-type: none"> <li>• Applying ( K 4)</li> <li>• Analyzing ( K 5)</li> <li>• Evaluating ( K7)</li> </ul>
CO3:	Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<ul style="list-style-type: none"> <li>• Analyzing ( K 5)</li> <li>• Evaluating ( K7)</li> </ul>
CO4:	Gain in depth knowledge of innovation and its various sources	<ul style="list-style-type: none"> <li>• Remembering ( K1)</li> <li>• Knowledge ( K 2)</li> <li>• Analyzing ( K 5)</li> </ul>
CO5:	Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	<ul style="list-style-type: none"> <li>• Knowledge ( K 2)</li> <li>• Synthesizing ( K6)</li> <li>• Evaluating ( K7)</li> </ul>

### Suggested Readings

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.
7. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
8. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
9. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
10. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)

# BUSINESS COMMUNICATION

BMB 107

**Course Credit: 3**

**Contact Hours: 40 hours**

## Course Objectives

1. To understand business communication strategies and principles for effective communication in domestic and international business situations.
2. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oral presentation.
4. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

## UNIT I : ( 8 Hours)

**Introduction:** Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis barriers to communication. Case Studies

## UNIT II: (8 Hours)

**Oral communication:** What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

## UNIT III: (8 Hours)

**Business letters and reports:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

## UNITIV: (8 Hours)

**Employment communication:** Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. Case Studies

## UNITV : (8 Hours)

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes. Case Studies

## Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

### Suggested Readings:

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication: Skill, Concepts And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
7. AshaKaul, Business Communication, Prentice Hall of India.

# IT SKILLS-1

## BMB 151

Course Credit: 3

Contact Hours: 40

### Course Objectives

1. To provide knowledge about the functioning of computers and its uses for managers
2. To provide hands on learning on Internet and its applications
3. To provide hands on learning on Word processing software
4. To provide hands on learning of applications on Spreadsheet software
5. To provide hands on learning on Presentation software

### UNIT I (05 hours) Conceptual Framework

*Hardware:* (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display UNIT, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

*Software:* Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system. Network and Internet: Types of computer networks (LAN, WAN and MAN), Netiquettes, Basic services over Internet like WWW, FTP, Telnet, Gopher, URL, Domain names, Web Browsers, Multimedia and its applications: Concepts of Text, Graphics, Animation, Audio, Images, Video. Multimedia Application in Education, Entertainment, Marketing. Names of common multimedia file formats,

### UNIT II : Windows and Users Interface (Lab Work)- 7 hours

Windows operating System: Introduction and characteristics, Elements of GUI. Using Mouse, My Computer Icon, The Recycle Bin, Status Bar, Start and Menu & Menu-selection, Running an Application, Windows Explorer: Viewing of File, Folders and Directories Creating and Renaming of files and folders Opening and closing of different Windows, Windows Setting: Control Panels, Wall paper and Screen Savers Setting the date and Sound. Concept of menu, Using Help, Using right Button of the Mouse, Creating Short cuts, Basics of Window Setup, Notepad, Window Accessories

### UNIT III: Word Processor Software (Lab Work) – 8 hours

Word processing concepts: Opening, Saving, Closing the file, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Using Graphics, Tables, Charts, Document Templates and Wizards.

### UNIT IV: Spreadsheet Software (Lab Work) – 10 hours

Spreadsheet Package Spreadsheet: Concept and Working Interface, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae. Functions in Spreadsheet: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. Formatting a Worksheet and Cell: changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors. Printing worksheets, Charts and Graphs – Creating, Previewing, and Modifying Charts. Integrating word processor, spread sheets, web pages.

## UNIT V: Presentation Software (lab Work) – 8 hours

Interface of the Presentation Package: Creating, Opening and Saving Presentations. Professional Look of the Presentation: Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

### Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

### Suggested Readings

1. Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi
2. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
3. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
4. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
6. Introduction to Computers, Norton P. (TATA McGraw Hill)
7. Leon - Fundamentals of Information Technology, (Vikas)
8. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)
9. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook ( Packt Publishing Limited )

**MINI PROJECT -1**  
**BMB 152**  
**( Scanning of ideas for opportunities )**

Course Credit -2

Course Objective-

1. To develop an innovative idea for a product or service in form of a project report.
2. To understand the importance and relevance of innovative ideas, its feasibilities and detailed descriptions.

Project/Practical work / Seminar

In the first semester, the students (individuals or teams of 2-3) are required to develop an innovative idea for a product or service and a project report to be prepared on that idea under the guidance of a faculty member. The report will be prepared individually and this report will consist of importance and relevance of the innovative idea, its feasibilities and detailed descriptions. The report will be evaluated by one external examiner appointed by the university. Student has to present his output in a seminar.

<b>S. No.</b>	<b>Course Outcome</b>	<b>Bloom's Taxonomy</b>
1	CO1. Gain in depth knowledge on innovative idea for product or services in form of a project report.	Knowledge (K2)
2	CO2. To apply innovative idea, its feasibilities and detail descriptions.	Applying (K4)

## BVA 151 : SPORTS AND YOGA

### Objective of the Course:

- To maintain mental and physical wellness upright and develop ability in the students to cope up with the stress arising in the life.
- To create space in the curriculum to nurture the potential of the students in sports/games/yoga etc.

To introduce a practice oriented introductory course on the subject. More involved / advanced course may come up in subsequent years of study

### PART A : SPORTS & GAME

Some form of Athletics would be compulsory for all students, unless restricted due to medical / physical reasons. In addition to this, student has to opt for at least one game out of the remaining mentioned below.

A fair theoretical knowledge and a reasonable amount of field / site practice of the chosen games will be essential.

- |                 |                   |
|-----------------|-------------------|
| 1. Athletics    | <b>Compulsory</b> |
| 2. Volleyball   |                   |
| 3. Basketball   |                   |
| 4. Handball     |                   |
| 5. Football     |                   |
| 6. Badminton    |                   |
| 7. Kabaddi      |                   |
| 8. Kho-kho      |                   |
| 9. Table tennis |                   |
| 10. Cricket     |                   |

### PART B: YOGA

#### a. Introduction of Yoga

Introduction of Yoga, Origin of Yoga, Aims and Objective of Yoga, Patanjali Yoga darshan, Hath yoga, Gheranda Samhita, Karm yoga, Gyan yoga.

#### b. Asanas, Pranayam and Meditation Practices

Meaning of Asanas, Objective of Asanas, rules and regulations of Asanas and Pranayams, Types of Yogasana

Yogic postures: Standing Posture, Sitting posture, Supine posture, Prone posture, balancing Postures, Pranayam according to Patanjali and Hath Yoga, Meditaion Mudras.

#### c. Science of *effects* Yoga

Physiological of Asanas- Paranayama and meditation, stress management and yoga, Mental health and yoga practice, Health and Personality Development.

## General Guidelines

1. Institutes must assign minimum of three periods in the Time Table for the activities of Sports/Yoga.
2. Institutes must provide field/facility and offer a minimum of five choices of the Games/Sports.
3. Institutes are required to provide sports instructor / yoga teacher to mentor the students.

Student must be made familiar with the terminologies, rules/regulations, dimension/ marking of the play field/area and general knowledge of national/ international level facts/figures related to the chosen game.

<b>Assessment:</b>	
The Institute must assign coordinator / subject teacher for the subject, for every batch/group of the students, who would be responsible for coordinating the required activities and keep watch on the level of student's participation in the chosen game.	
Coordinator/mentor would be responsible for the award of the sessional marks based upon following components.	
I. Level of understanding and general awareness	( 20 %)
II. Involvements in the Practice Sessions	(50 %)
III. Regularity, Sincerity and Discipline	(20 %)
IV. Participation in University level / District level / State level / National Level events	(10 %)

# Semester II

## Business Environment & Legal Aspect of Business

BMB 201

Course Credit: 3

Contact Hours: 40 hours

### Course Objectives:

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and international business environment.
3. To provide basic understanding of law of contract
4. To impart basic understanding of provisions of Companies Act concerning incorporation and regulation of business organizations.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

### Unit I - (10Hrs)

#### Introduction to Micro Environment –

Meaning of Business & Business Environment,, Types of Business Organizations , SWOT analysis , Types of Environment-Internal to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise , Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological,) Michael Porter's Five Forces Analysis, Competitive Strategies

### Unit II - (6 Hrs)

#### Macro Factors: Economic, Socio-Cultural, Competitive & International Environment –

Economy, Competition, Socio-cultural and International); Business Environment with reference to Global Integration; Comparative Analysis of Business Environment: India and Other Countries , Factors affecting international business environment, Business Policy : LPG model & International forces in business.

### UNIT- III (8 hrs)

**Law of Contract:** Definition, essentials and types of contracts, offer definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract.

Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller

#### UNIT IV (8hrs)

**Companies Act Definition**, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company.

#### UNITV (8 hrs)

**Consumer Protection Act:** Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation.

**The Information Technology Act:** Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop understanding and fundamental knowledge about business environment	Remembering ( k1) Knowledge ( K 2)
2	CO2) Develop understanding on the concepts of Business Environment and international business environment.	K2 Knowledge
3	CO3) Develop basic understanding of law of contract	K2 Knowledge
4	CO4) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
5	CO5) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

#### Suggested Readings

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Business Environment: Test and Cases , PAUL, Mc Graw Hill Education , 3rd Ed.
3. V. Neelamegam – Business Envirnoment (VrindaPublications , 2nd Edition)
4. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
5. International Business Environment—Ian Brooks, Jamie Weatherstom and GrahmWilkinson
6. Kuchhal M.C. - Business Law (Vikas Publication)
7. Gulshan S.S. - Business Law Including Company Law (Excel Books)
8. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014.

# HUMAN RESOURCE MANAGEMENT

BMB 202

**Course Credit: 3**

**Contact Hours: 40 hours**

**Course Objectives:** In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

## **UNIT I: (7 Hours)**

**Essentials of HRM:** Functions of HRM, HRM vs.HRD, Strategic HRM: Meaning and Roles in Strategy formulation and implementation, Barriers to strategic HRM, Linking HR strategy with business strategy, Roles of HR Manager, roles of HR in merger and acquisitions, Technology & HR and changing roles of HR due to technology, HRM linkage with TQM & productivity. Case Studies

## **UNIT II: (8 Hours)**

**Human Resource Planning and Employee Hiring :** Meaning of job Analysis, job design, Human Resource Planning, methods demand forecasting for manpower planning, factors influencing HRP, Employee hiring- methods of Recruitment, Employee selection, process of employee selection, recent trends in recruitment. Case Studies

## **UNIT III: (8 Hours)**

**Employee Training & Development:** Meaning importance of Training, types and methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation. Case Studies

## **UNIT IV: (9 Hours)**

**Compensation Management and Employee Relations:** Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management, Meaning of employee relation and industrial relations. Case Studies

## **UNIT V: (8 Hours)**

**Employee Safety/ Health and International Human Resource Management:** Needs and legal provision of employee health, measures to promote employee health , purpose of employee safety, accidents: causes & prevention, effective safety management ,& legal provisos. basic principles governing International Human Resource Case Studies

## COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5 Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

### Suggested Readings

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

# BUSINESS RESEARCH METHODS

BMB 203

Course Credit: 3

Contact Hours: 40 hours

## Course objectives

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes ANOVA technique and technique of report writing.

## Unit 1 (8 Sessions)

**Research:** – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

## Unit 2 (8 Sessions)

**Research design:** Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

## Unit 3 (6 Sessions)

**Scaling & measurement techniques:** Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

## Unit 4 (6 Sessions)

**Sampling:Basic** Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

**Unit 5 (8 Sessions)**

**Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

**Hypothesis:** Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Analysis of Variance: One way and two way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

**COURSE OUTCOME**

Course Outcomes	Blooms Taxonomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"> <li>• Knowledge ( K 2)</li> </ul>
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"> <li>• Remembering ( K1)</li> <li>• Applying ( K 4)</li> </ul>
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling Techniques	<ul style="list-style-type: none"> <li>• Comprehending (K 3)</li> <li>• Applying ( K 4)</li> </ul>
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"> <li>• Analyzing ( K 5)</li> <li>• Synthesizing ( K6)</li> </ul>
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"> <li>• Evaluating ( K7)</li> </ul>

**Suggested Readings**

1. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education
3. Research Methodology, C R Kothari, New Age International.
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
5. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition.
6. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2ndEdition.

# FINANCIAL MANAGEMENT AND CORPORATE FINANCE

BMB 204

**Course Credit: 3**

**Contact Hours: 40 hours**

**Course Objectives:** This course is intended to introduce the basic theory, concepts and practical applications in corporate finance and to enable students to analyse various corporate decisions. The course objectives are outlined below:

- 1) To understand the fundamentals, various models and agency problems of Corporate Finance.
- 2) To acquire knowledge about various techniques used for analysing various long-term projects.
- 3) To have an understanding about various capital structure techniques and selecting best source of finance.
- 4) To have an understanding of various dividend models and its applicability.
- 5) To acquaint students about corporate valuation in mergers and acquisitions.

## UNIT I (8 Hrs)

**Introduction to Finance & Corporate Finance:** Corporate Finance & its scope, Corporate Governance and Agency Problem, Finance & Corporate Strategy, Time Value of Money, Risk and Return. Types of Financial Markets: Capital Market, Factors affecting Financial Markets, Linkages between Economy & Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.

## UNIT II (8 Hrs)

**Investment and Financing Decision:** Capital Budgeting, Nature of investment decisions, Risk Analysis in investment decisions, Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analysing Projects.

## UNIT III (8 Hrs)

**Financial Decision:** Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

## UNIT IV (8 Hrs)

**Dividend Relevance:** Factors Affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis. Theories of Dividend Payout (Dividend Irrelevance Theory, Bird- in hand Theory, Tax Preference Theory).

## UNIT V (8 Hrs)

**Working Capital Management:** Concepts & Principles of Working Capital, Need for working capital, Classification and importance of working capital, Working capital cycle, Inventory Management, Cash Management, Accounts receivable Management and Factoring, Credit policy, Financing working capital.

**Course Outcome:** After successful completion of this course, students will be able:

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concepts / Models of Corporate Finance and Governance	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering(K1)</li> </ul>
2.	CO2 Understand the practical application of the time value of money and evaluating long-term investment decisions	<ul style="list-style-type: none"> <li>• Analyzing (K5)</li> <li>• Evaluating(K7)</li> </ul>
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> <li>• Analyzing(K5)</li> <li>• Synthesizing(K6)</li> </ul>
4.	CO4 Understand the use and application of different models for a firm's optimum dividend payout.	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
5.	CO5 Understand the recent trends of mergers and acquisitions and its valuation	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Synthesizing (K6)</li> </ul>

#### Suggested Readings

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William HakkaBettnerCarcello- Financial and Management Accounting (TMH-16th Ed.)
- 4) Sheebakapil-Fundamental of financial management (Wiley,2015)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 6) Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)
- 7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 8) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012
- 9) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 10) Fundamentals to Financial Management, Brigham & Houston, 14/e, Cengage Learning
- 11) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)

# OPERATIONS MANAGEMENT

BMB 205

Course Credit: 3

Contact Hours: 40 hours

## Course Objectives:-

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current business environment.
5. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

### UNIT –I (7 sessions) Production Concepts:

Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

### UNIT –II (8 sessions) Operations Concepts:

Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies

### UNIT-III (10 sessions) Material and Inventory Management:

Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies

### UNIT-IV (8 sessions) Supply Chain Management:

Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain—  
Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies

## UNIT-V (7 sessions) Productivity and Quality:

TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S. Case Studies

### Expected Course Outcomes:

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"><li>• Knowledge ( K2)</li><li>• Comprehending ( K 3)</li><li>• Remembering ( K1)</li></ul>
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"><li>• Knowledge ( K2)</li><li>• Remembering ( K1)</li><li>• Applying (K4)</li></ul>
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"><li>• Comprehending (K3)</li><li>• Applying ( K4)</li></ul>
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"><li>• Analyzing ( K5)</li></ul>
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"><li>• Synthesizing ( K6)</li><li>• Evaluating ( K7)</li></ul>

### Suggested Readings:-

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)
2. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
3. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House, 9th Edition)
4. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill, 6th Edition)
5. Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
6. Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
7. Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall, 5th Edition)
8. Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)

# QUANTITATIVE TECHNIQUES FOR MANAGER

BMB 206

Course Credit: 3

Contact Hours: 40 hours

## Course Objectives

1. Understand the importance of the use of OR application in decision Making environment
2. To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
3. To understand and solve transportation & assignment models.
4. To know optimal sequence model and understand concepts of queuing theory.
5. To identify right time for replacement of equipment and understand project management techniques

## Unit I (6 Sessions)-Operations Research & Decision Making Environments

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making .*Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

## Unit II (6 Sessions)-Linear Programming Problem

*Linear programming*: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems.

## Unit III (10 Sessions)- Transportation Problem & Assignment model

*Transportation problem*: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

*Assignment model*: Hungarian Algorithm and its applications, Maximization Assignment Problem.

## Unit IV (10 Sessions)-Sequencing & Queuing Theory

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

*Queuing Theory*: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

## Unit V (8 Sessions) Project Management

*Project Management*: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; GANTT Chart

## Course Outcomes

CO1	Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.	Knowledge ( K2)/ Remembering ( K1)
CO2	To formulate linear programming problem and to find optimal solution by graphical simplex method.	Knowledge ( K2)
CO3	Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.	Applying ( K 4)
CO4	To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.	Applying ( K 4)
CO5	To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.	Synthesizing ( K6)/ Evaluating ( K7)

## Suggested Readings

1. R. Panneerselvam - Operations Research ( PHI, 2<sup>nd</sup> Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)
3. Apte-Operation Research and Quantitative Techniques (Excel Books)
4. S Kalawathy-Operation Research (Vikas IVth Edition)
5. Natarajan- Operation Research(Pearson)
6. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
7. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
8. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
9. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

# **COST AND MANAGEMENT ACCOUNTING**

## **BMB 207**

### **COURSE OBJECTIVES**

1. To provide an in depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems.
2. To understand the concepts of Financial Management and its application for managerial decision making.
3. Understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making.
4. Compare and contrast marginal and absorption costing methods in respect of profit reporting;
5. Apply marginal and absorption costing approaches in job, batch and process environments;
6. Prepare and interpret budgets and standard costs and variance statements;
7. Identify and apply the concepts of Financial Management

**Credit 3**

**Contact Hour: 40**

### **UNIT - I (10 Hours)**

Meaning, nature and scope of Management Accounting; Difference between management accounting and financial accounting, Cost concepts: , Cost Unit, Cost Control and Cost Reduction; Components of total Cost, Cost Sheet, Classification of costs, Types and methods of costing, Inventory Management, Labour Cost, Overheads, Activity based costing.

### **UNIT - II ( 8 Hours)**

Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit-Volume Ratio, Break-even Point : Margin of safety. Decision Making such as : Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Sell or Process Further, Shut down vs. Continue operations.

### **UNIT - III (4 Hours)**

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Zero based budgeting.

### **UNIT –IV (8 Hours)**

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Variance, Overhead Variance, Sales Variance, Sales Margin Variance

## UNIT –V (10 Hours)

Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account. Process costing with opening and closing WIP; equivalent units (using FIFO) and Cost allocation. Joint and by products : Allocation of joint costs based on Physical units method, Relative market value methods (Sales value at split off method and Net realizable value method). Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

### Course Outcomes

CO1	Understanding and Basic Knowledge of Cost Accounting and explaining Basic Accounting Procedure ,Apply cost concepts, Balancing of Accounts & Management Accounting.	Knowledge ( K2)/ Remembering ( K1)
CO2	Computation of Fixed, Variable, Semi-Fixed And Semi-Variable Cost Concepts. Analyzes The Relationship Between The Cost-Volume And Profit Contribution Margin, Margin Of Safety, Security Ratio, Profit Margin Concepts. Critically analyze and provide recommendations to improve the business operations using accounting techniques.	Applying ( K 4)
CO3	Identify problems associated with relying on financial accounting information for internal decision making	Comprehending (K3) Applying ( K4)
CO4	Computing of Budgeting And Operating Budgets. Applying the concepts of Management Accounting For Businesses	Applying ( K 4)
CO5	Computation of Standard Variation Analysis Through Standard Costs Understanding and calculation of Standard Cost Concept	Synthesizing ( K6)/ Evaluating ( K7)

### Text Books:

1. Agrawal,Srinivasan Accounting Made Easy 1e Tata McGraw Hill
2. Sudhindra Bhat Management Accounting Excel Books, New Delhi
3. S.N. Maheshwari, Introduction to Accountancy, Vikas Pub Edition, 2009
4. Nitin Balwani Accounting and Finance for Managers, Excel Books, New Delhi
5. N.Ramchandran, Kakani, Financial Accounting for Management, TMH, 2008
6. Jain & Jain Accounting for Manager, PathMaker, Bangalore

### Reference Books:

1. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, 2008.
2. Banerjee, Financial Accounting, PHI, 2009.
3. John Wild, Financial Accounting Information for Decisions, New Delhi, TataMacGraw-Hill, 2008
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, Managerial Accounting 10th edition, Cengage Learning,India

# MANAGEMENT INFORMATION SYSTEMS

BMB 208

**Course Credit: 2**

**Contact Hours: 20 hours**

## Course Objective

1. To help the students understand the importance of information management in business and management
2. To provide understanding about different types of information systems in business
3. To apply the theory and concepts in practical with help of software
4. To understand various security and ethical issues with Information Systems
5. To provide hands on learning of applications on Spreadsheet and database software

## UNIT -1 (6 Hours)

**Management Information Systems** - Need, Purpose and Objectives, Contemporary Approaches to MIS, Information as a strategic resource, Use of information for competitive advantage, MIS as an instrument for the organizational change. Information Technology – Characteristics and emerging trends, IT Capabilities and their organizational impact, IT enabled services. Transaction Processing System: Characteristics and its importance

## UNIT -II (6 Hours)

**Information, Management and Decision Making** - Attributes of information and its relevance to Decision Making, Types of information. Models of Decision Making - Classical, Administrative and Herbert Simon's Models. Management Support Systems: Decision Support Systems, Group Decision Support Systems, and Executive Information Systems.

## UNIT -III (8 Hours)

**Managing Data Resources**- The need for data management, Challenges of data management, Data independence, Data redundancy, Data consistency, Data administration. Database Management System – Concepts and types of DBMS, Fields, Records, Table, View, Reports and Queries. Data warehouse and Data mining – Characteristics and uses of Data warehouse, Techniques of Data Mining, Business Intelligence

Database Management System (Lab): Creation of Table, View and Reports. Basics of SQL and running queries

## Course Outcomes

CO1	Be able to understand the importance of information management in business and management.	Knowledge( K2) / Remembering ( K1)
CO2	To understand and formulate different types of information systems in business	Knowledge ( K2)
CO3	Be able to apply the theory and concepts in practical with help of software	Applying ( K 4)
CO4	To apply various security and ethical issues with Information Systems	Applying ( K 4)
CO5	To synthesize applications on Spread sheet and database software	Synthesizing ( K6)/ Evaluating ( K7)

## Suggested Readings

1. Management Information System – James ‘O’ Brian
2. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
3. Management Information Systems, Jawadekar, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Database Management Systems: A Business-Oriented Approach Using ORACLE, MySQL and MS Access, by Sotirios Zygiari
6. Computer Applications in Business (CBCS) by Dr. Sushil Kumar Sharma & Ms. Mansi Bansal (Taxmann)
7. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, Lokesh Lalwani (BPB)

## IT SKILLS-2

### BMB 251

**Lab work**

**20 Hours**

#### Course Objective

1. To develop pivot table and understand the validating & auditing techniques
2. To understand different charting techniques in MS Excel
3. To understand different formatting techniques in MS Excel

#### Unit I ( Lab work on spreadsheet )

Pivot Table: Developing Pivot Table, Analyzing data using goal seek and solver, Scenarios Create named scenarios. Show, edit, delete scenarios, Creating a scenario summary report. Validating and Auditing: Set, edit validation criteria for data entry in a cell range like: whole number, decimal, list, date, time, Trace precedent, dependent cells. Identify cells with missing dependents. Creating applications in Spreadsheet and Macros.

#### Unit II ( Lab work on spreadsheet) 15 Hours

Creating and formatting Charts: Understanding chart types, column chart, bar chart, line chart, pie chart, XY Scatter chart , Area chart, surface chart, bubble chart. Create a combined chart like: column and line, column and area. Change the chart type for a defined data series, Add, delete a data series in a chart, Re-position chart title, legend, data labels. Change scale of value axis: minimum, maximum number to display, major interval. Change display units on value axis without changing data source: hundreds, thousands, millions. Format columns, bars, pie slices, plot area, chart area to display an image.

#### References

Excel Data Analysis: Modeling and Simulation , Hector Guerrero (Springer )

#### COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of pivot table and understand the validating & auditing techniques	Knowledge (K2)
2	CO2. Learn to use different charting techniques in MS Excel	Applying (K4) Synthesizing ( K6)
3	CO3. Learn to use different formatting techniques in MS Excel	Applying (K4) Knowledge (K2)

**MINI PROJECT -2**  
**BMB 252**  
(Business Ideas Validation & Fesibility )

**Course Credit: 2**

Seminar by students

Objective –

1. To validate the idea which was identified in the last semester.
2. To identify the issues & challenges of the identified industry / market.
3. To prepare a report on the emerging technologies in the selected industry.

In second semester, the students are required to validate the idea which was screened in the previous semester & presented. The validation report shall be a detailed analysis considering the market feasibility, select a Lean Canvas for making your assumptions , test yours assumptions around the identified market, the future scope of the selected product or service, test your value proposition, and prepare a project report. Preference should be given to the application of emerging technologies in the selected industry. It may consist of Fintech, Blockchain, Financial Services, Data Science, Social Entrepreneurship or any other suitable area of interest. The report will be prepared individually. The report will be evaluated by one external examiner appointed by university. Feasibility analysis of the idea ( market, technical and financial analysis).

**COURSE OUTCOME**

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of issues challenge of the industry	Knowledge (K2)
2	CO2. Learn to prepare report on the application of emerging technologies in the selected industry	Applying (K4) Synthesizing ( K6)

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY  
LUCKNOW**



**Teaching and Evaluation Scheme  
For  
Second Year  
MBA (Common)**

**AS PER AICTE MODEL CURRICULUM & NEP 2020**

**(Effective from the Academic Session: 2025-26)**

## **PREAMBLE**

The Evaluation Scheme and Syllabus for Second Year MBA (Common) programme is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of New Education Policy (NEP) to emphasis on skill building through project and practical work specifying the learning outcomes for each subject and used Bloom's hierarchical model as expected indicators of learning levels. The specified levels of learning outcomes are indicative and could be used suitably for assessment and evaluation.

The management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that, latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among graduating students. The detailed syllabus has introduced case studies and latest updates also.

Visits to Manufacturing Units, malls, ware house & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enable of all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer's support. Therefore in the real time scenario , while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data. Therefore we have given equal emphasis on building student's IT skills .

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# **GUIDELINES FOR SUMMER TRAINING (III SEMESTER) AND RESEARCH PROJECT REPORT (RPR) (IV SEMESTER)**

## **Summer Training Project Report (STPR)**

### **Objective:**

The internship module aims to provide the student with:

- A practice-oriented and ‘hands-on’ working experience in the real world or industry, and
- To enhance the student’s learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and
- Ability to work as a team in a real organisational setting.
- An opportunity to further develop and enhance operational, customer service and other
- Life-long knowledge and skills in a real-world work environment.
- Pre-employment training opportunities and an opportunity for the company or
- Organisation to assess the performance of the student and to offer the student an employment
- Opportunity after his/her graduation, if it deems fit.

### **Outcomes:**

At the end of the course, a student will be able to:

**CO – 1:** Understand the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

**CO – 2:** Apply real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.

**CO – 3:** Create critical thinking and problem-solving skills by analyzing underlying issue/s.

**CO – 4:** Develop the ability to harness resources by analyzing challenges and considering opportunities.

**CO – 5:** Understand appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

### **Guidelines For Summer Internship Project Report**

1. At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or trading organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for

exploring feasible solutions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute which will form part of the third semester examination. However, the report must be submitted by the end of September 30.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.
6. The report will have two certificates, one from the Faculty guide and another from reporting officer of the organization where the student has undergone training. These certificates should be attached in the beginning of the report.
7. The Summer Training Project Report will carry Total 100 marks and out of which 70 marks will be evaluated by two examiners (one external and one internal). The external examiner will be appointed by University. The evaluation will consist of (1) Summer Training Project Report evaluation (2) Project Presentation and Viva Voce. The average of the marks awarded by the 2 examiners will be taken into account for the results.
8. The Project Report evaluation will comprise of 30 sessional marks and would be evaluated by internal project guide.
9. Only such person will be appointed as an external examiner for the evaluation of the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
10. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
11. The suggestive parameters on which external evaluation would be carried out are as under:

### **Project Report Evaluation:**

<b>Evaluation Criteria</b>	<b>Marks</b>
Understanding of Objectives with topic	20
Understanding of Relevance of topic	20
Interpretation & Analysis	10
Presentation	10
Query handling	10

### **Research Project Report (RPR)**

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department. The Research Project Report will carry 300 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.

The evaluation of Project Report will comprise of 100 marks and would be evaluated by the internal guide. The evaluation of Viva Voce of Project would comprise of 200 marks and would be evaluated by an external examiner appointed by University and one internal examiner appointed by institute. The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The suggestive parameter on which evaluation would be carried

1. Understanding & relevance of the topic
2. Relevance & Analysis of the data
3. Ability to present
4. Ability to handle query

**MBA II Year Teaching and Evaluation Scheme**  
**W.E.F. Academic Session 2025-26**  
(In Accordance with AICTE Model Curriculum & New Education Policy)  
**III SEMESTER**

SN	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	PS	Total	TE	PE		
1	BMB 301	Strategic Management	3	0	0	20	10	0	30	70	0	100	3
2		Elective-1 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
3		Elective -2 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
4		Elective -3 Specialization Group 1	3	0	0	20	10	0	30	70	0	100	3
5		Elective -1 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
6		Elective -2 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
7		Elective -3 Specialization Group 2	3	0	0	20	10	0	30	70	0	100	3
8	BMB 308	Summer Training Project Report & Viva Voce	0	4*	0	0	30	0	30	0	70	100	4
		<b>TOTAL</b>										<b>800</b>	<b>25</b>

- Students will be guided & assessed by Faculty Guide for internship report.

**MBA II Year Teaching and Evaluation Scheme**  
**W.E.F. Academic Session 2025-26**  
**(In Accordance with AICTE Model Curriculum & New Education Policy)**

**Semester IV**

SN	CODE	SUBJECT	PERIOD S			INTERNAL EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	PS	Total	TE	PE		
1	BVE 401	Universal Human Values and Professional Ethics	3	0	0	20	10	0	30	70	0	100	3
2		Elective-4 Specialization Group-1	3	0	0	20	10	0	30	70	0	100	3
3		Elective 5 Specialization Group-1	3	0	0	20	10	0	30	70	0	100	3
4		Elective -4 Specialization Group-2	3	0	0	20	10	0	30	70	0	100	3
5		Elective -5 Specialization Group-2	3	0	0	20	10	0	30	70	0	100	3
6	BMB 406	Research Project Report & Viva Voce	0	6*	0	0	100	0	100	0	200	300	10
		<b>TOTAL</b>										<b>800</b>	<b>25</b>

**\*Students will be guided and assessed by Faculty Guide for Research project**

## ELECTIVES IN III SEM

### Specialization Group: MARKETING (MK)

SN	CODE	SUBJECT
1	BMB MK 01	CONSUMER BEHAVIOUR AND NEURO MARKETING
2	BMB MK 02	MARKETING & WEB ANALYTICS
3	BMB MK 03	SALES AND DISTRIBUTION MANAGEMENT

### Specialization Group: HUMAN RESOURCE MANAGEMENT (HR)

SN	CODE	SUBJECT
1	BMB HR 01	TALENT ACQUISITION MANAGEMENT
2	BMB HR 02	EMPLOYEE RELATIONS AND LABOUR LAWS
3	BMB HR 03	PERFORMANCE AND REWARD MANAGEMENT

### Specialization Group: FINANCIAL MANAGEMENT (FM)

SN	CODE	SUBJECT
1	BMB FM 01	INVESTMENT AND PORTFOLIO MANAGEMENT
2	BMB FM 02	FINANCIAL PLANNING AND TAX MANAGEMENT
3	BMB FM 03	FINANCIAL AND CREDIT RISK ANALYSIS

### Specialization Group: OPERATION MANAGEMENT (OM)

SN	CODE	SUBJECT
1	BMB OM 01	SUPPLY CHAIN AND LOGISTICS MANAGEMENT
2	BMB OM 02	BUSINESS PROCESS REENGINEERING
3	BMB OM 03	QUALITY MANAGEMENT

### Specialization Group: INTERNATIONAL BUSINESS (IB)

SN	CODE	SUBJECT
1	BMB IB 01	INTERNATIONAL BUSINESS MANAGEMENT
2	BMB IB 02	EXPORT IMPORT DOCUMENTATION
3	BMB IB 03	TRADE AND GEO-POLITICS

### Specialization Group: INFORMATION TECHNOLOGY (IT)

SN	CODE	SUBJECT
1	BMB IT 01	SOFTWARE ENGINEERING AND MANAGEMENT
2	BMB IT 02	EMERGING TECHNOLOGIES FOR BUSINESS
3	BMB IT 03	DATABASE MANAGEMENT SYSTEM

### Specialization Group: COOPERATIVE MANAGEMENT (CM)

SN	CODE	SUBJECT
1	BMB CM 01	PRINCIPLES AND PRACTICES OF CO-OPERATION
2	BMB CM 02	CO-OPERATIVE LEGISLATION
3	BMB CM 03	CREDIT CO-OPERATIVES

## ELECTIVES IN IV SEM

### Specialization Group: **MARKETING (MK)**

SN	CODE	SUBJECT
4	BMB MK 04	SERVICES & RETAIL MARKETING
5	BMB MK 05	B 2 B MARKETING

### Specialization Group: **HUMAN RESOURCE MANAGEMENT (HR)**

SN	CODE	SUBJECT
4	BMB HR 04	HR ANALYTICS
5	BMB HR 05	ORGANIZATIONAL CHANGE AND DEVELOPMENT

### Specialization Group: **FINANACIAL MANAGEMENT (FM)**

SN	CODE	SUBJECT
4	BMB FM 04	BEHAVIOURAL FINANCE
5	BMB FM 05	STRATEGIC FINANCIAL MANAGEMENT

### Specialized Group : **OPERATION MANAGEMENT (OM)**

SN	CODE	SUBJECT
4	BMB OM 04	SERVICE OPERATIONS MANAGEMENT
5	BMB OM 05	PROJECT AND SOURCING MANAGEMENT

### Specialized Group : **INTERNATIONAL BUSINESS (IB)**

SN	CODE	SUBJECT
4	BMB IB 04	MANAGING GOLBAL SUPPLY CHAINS
5	BMB IB 05	INTERNATIONAL FINANCE

### Specialized Group : **INFORMATION TECHNOLOGY (IT)**

SN	CODE	SUBJECT
4	BMB IT 04	E-BUSINESS
5	BMB IT 05	BUSINESS DATA WAREHOUSING AND DATA MINING

### Specialization Group : **COOPERATIVE MANAGEMENT (CM)**

SN	CODE	SUBJECT
4	BMB CM 04	NON-CREDIT CO-OPERATIVES
5	BMB CM 05	CO-OPERATIVE ACCOUNTING & AUDIT

# III SEMESTER

## STRATEGIC MANAGEMENT

### BMB 301

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, models, and processes of strategic management.
- Analyze the external and internal environments of organizations using relevant frameworks and tools.
- Formulate effective business, corporate, and functional strategies based on situational analysis.
- Evaluate and choose appropriate strategies using strategic analysis techniques.
- Implement strategies effectively through structured programs and organizational alignment.
- Evaluate strategic performance and apply controls to ensure strategic success and sustainability.

#### **Unit 1 (5 Hours)**

**Introduction:** meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

**Corporate Governance:** Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. **Case Studies and Latest Updates.**

#### **Unit 2 (8 hours)**

**Environmental Scanning:** *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. **Case Studies and Latest Updates.**

#### **Unit 3 (9 hours)**

**Strategy Formulation:** Situational Analysis using SWOT approach

**Business Strategies: Competitive Strategy:** - Cost Leadership, Differentiation & Focus, **Cooperative Strategy:** - Collusion & Strategic Alliances **Corporate Strategies:** Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting, **Functional Strategies:** Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring. **Case Studies and Latest Updates.**

#### Unit 4 (9 hours)

**Strategy Choice and Analysis:** Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. **Strategy implementation:** Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures:* Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, **Case Studies and Latest Updates.**

#### Unit 5 (5 hours)

**Strategy Evaluation & Control:** Evaluation & Control process, *Measuring performance:* types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. **Case Studies and Latest Updates.**

#### Course Outcomes

	<b>Course Outcome</b>	<b>Bloom's Level</b>
<b>CO1</b>	Define and explain the fundamental concepts, models, and processes of strategic management	<i>K2: Understanding</i>
<b>CO2</b>	Analyze external and internal environments using various frameworks to assess organizational positioning.	<i>K4: Analyzing</i>
<b>CO3</b>	Apply situational analysis techniques to formulate competitive, corporate, and functional strategies in diverse business contexts.	<i>K3: Applying;</i>
<b>CO4</b>	Evaluate strategic options using analytical tools for informed strategy choice.	<i>K5: Evaluating</i>
<b>CO5</b>	Design and develop strategic implementation plans for effective strategy execution.	<i>K6: Creating</i>
<b>CO6</b>	Assess and control organizational performance to ensure strategic success and sustainability.	<i>K4: Analyzing</i>

## **Suggested Readings**

1. Wheelen, L. Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy, Pearson Education,
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice.(SAGE Publishing India)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.

# III SEMESTER ELECTIVES

## MARKETING ELECTIVES

### CONSUMER BEHAVIOUR AND NEURO MARKETING

BMB MK 01

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, theories, and models of consumer behaviour and their relevance in marketing decision-making.
- Analyze the psychological, personal, social, and cultural factors influencing consumer decision-making.
- Examine consumer behaviour across digital platforms and modern consumption contexts.
- Understand the principles, techniques, and applications of neuromarketing in analyzing consumer behaviour.
- Evaluate the ethical and legal considerations related to neuromarketing and consumer influence.
- Apply consumer insights and neuromarketing tools to develop evidence-based marketing strategies.

#### **Unit 1 (5 Hours)**

**Introduction:** Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process:** Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interruption in buying process & their effects, Customer involvement, Consumer Journey through the World of Technology.

#### **Unit 2 (8 hours)**

**Psychological factors:** Perception, learning, motivation, attitude formation and change, personality, and lifestyle. **Personal factors:** Demographics, life cycle, occupation, and income. **Social factors:** Family, reference groups, roles and status. **Cultural factors:** Culture, sub-culture, cross-cultural consumer behaviour. Consumer involvement and buying decision process (complex, habitual, variety-seeking). Organizational buying vs individual buying behaviour. **Case Studies and Industry Applications.**

#### **Unit 3 (8 hours)**

**Consumer Behaviour in Digital Age** Online and mobile consumer behaviour, Influence of social media, peer reviews, and digital communities. Role of AI, machine learning, and big data in understanding consumers. Behavioural targeting and personalization strategies. Consumer privacy and data protection in digital marketing. Emerging trends in digital consumption patterns. **Case Discussions and Industry Practices.**

#### **Unit 4 (8 hours)**

**Introduction to Neuromarketing:** Meaning and scope of neuromarketing. **Principles of neuroscience relevant to marketing:** Brain functions, emotions, and decision-making. **Neuromarketing techniques:** Eye-tracking, fMRI, EEG, biometrics, facial coding. Applications of neuromarketing in advertising, branding, packaging, and pricing strategies. Benefits and limitations of neuromarketing. Ethical issues, criticisms, and regulatory frameworks related to neuromarketing. **Case Studies.**

### Unit 5 (7 hours)

**Consumer Behaviour and Neuromarketing Strategies:** Translating consumer insights into marketing strategy. Designing customer experiences using neuromarketing findings. Sensory marketing and subconscious consumer triggers. Role of neuromarketing in retail, FMCG, luxury brands, and service sectors. Developing integrated consumer behaviour and neuromarketing strategies for real-world challenges. Case Study.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain key concepts, theories, and models of consumer behaviour and neuromarketing.	<i>K1: Remembering, K2: Understanding</i>
CO2	Analyze the impact of psychological, social, personal, and cultural factors on consumer buying behaviour.	<i>K4: Analyzing</i>
CO3	Apply frameworks of consumer behaviour to develop marketing strategies suitable for traditional and digital markets.	<i>K3: Applying</i>
CO4	Evaluate neuromarketing techniques and their application in strategic marketing decisions, considering ethical and regulatory concerns.	<i>K5: Evaluating</i>
CO5	Design and develop integrated marketing strategies using consumer behaviour insights and neuromarketing data for real-world business scenarios.	<i>K6: Creating</i>
CO6	Critically assess emerging trends in digital consumer behaviour and recommend appropriate marketing interventions.	<i>K5: Evaluating</i>

### Suggested Readings

- Schiffman, L. G., & Wisenblit, J. (2020). *Consumer Behavior*, Pearson.
- Solomon, M. R. (2022). *Consumer Behaviour: Buying, Having, and Being*, Pearson.
- Lindstrom, Martin (2009). *Buyology: Truth and Lies About Why We Buy*, Crown Business.
- Majumdar, Ramanuj (2010). *Consumer Behaviour: Insights from Indian Market*, PHI Learning.
- Morin, Christophe (2022). *The Science of Customer Connections: Manage Your Message to Gain and Retain Customers*, Wiley.
- Lee, Darren Bridger (2015). *Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain*, Kogan Page.
- Kumar, S. R. (2015). *Consumer Behaviour: The Indian Context (Concepts and Cases)*, Pearson India.
- Nair, Suja R. (2018). *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House.



# MARKETING AND WEB ANALYTICS

## BMB MK 02

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- To introduce the concept, scope, and importance of Marketing Analytics in data-driven decision-making.
- To equip students with pricing, sales forecasting, and customer analysis techniques using quantitative models.
- To enable understanding and application of various retailing, advertising, and web analytics methods.
- To familiarize students with tools and frameworks used in social media and digital analytics platforms.
- To develop competence in interpreting qualitative insights from digital interactions through modern web tools and methods.

### **Unit 1: (4 Hours)**

**Introduction to Marketing Analytics:** Meaning, Characteristics, Advantages & Disadvantages of Marketing Analytics, Market Data Sources: Primary & Secondary Market Sizing: Stakeholders, Applications, Top-down & Bottom-up Approaches, PESTLE Analysis & Porter's Five Forces Model for market evaluation

### **Unit 2: (8 Hours)**

**Pricing Analytics:** Pricing Policy & Objectives, Demand Estimation: Price Elasticity, Linear & Power Demand Curves, Optimizing Pricing and Subjective Demand Curves, Pricing Multiple Products ,Price Bundling: Pure vs. Mixed Bundling Nonlinear Pricing & Profit Maximization Strategies, Revenue Management: Markdown Pricing & Uncertainty Handling, Price Skimming and Sales Promotions

### **Unit 3: (7 Hours)**

**Sales Forecasting & Customer Analytics:** Linear & Multiple Regression for Forecasting, Seasonality & Special Events Modeling, Ratio to Moving Average Methods-Curve Forecasting for New Products, Customer Lifetime Value (CLV): Concept, Estimation & Business Implication, Market Segmentation: STP Framework, Clustering for Segment Derivation, Describing Market Segments

### **Unit 4: (8 Hours)**

**Retailing, Advertising & Web Analytics Retail Analytics:** Market Basket Analysis (2-way & 3-way lift), RFM Analysis, Retail Space & Sales Resource Allocation. **Advertising Analytics:** Advertising Effectiveness, PPC, Online Ads.

**Introduction to Web Analytics:** Key Terms, Process, Offsite vs. Onsite Web Analytics, Web Analytics Tools & Metrics: Hits, Page Views, Bounce Rate, Traffic Source

**Google Analytics Overview** KPIs: Need, Characteristics, Perspective & Usage Custom Campaigns & Content Reports

### **Unit 5: (9 Hours)**

**Social Media, Web Analytics Tools & Qualitative Analysis:** Facebook Analytics: Demographics, Engagement & Post Performance, Social Campaign Analysis: Goals & Outcomes Analytics for

Instagram, Twitter, LinkedIn, YouTube Organic vs. Paid Traffic, Benchmarking

**Web Analytics Tools:** A/B Testing, Online Surveys, Web Crawling & Indexing, NLP Techniques for Micro-text Analysis **Google Website Optimizer: Working & Implementation.**

**Qualitative Techniques:** Heuristic Evaluation, Site Visits, Surveys (Post-visit & Online) Web Analytics 2.0 vs. 1.0, Competitive Intelligence, Website Traffic Trends & Overlap

**Suggested Readings**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing
3. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.
4. Marketing Metrics by Dugar Anurag, SAGE Publishing India\
5. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity,
6. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
7. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
8. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons
9. Annmarie Hanlon, Digital Marketing, SAGE Publishing India

**Course Outcomes**

	<b>Course Outcome</b>	<b>Bloom’s Level</b>
<b>CO1</b>	Understand the meaning, characteristics, and applications of marketing analytics and market evaluation tools such as PESTLE and Porter’s Five Forces.	<i>K2 (Understand)</i>
<b>CO2</b>	Apply pricing analytics techniques including bundling, nonlinear pricing, and revenue management to solve pricing problems.	<i>K3 (Apply),</i>
<b>CO3</b>	Use regression models and forecasting techniques to estimate sales and customer lifetime value.	<i>K4 (Analyze),</i>
<b>CO4</b>	Analyze & Evaluate customer behavior through segmentation, clustering, and retail metrics like RFM and basket analysis.	<i>K5 (Evaluate)</i>
<b>CO5</b>	Evaluate the effectiveness of online advertising and interpret web analytics metrics using tools such as Google Analytics.	<i>K5 (Evaluate)</i>
<b>CO6</b>	Develop insights using social media analytics, A/B testing, and qualitative tools like heuristic evaluations and surveys.	<i>K6 (Create)</i>

# SALES & DISTRIBUTION MANAGEMENT

## BMB MK 03

**Course Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Provide students with a conceptual understanding of the role of selling in marketing, personal selling, types of sales personnel, and the process of effective selling.
- Develop managerial competencies in sales force recruitment, training, motivation, compensation, forecasting, territory management, productivity assessment, and performance appraisal.
- Enable students to plan and control sales operations using forecasting methods, budgeting, resource allocation, sales planning processes, CRM tools, and ethical practices.
- Equip students with knowledge and analytical skills for designing, managing, and evaluating distribution channels, channel partners, and retail-wholesale networks.
- Familiarize students with modern logistics, supply chain processes, IT-enabled distribution, and emerging trends such as e-commerce, green logistics, and reverse logistics.
- Cultivate skills to analyze real-world sales and distribution problems and formulate innovative, technology-driven strategies for effective sales and distribution management.

### **Unit1: (4 Hours)**

**Introduction to Sales:** Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

### **UNIT 2: (8 Hours)**

**Sales Force Management:** Types of sales organizations and their structure, Recruitment, Selection, Training and Development. Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

### **Unit 3: (8 Hours)**

**Sales Planning and Control:** Sales Forecasting Methods and Techniques, Sales Budgeting and Resource Allocation, Sales Strategy and Sales Planning Process, Sales Call Planning and Time Management, Role of Technology in Sales Planning (CRM, Sales force Automation), Ethics in Selling and Legal Aspects

### **Unit 4: (10 Hours)**

**Distribution Channel Management:** Types of Marketing Channels, Channel Design and Selection, Channel Conflict and its Management, Channel Partner Selection, Motivation, and Performance Appraisal, Retailing and Wholesaling: Trends and Practices. Managing Vertical and Horizontal Marketing Systems

### **Unit 5: (10 Hours)**

**Logistics and Emerging Trends in Distribution:** Introduction to Logistics and Supply Chain Management, Order Processing, Warehousing, Inventory Management, Transportation and Distribution Cost Control, E-commerce and Omnichannel Distribution, Role of IT in Distribution (ERP, SCM Tools), Emerging Trends: Green Logistics, Reverse Logistics, Direct-to-Consumer (D2C) Channels, Role of IT in retailing: ERP, CRM, analytics-retailing and Omnichannel

strategies, Mobile retailing, Social commerce, AI/ML in retail, Ethical and legal issues in retail, Sustainability in retailing, Future trends

**Suggested Readings**

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.

**Course Outcomes**

	<b>Course Outcome</b>	<b>Bloom’s Level</b>
<b>CO1</b>	Define and explain the fundamentals of selling, personal selling, and characteristics of sales personnel in the marketing function.	<i>K1: Remembering,</i>
<b>CO2</b>	Apply sales force management concepts in recruitment, training, motivation, forecasting, and productivity management within various sales organizations.	<i>K3: Applying</i>
<b>CO3</b>	Analyze sales planning and control processes including forecasting, budgeting, sales strategy formulation, ethical practices, and the role of technology in sales management.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate distribution channel structures, partner selection processes, retail-wholesale strategies, and conflict management for effective channel operations.	<i>K5: Evaluating</i>
<b>CO5</b>	Develop strategies for managing logistics, modern distribution systems, and supply chain networks incorporating emerging trends and technology-driven innovations.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess the use of omnichannel distribution, e-commerce models, and IT tools such as ERP and SCM systems for enhancing distribution efficiency and customer value.	<i>K5: Evaluating</i>

# Human Resource Management Electives

## Talent Acquisition Management BMB HR 01

**Credit: 3**

**Total Hours: 40**

### Course Objectives

1. To familiarize students with the principles and practices of Talent Management.
2. To develop an understanding of talent acquisition, development, retention, and compensation strategies.
3. To provide insight into global talent practices,
4. To prepare students to manage talents in organizational settings.
5. To explore the strategic role of HR and leadership in talent optimization.

### **Unit 1: Introduction to Talent Management (6 Hr)**

Concept and evolution of Talent Management; Talent Value Chain: Acquisition, Retention, & Development; Talent Management Models (Zinger Model, Six Principles of TM); Talent Practices: India, USA, Europe, other Asian countries; Strategic relevance of talent for competitive advantage; **Cases and latest updates.**

### **Unit 2: Talent Acquisition & Retention Strategies (10 Hr)**

Talent Acquisition lifecycle: Job analysis, sourcing, assessment; Use of Psychometric tools in recruitment; Best practices in recruitment of various MNCs; Employer Branding and Employee Value Proposition (EVP); Employee Engagement & Retention Strategies; **Cases and EVP design exercise.**

### **Unit 3: Talent Development for Global Leadership (8Hr)**

Talent development methods: Coaching, Mentoring, Training; Global Leadership Competencies (GLOBE study, case analysis); Integrated Talent Management Process Succession Planning and Career Development; Use of Meta-Analysis & Talent Analytics; Cases on succession planning; **Exercises on leadership assessment.**

### **Unit 4: Performance Management & Rewards (10 Hr)**

Performance Appraisal Systems (MBO, 360-degree feedback); Compensation and Reward Strategies; Motivating Star Employees and High Potentials; Cultural aspects in talent mobility; Coaching with Compassion (Daniel Goleman framework); Cases on the evaluation of reward policies with latest updates; **Exercises on performance reviews and rewards mapping.**

### **Unit 5: Strategic Talent Management & Contemporary Issues (6Hr)**

Strategic Workforce Planning; Talent Success Drivers & Talent-Powered Organizations; Big Data, AI & Talent Analytics; Talent Management Challenges; Ethical considerations & Future of Work (employment-to-consultation shifts); Cases and latest updates; **Exercises on the talent strategy design using analytics.**

## Suggested Readings

### Textbooks:

1. Berger, L. A., & Berger, D. R. *The Talent Management Handbook*. Association for Talent Development, USA.
2. Joshi & Vohra, *Talent Management*, Cengage India Private Limited
3. Gerard Assey, *Case Studies in Human Resources & Talent Management*
4. Goel Dewakar, *Performance Appraisal and Compensation Management*, PHI

### Reference Books:

1. Silzer, R., & Dowell, *Strategy-Driven Talent Management: A Leadership Imperative*, Jossey-Bass.
2. Goleman, D. *Coaching with Compassion*, Harvard Business Review.
3. Joel Alemibola Elegbe, *Talent Management in the Developing World: Adopting a Global Perspective*, Routledge

## Course Outcomes

COs	Outcome	Bloom's Level
CO1	Remember and understand talent management practices at national and global levels	<b>Remember (K1)</b>
CO2	Apply talent management principles to real-world organizational problems	<b>Apply (K3)</b>
CO3	Analyze the interplay between engagement, motivation, and retention	<b>Analyze (K4)</b>
CO4	Evaluate leadership and HRM roles in managing high-potential talent	<b>Evaluate (K5)</b>
CO5	Design and create comprehensive talent management strategies using analytics	<b>Create (K6)</b>

# EMPLOYEE RELATIONS AND LABOR LAWS

## BMB HR 02

Course Credit: 3

Total Hours: 40

### Course Objectives:

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labor legislation
3. To make students aware with the basic requirements and mandate of labor legislations
4. To help the students to understand the existing framework of Industrial Relation and Labor legislation.

### Unit 1: (9 Hours)

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations, Employee Relations Management Tools, Approaches to Understand IR, the Trends of Industrial Relations in India, Factors Leading the Present State of Industrial Relations, Impact of Globalization on the Liberalized Economy Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, **Trade Unionism**: Development of trade unionism, functions, type and structure of trade union, Why Employees Join Trade Unions , Trade Unions in the Eyes of the Management, Politics and Trade Unions, Outside Leadership of Trade Unions problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926 & Amendment Bill, 2019 : Objective, Recognition and registration, Industrial Democracy & Participative Management. **Case Studies**

### Unit2: (8 Hours)

**Collective Bargaining**: Significance, types & procedure of Collective bargaining **Discipline**: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, **Grievance Handling in IR**: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. **Employee Participation and Empowerment**: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. **Case Studies**

### Unit 3 (8 Hours)

The Factories Act, 1948 & The Factories (Amendment) Bill, 2016 & The shop & Establishment Act 1948, The Payment of Wages Act, 1936 and amendment in 2020, The Workmen's compensation Act, 1923, The Industrial Disputes Act, 1947

### Unit 4 (8 Hours)

The Payment of Minimum wages act 1948 & its revisions 2019, 2020 & 2021, The Contract Labor (Abolition & regulative) act The ESI Act, 1948 and latest amendments, Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

### Unit 5 (7 Hours)

The payment of Bonus Act, 1965 and amendments, The payment of Gratuity Cat, 1972 and its amendment 2018 ,The Maternity Benefit Act, 1961 and amendments, Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

## COURSE OUTCOME

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
CO 1: Knowledge of Industrial Relation framework	K1(Remember)
CO 2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation	K2(Understand)
CO 3: Application of relevant Laws of HR management	K3(Apply)
CO 4: Competency to interpreted and implement the Labor Laws within organization	K5 (Evaluate)
CO 5: Competency mapping to use Collective Bargaining and Grievance redressal Mechanism	K6(Create)

# Performance and Reward Management

## BMB HR 03

**Course Credit: 3**

**Total Hours: 40**

### **Course Objective:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

### **Unit1: (7 hours)**

**Introduction to Performance Management System :**Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI).  
**Case Studies**

### **Unit2: (9 hours)**

**Managing Performance:** Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. **Case Studies**

### **Unit3: (7 hours)**

**Contemporary Issues:** Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, **Balance score card:** Introduction and Applications, Advantages and limitations. **Case Studies**

### **Unit 4: (9 hours)**

**Reward System:** Compensation- Definition, Function, and significance. **Job evaluation:** Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. **Case Studies**

Unit 5: (8 Hours)

**Compensation:** Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; **Methods of payment:** Time and piece rate. **Fringe benefits & other allowances:** Overtime, City compensatory, Travelling etc. **Regulatory compliance:** Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; **Case Studies.**

**Course Outcomes & Bloom's Taxonomy**

CO 1: Knowledge of Performance Management and Performance Appraisal	K2(Understand)
CO 2: Competency to use the Performance Management	K3(Apply)
CO 3: Knowledge about the Compensation and Reward Systems	K2(Understand)
CO 4: Developing & implementing the effective reward systems in the organization	K6(Create)
CO 5: Ability to explain the relevance of competency mapping and understanding its linkage with career development	K5(Evaluate)

**Suggested Reading:**

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management : Strategies , Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management ,McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications)

## **Financial Management (FM) Electives**

### **Investment and Portfolio Management BMB FM 01**

**Credits 3**

**Total Hours 40**

**Course Objective:** This course will emphasize an understanding of the economic forces that influence the pricing of financial assets with an objective

1. **To understand** the fundamental concepts of investment theory and their application in portfolio selection and management.
2. **To apply** appropriate financial models and formulae to solve business problems related to active portfolio management.
3. **To analyze** securities using various tools and techniques to assess risk-return trade-offs and investment performance.
4. **To evaluate** different investment avenues and portfolio strategies to enhance returns and manage risks effectively.
5. **To develop** the ability to construct and manage efficient portfolios by integrating theoretical knowledge with practical insights.

#### **Unit I Investments**

**(10 hrs)**

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

#### **Unit II Portfolio Theory**

**(8 Hrs)**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation risk. Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

#### **Unit III Capital Market & Asset Pricing**

**(6 Hrs)**

Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

#### **Unit IV Bond, Equity and Derivative Analysis**

**(8 Hrs)**

Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates. Meaning, features, and types of derivatives, Role and significance of derivatives in financial markets, Participants in derivative markets: hedgers, speculators, and arbitrageurs, Regulatory framework of derivative markets

## Unit V Active Portfolio Management

(8Hrs)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

### Course Outcomes

S. No.	Course Outcome	Bloom's Taxonomy
1.	CO 1: Understand about various investment avenues.	• K2(Understand)
2.	CO 2: Use the value of assets and manage investment portfolio.	• K3(Apply)
3.	CO 3 : Use & Evaluate of various Models of Investment and its application	• K5(Evaluate)
4.	CO 4: Understand and create various investment strategies on the basis of various market conditions.	• K6(Create)
5.	CO 5: Measure riskiness of a stock or a portfolio position.	• K3 (Apply)

### Suggested Readings:

#### Text Books :

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3<sup>rd</sup> Ed)
- 3) Bhatt- Security Analysis and Portfolio Management (Wiley ,1<sup>st</sup> Ed)
- 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)

#### Reference Books

1. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6<sup>th</sup> Ed).
2. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6<sup>th</sup> Ed)
3. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13 Ed)..
4. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001.
5. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

# **Tax Planning & Management**

## **BMB FM 02**

**Credit 3**

**Total Hours 40**

### **COURSE OBJECTIVES:**

1. **To understand** the principles, structure, and key issues related to different types of taxes in the Indian economy.
2. **To apply** tax policies and provisions in evaluating personal and corporate tax obligations.
3. **To analyze** the role of taxation in promoting economic growth and industrial development.
4. **To evaluate** the impact of direct and indirect taxes, including GST, on corporate decision-making and financial planning.
5. **To develop** the ability to design tax-efficient strategies that align with legal provisions and contribute to sound fiscal management.

### **Unit 1 : Fundamental Concepts**

**(6Hours)**

**Introduction: Definition,** Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

### **Unit 2 :Heads of Income and provisions**

**(10Hours)**

**Heads of Income** – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, inter-sources & inter-head Set Off.

### **Unit 3 : Tax Planning & Management**

**(8 Hours)**

Tax Avoidance, Planning, & Evasion, Income Tax Authorities- Their appointment- Jurisdiction- Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, Offences, penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of DoubleTaxation Agreements.

### **Unit 4 : Corporate Tax**

**(6Hours)**

Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

### **Unit 5 GST**

**(10 Hours)**

**Introduction to GST: GST Concepts** –Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax – Rates in Foreign Countries – In India; Assessment and Administration of GST.

## Course Outcomes

S. No.	Course Outcome	Bloom's Taxonomy
1.	CO 1: Understand about various Tax provisions and Tax planning	K2(Understand)
2.	CO 2: Use of tax planning concerning various business and managerial and strategic activities	K3(Apply)
3.	CO 3: Evaluate the various Tax saving options & Rates	K5(Evaluate)
4.	CO 4: Measure Corporate Tax and Taxation in case of business restructuring	K3(Apply)
5.	CO 5: Understand how GST can be calculated & managed.	K3 ( Apply)

## SUGGESTED READINGS

### Text Books :

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year)
2. Dr.B.K. Agarwal &Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
3. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
4. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
5. Datey V.S. – Indirect Taxes – Law & Practice (Taxman ,Latest Edition) 6.E. A.Srinivas Corporate Tax Planning( Tata McGraw Hill, Latest Edition)

### Reference Books & Journals :

1. Dr.Vinod K. Singhania & Dr. Kapil Singhania Students Guide to Income Tax(Taxmann Publication ,Latest Edition)
2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley,Latest Edition )
3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition)
- 4.Balachandran- Indirect Taxes ( PHI, Latest Edition)
4. .Income Tax Reports, Company Law institute of India PvtLtd(Chennai Latest Edition)

# Financial Credit and Risk Analysis

## BMB FM 03

**Course Credit: 3**

**Total Hours 40**

### Course Objectives:

1. **To understand** the fundamentals of risk management, its context, and the prevailing perceptions and stereotypes associated with it.
2. **To apply** risk management principles as an enabler for effective decision-making and business performance.
3. **To analyze** the role of risk culture in integrating risk management into organizational processes.
4. **To evaluate** how effective risk management contributes to sustainable competitive advantage.
5. **To develop** a proactive risk culture that positions risk management as a strategic enabler of business success.

**Course Outcome:** On completion of this course, students will be able to:

1. Understand the fundamental principles of credit assessment, creditworthiness evaluation, and risk analysis in financial decision-making.
2. Apply quantitative and qualitative techniques to conduct credit appraisal, financial statement analysis, and borrower risk profiling.
3. Analyze credit risk models and interpret key indicators for assessing default probabilities and portfolio risk.
4. Evaluate credit policies, risk mitigation strategies, and portfolio management practices to enhance financial stability.
5. Develop effective credit strategies and sound risk management frameworks to minimize exposure and ensure sustainable financial performance.

### **UNIT I : Introduction**

**(6 hours)**

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

### **UNIT II : Trade Credit Risk**

**(8 hours)**

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

### **UNIT III : Letter of Credit and Loan Commitments**

**(10 hours)**

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC, Loan commitments, Un-funded lines of credit and their characteristics

Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

**UNIT IV : Operational Risk Overview**

**(08 hours)**

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

**UNIT V : Credit Analysis & Rating**

**(08 hours)**

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity , operating and cash cycle risk .

Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

**Course Outcomes: After successful completion of this course students will be able to**

CO 1: Understand about various types of financial credit.	K2(Understand)
CO 2: Understand the credit risk and its rating.	K1(Remember)
CO 3 : Use of credit commitments and its application	K3(Apply)
CO 4: Evaluate the risk management and corporate governance.	K5 (Evaluate)
CO 5: Develop the metrics of Measuring riskiness of a stock or a portfolio position.	K5 (create)

**SUGGESTED READINGS:**

**Text Books & Reference Books**

1. Kotreshwar G -Risk Management: Insurance & Derivatives- 2/e, Himalaya Publishing, Mumbai.
2. Chance -Introduction to Derivatives & Risk Management-, Cengage Learning, New Delhi. 4.Saita.F- Value at Risk and Bank Capital Management,1/e- Elsevier Inc., U.K.
3. Rejda, George E.-Principles of Risk Management and Insurance- Addison Wesley Longman. 6. McNamara- Principles of Risk Management and Insurance-Addison-Wesley
4. Dorfman- Introduction to Risk Management and Insurance- Prentice Hall.
5. Williams &Heins - Risk Management and Insurance-McGraw Hill.
6. James S. Treischmann, Sandra G. Gustavson - Risk Management and Insurance-South Western Thomson Learning.

**OPERATIONS MANAGEMENT ELECTIVES**  
**SUPPLY CHAIN & LOGISTICS MANAGEMENT**  
**BMB OM 01**

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Develop a comprehensive understanding of fundamental concepts, processes, and strategies involved in logistics and supply chain management.
- Analyze the role of logistics management in achieving competitive advantage through efficient transportation, warehousing, and distribution systems.
- Evaluate supply chain performance using appropriate measurement tools and frameworks like the SCOR model.
- Examine global supply chain strategies, their design considerations, and the challenges of managing international logistics networks.
- Understand and assess the role of technology, CRM integration, sustainability, and green practices in enhancing supply chain effectiveness.
- Apply contemporary supply chain strategies and logistics practices to real-world scenarios for designing and optimizing supply chains.

**Unit 1 (8 Hours)**

**Supply Chain Concepts:** Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

**Unit 2 (8 Hours)**

**Logistics :**Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

**Unit 3 (8 Hours)**

**Supply Chain Performance:** Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply ChainNetwork.

**Unit 4 (8 Hours)**

**Warehousing:** Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

**Unit 5 (8 Hours)**

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain

sustainability.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain the key concepts, stages, strategies, and processes of supply chain management and logistics.	<i>K2: Understanding</i>
CO2	Apply the principles of logistics and supply chain strategies to analyze distribution challenges, transportation functions, and warehousing decisions.	<i>K3: Applying</i>
CO3	Analyze supply chain performance using performance dimensions, SCOR Model, and identify the bullwhip effect and its reduction strategies.	<i>K4: Analyzing</i>
CO4	Evaluate global supply chain strategies, outsourcing decisions (3PL, 4PL), and reverse logistics in the context of network design and operational challenges.	<i>K5: Evaluating</i>
CO5	Design and develop integrated supply chain models using CRM linkages, IT infrastructure, green supply chain principles, and sustainable logistics solutions for business growth.	<i>K6: Creating</i>
CO6	Critically assess best practices and obstacles in supply chain management for continuous process improvement and strategic fit in dynamic business environments.	<i>K5: Evaluating</i>

### Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill,

# BUSINESS PROCESS RE-ENGINEERING

## BMB OM 02

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Explain the fundamental concepts, scope, and relevance of Business Process Re-engineering (BPR) in modern organizations.
- Analyze business processes using appropriate modeling techniques and process mapping tools.
- Identify and evaluate inefficiencies and bottlenecks in existing processes to determine reengineering opportunities.
- Examine the methodologies, strategies, and tools required to implement BPR successfully.
- Evaluate organizational challenges, change management strategies, and risk mitigation approaches involved in BPR.
- Develop innovative, sustainable, and technology-driven re-engineered processes for organizational competitiveness.

### **Unit 1: (8 Hours)**

**Introduction to Business Process Re-engineering:** Concept, definition, and evolution of BPR, Objectives, significance, and scope of BPR in operations management. Principles and philosophy of BPR. Traditional vs. Re-engineered Processes. Role of BPR in enhancing organizational competitiveness. Critical success factors and myths related to BPR.

### **Unit 2: (8 Hours)**

**Business Process Mapping and Modeling:** Tools and Techniques. Process documentation and process benchmarking. Identifying core and support processes. Analyzing process performance and identifying bottlenecks. Process innovation vs. process improvement. Evaluating BPR readiness.

### **Unit 3: (8 Hours)**

**BPR Life Cycle and Methodology:** Hammer & Champy, Davenport, and other approaches. Strategic alignment and process prioritization. **Role of IT in BPR:** Enterprise Resource Planning (ERP), Artificial Intelligence, and Process Automation. **Tools supporting BPR:** Business Process Management Systems (BPMS), Workflow Automation Tools. Cost-benefit analysis of BPR initiatives. Managing BPR implementation projects. **Case Study Discussions.**

### **Unit 4: (8 Hours)**

**Change Management and Risk Mitigation in BPR:** Organizational change management principles relevant to BPR. Human resource considerations and overcoming resistance to change. Risk identification and mitigation strategies in BPR. Communication strategies for BPR success. Measuring outcomes and impact of re-engineered processes. **Learning from BPR failures:** Global and Indian corporate examples.

### **Unit 5: (8 Hours)**

**Emerging Trends in Process Reengineering:** Digital transformation and BPR. Industry 4.0 and process digitization. Role of Big Data Analytics and Cloud Computing in reengineering processes. Sustainable and green process reengineering. Future directions of BPR in service and manufacturing sectors.

## Case Study.

### Suggested Readings

1. Hammer, M., & Champy, J. (2009). *Reengineering the Corporation: Manifesto for Business Revolution*, Harper Business.
2. Davenport, T. H. (1993). *Process Innovation: Reengineering Work through Information Technology*, Harvard Business School Press.
3. Harrington, H. J. (1991). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness*, McGraw-Hill.
4. Sethi, P. (2010). *Business Process Reengineering: Text and Cases*, Excel Books.
5. Rosing, M. von, White, S., & Cummins, F. (2015). *Business Process Management: Practical Guidelines to Successful Implementations*, Morgan Kaufmann.
6. Saxena, P. (2013). *Process Reengineering and Workflow Automation*, Tata McGraw-Hill.
7. Sharma, R. B. (2015). *Business Process Reengineering and Change Management*, Global India Publications.

### Course Outcomes

	Course Outcome	Bloom's Level
CO1	Define and explain the fundamental concepts, objectives, principles, and scope of Business Process Re-engineering in operations management.	K2: Understanding
CO2	Apply process mapping techniques and process modeling tools to analyze existing business processes and identify reengineering opportunities.	K3: Applying
CO3	Analyze organizational processes to detect inefficiencies, bottlenecks, and areas requiring reengineering, considering operational and strategic factors.	K4: Analyzing
CO4	Evaluate BPR methodologies, frameworks, and IT-enabled tools for successful process transformation in diverse industries.	K5: Evaluating
CO5	Design and develop innovative, technology-driven, and sustainable reengineered processes aligning with organizational strategies and competitiveness.	K6: Creating
CO6	Critically assess the role of change management and risk mitigation strategies in successful BPR implementation, using real-world organizational examples.	K5: Evaluating

# QUALITY MANAGEMENT

## BMB OM 03

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

1. To provide a comprehensive understanding of the fundamental concepts, principles, and evolution of quality management.
2. To familiarise learners with quality philosophies, frameworks, and globally recognised quality management practices.
3. To develop the ability to apply quality improvement tools, techniques, and statistical methods for process optimisation.
4. To enhance analytical skills for evaluating total quality management approaches, Six Sigma, and benchmarking strategies.
5. To enable learners to assess and implement national and international quality standards, audits, and certifications for organisational excellence.

### **Unit 1( 8Hours)**

**Quality Concepts:** Evolution of Quality Management, Concepts of Quality, Quality Control v/s Quality assurance , Dimensions of Quality, Principles of Quality, Deming's, Juran's & Crosby's Quality Philosophy, Quality Cost, Quality Leadership, Role of Top Management.

### **Unit 2 (8 Hours)**

**Quality Management System (QMS) & Process Quality Improvement :** Basics of QMS, 7 QC tools, Regression Control Charts, Process Capability and Analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Different Cost associated with Quality like Assurance cost, Failure cost , prevention cost, rectification cost, appraisal cost, Process failure mode and effect analysis (PFMEA), Understanding Service Quality, case studies.

### **Unit 3 (7 Hours)**

**Product Quality Improvement:** Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

### **Unit 4 (9Hours)**

**Total Quality Management:** Meaning of TQM, Elements of Total Quality Management, Quality Circles, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development & Design. Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM)

### **Unit 5 (8 Hours)**

**Quality Standards :** ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Quality Audit, Quality Awards.

### **Suggested Readings**

1. Mitra A., Fundamentals of Quality Control and Improvement, PHI

2. Lt. Gen. H. Lal, “Total Quality Management”, Eastern Limited
3. Greg Bounds, “Beyond Total Quality Management”, McGraw Hill
4. Menon, H.G, “TQM in New Product manufacturing”, McGraw Hill
5. D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons,
6. J Evans and W Linsay, The Management and Control of Quality, Thomson
7. Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education,
8. D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, JohnWiley & Sons

**Course Outcome:**

Sl	CO Code	CO Statement	Bloom’s K Level
1	CO1	Define the fundamental concepts, scope, and significance of business in a war economy.	K1 – Remember
2	CO2	Explain the impact of wars on global and national business environments, trade policies, and supply chains.	K2 – Understand
3	CO3	Apply economic theories to assess how wars influence production, employment, and corporate strategies.	K3 – Apply
4	CO4	Analyse business opportunities, risks, and sectoral shifts arising during and after wartime economies.	K4 – Analyse
5	CO5	Evaluate ethical, social, and long-term economic implications of war-driven business strategies.	K5 – Evaluate

**INTERNATIONAL BUSINESS (IB) ELECTIVES**  
**INTERNATIONAL BUSINESS MANAGEMENT**  
**BMB IB 01**

**Course Credits 3**

**Contact Hours 40**

**Course objectives**

1. To introduce the basic concepts, importance, and theories of international business and trade.
2. To explain various trade policies, tools, and India's role in global trade.
3. To help students understand global business environments and political systems.
4. To teach the fundamentals of international marketing, including market research and strategy.
5. To give knowledge of global business strategies, institutions, and international operations

**Unit 1: Introduction to International Business and Trade Theories (8 Hours)**

Nature, scope, and importance of international business, introduction to EPRG & LPG frameworks, major modes of market entry: exporting, joint ventures, FDI, licensing, wholly owned subsidiaries, theoretical foundations: classical and modern trade theories, Leontief paradox, PLC theory, national competitive advantage, and factor mobility theory.

**Unit 2: Trade Policy & Commercial Instruments (6 Hours)**

Instruments of commercial policy: tariffs, quotas, subsidies, non-tariff barriers, economic multiplier effects (with numerical examples), trade protectionism, India's foreign trade policy, Make in India initiatives, LPG policy framework.

**Unit 3: Business Environment & Political Economy (10 Hours)**

International business environment analysis: PESTEL covering economic, political, cultural, technological factors, cultural dimensions: language, religion, communication styles in business contexts, political and legal frameworks: systems of governance, legal protection, IPR, and national risk factors. Latest updates and cases.

**Unit 4: International Marketing (8 Hours)**

Introduction to International Marketing: Definition, scope and importance; Differences between domestic and international marketing; EPRG framework (Ethnocentric, Polycentric, Regiocentric,

Geocentric); Environmental factors affecting international marketing – Political, Economic, Social, Cultural, Technological, Legal; Hofstede’s cultural dimensions and their impact on marketing decisions; International market research and segmentation; International product and pricing decisions. Latest updates and cases.

**Unit 5: International Strategy, Institutions and Operations (8 Hours)**

Global business strategy: standardization vs localization, international expansion strategies including M&A, alliances, licensing, franchising, international marketing, supply chain and logistics management, use of Incoterms, role of trade promotion bodies in India (EXIM Bank, ECGC), global institutions and trade agreements: WTO, GATT, IMF, World Bank, TRIPS, TRIMS, GATS, regional economic blocs: EU, ASEAN, NAFTA, SAARC, emergence and strategies of multinational firms, Indian export promotion schemes and SEZ policies.

**Outcomes**

CO	Course Outcome (CO)	Bloom’s K Levels
CO1	Apply international trade theories to analyze global markets.	Understand(K1) and Apply(K3)
CO2	Evaluate the impact of trade policies on international business.	Evaluate(K5)
CO3	Analyze global business environments including political and cultural factors.	Analyze(K4)
CO4	Evaluate international marketing strategies for diverse markets.	Evaluate(K5)
CO5	Formulate global business strategies incorporating trade institutions and operations.	Create(K6)

**Suggested Readings**

1. Srinivasan, R. (2016). International Marketing (4th ed.). PHI Learning Pvt. Ltd.
2. Rajagopal. (2018). Marketing Research: Fundamentals, Process, and Implications. Nova Science Publishers Inc.
3. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing Management: Indian Context, Global Perspective (6th ed.). SAGE Publications Pvt. Ltd.
4. J. Keegan Warren & Mark C G(2018), Global Marketing, Pearsons
5. Onkvisit, S., Merz, M. A., & Shaw, J. J. (2025). International Marketing: Strategy and Theory (6th ed.). Routledge.

# EXPORT-IMPORT DOCUMENTATIONS

## BMB IB 02

**Course Credits: 3**

**Contact Hours: 40**

### Course Objectives:

1. To explain the structure and procedures involved in Indian export-import operations;
2. To equip students with practical knowledge of documentation as per Indian EXIM policy;
3. To introduce Indian digital trade platforms such as DGFT, ICEGATE, and e-Sanchit;
4. To familiarize students with customs, shipping, and payment procedures in India;
5. To develop skills to independently prepare and verify export-import documentation.

### Unit 1: Indian EXIM Framework and Registration

**(8Hr)**

Latest Foreign Trade Policy (FTP) overview; objectives and key provisions; role of Directorate General of Foreign Trade (DGFT), Export-Import Bank of India (EXIM Bank), Export Promotion Councils (EPCs), Special Economic Zones (SEZs); types of exports and imports; registration processes including Import Export Code (IEC), Registration Cum Membership Certificate (RCMC) and Authorized Dealer Code (AD Code); overview of Start-up and Micro, Small and Medium Enterprises (MSME) support in India's FTP.

### Unit 2: Commercial and Regulatory Documentation

**(8Hr)**

**Commercial documents:** proforma invoice; commercial invoice; packing list; certificate of origin from Directorate General of Foreign Trade (DGFT) and chamber of commerce; inspection and quality certificates (Food Safety and Standards Authority of India (FSSAI), Agricultural and Processed Food Products Export Development Authority (APEDA); **regulatory documents:** shipping bill; bill of entry; Goods and Services Tax (GST) invoice for exports; e-invoicing compliance; overview of GST refund mechanisms for exports.

### Unit 3: Shipping, Logistics & Insurance Documentation

**(7Hr)**

**Indian logistics infrastructure:** Inland Container Depots (ICDs); Container Freight Stations (CFS); Special Economic Zones (SEZs); role of shipping lines and freight forwarders; types of shipments: Full Container Load (FCL) vs Less than Container Load (LCL); type of transport

documents: bill of lading; airway bill; multimodal transport documents; marine insurance in India.

#### Unit 4: Banking, Payment & Foreign Exchange Documents

(9Hr)

**Payment modes in Indian trade:** advance payment; documents against payment (DP); documents against acceptance (DA); letter of credit (LC) process under Uniform Customs and Practice for Documentary Credits (UCPDC) norms; Reserve Bank of India (RBI) and Foreign Exchange Management Act (FEMA) guidelines on foreign exchange (forex) management; Authorized Dealer (AD) bank's role; **banking documents:** electronic Bank Realization Certificate (e-BRC); Foreign Inward Remittance Certificate (FIRC); Goods Receipt (GR) form; Shipping Declaration Form (SDF); steps for foreign currency realization and repatriation.

#### Unit 5: Customs Procedures and Digital Trade Platforms

(8Hr)

Overview of Indian Customs Act; customs clearance process for exports and imports; role of Customs House Agent (CHA); Indian Customs Electronic Gateway (ICEGATE) registration; uploading documents online (shipping bill, electronic Certificate of Origin (e-CoO), electronic Bank Realization Certificate (e-BRC)); Indian Single Window System; trade analytics and compliance monitoring tools.

#### Course Outcomes (COs)

COs	Course Outcome	Knowledge Level (K-Level)
CO1	Explain the legal and regulatory framework of export-import in India	K2 – Understanding
CO2	Identify and describe commercial, shipping, banking, and regulatory documents used in India	K1 – Remembering
CO3	Apply documentation procedures using Indian portals such as DGFT and ICEGATE	K3 – Applying
CO4	Analyze documentation requirements under various Indian trade schemes and customs processes	K4 – Analyzing
CO5	Design a complete export-import document set for a sample Indian trade transaction	K6 – Creating

#### Suggested Readings

- Mahajan, M. I. (2015). *Export-import procedures and documentation* (26th ed.). Snow White Publications Pvt Ltd.
- Balagopal, T. A. S. (2016). *Export management* (22nd ed.). Himalaya Publishing House.
- Cherunilam, F. (2007). *International trade and export management* (4th revised ed.). PHI Learning.
- Paul, J., & Aserkar, R. (2013). *Export-import management*. Oxford University Press.
- Directorate General of Foreign Trade. (2023). *Foreign trade policy 2023 & handbook of procedures*. Government of India, Ministry of Commerce and Industry.

# **GEO POLITICS AND TRADE**

## **BMB IB 03**

**Course Credits 3**

**Contact Hours 40**

### **Course Objectives**

1. To introduce the basics of geopolitics and how it shapes global trade.
2. To explain how conflicts and political issues disrupt international trade.
3. To understand the role of energy and resources in trade decisions.
4. To explore how global alliances and trade blocs influence trade flows.
5. To examine new risks in global trade and future geopolitical challenges.

#### **Unit 1: Introduction to Geopolitics and the Global Trade Order (8 Hours)**

Meaning and scope of geopolitics, relationship between geography, power, and economics, historical evolution of geopolitical trade (Silk Road to WTO), role of nation-states in trade influence, geostrategy and economic nationalism in trade decisions.

#### **Unit 2: Geopolitical Conflicts and Trade Disruptions (8 Hours)**

Strategic use of trade restrictions: sanctions, embargoes, and tariffs, conflicts and wars impacting trade flows (e.g., Russia-Ukraine, Israel-Palestine), disruption of global supply chains due to political instability, control over critical raw materials (oil, gas, rare earths), case studies: Strait of Hormuz, Suez Canal, South China Sea. Latest updates.

#### **Unit 3: Resource Geopolitics and Energy Security (8 Hours)**

Global energy politics: pipelines, ports, and control zones, political economy of OPEC+ and fuel pricing, climate politics: carbon tariffs, green subsidies, energy transition diplomacy, competition over water and agricultural trade resources, resource diplomacy: energy aid, extraction deals, infrastructure influence. Latest updates.

#### **Unit 4: Power Blocs, Alliances, and Regional Trade Politics (8 Hours)**

Formation and impact of global power blocs (BRICS, G7, G20, QUAD), strategic trade alignments: Belt and Road Initiative, Indo-Pacific strategy, trade agreements with geopolitical motives (e.g., RCEP, IPEF, EU-African deals), politics behind FTAs, customs unions, economic corridors, soft power, foreign aid, trade missions in foreign policy. Latest updates.

#### **Unit 5: Emerging Risks and the Future of Political Trade (8 Hours)**

Technology and trade tensions: AI, semiconductors, data localization, cybersecurity, digital surveillance, trade infrastructure risk, friend-shoring, near-shoring, supply chain reconfiguration,

satellite-based trade surveillance, maritime control, future outlook: multipolar world, global fragmentation, trade resilience strategies. Latest updates.

### Course Outcomes

CO	Course Outcome (CO)	Bloom's K Levels
CO1	Explain the relationship between geography, power, and international trade.	Remember (K1) and Understand(K2)
CO2	Analyze the impact of conflicts and political disruptions on global supply chains.	Analyze(K4)
CO3	Evaluate the geopolitical influence of energy, water, and agricultural resources on trade.	Evaluate(K5)
CO4	Assess the role of power blocs and alliances in shaping regional and global trade flows.	Evaluate(K5)
CO5	Recommend strategies for navigating future trade risks in a fragmented world order.	Create(K6)

### Suggested Readings

1. Mavroidis, Petros C. (2024). *Industrial Policy, National Security, and the Perilous Plight of the WTO*. Oxford University Press
2. Baru, Sanjaya. (2016). *India and the World: Essays on Geoeconomics and Foreign Policy*. Academic Foundation.
3. Dadush, Uri. (2024). *Geopolitics, Trade Blocks, and the Fragmentation of World Commerce*. Lexington Books.
4. Scholten, Daniel (Ed.). (2023). *Handbook on the Geopolitics of the Energy Transition*. Edward Elgar Publishing.

Sottilotta, Cecilia Emma, Campisi, Julian, Leitner, Johannes, & Meissner, Hannes (2025). *The Routledge Handbook of Political Risk* (1st ed.). Routledge

**INFORMATION TECHNOLOGY (IT) ELECTIVES**

**SOFTWARE ENGINEERING AND MANAGEMENT**

**BMB IT 01**

**Credits: 3**

**Contact Hours 40 L**

**Course Objectives**

- To understand the fundamentals of information system development and system design processes.
- To apply structured analysis and documentation techniques such as DFDs, ERDs, and data dictionaries.
- To develop practical skills in application prototyping, project planning, cost estimation, and resource analysis.
- To evaluate design methodologies in data management and e-commerce system architectures.
- To identify security and auditing requirements in software systems and suggest appropriate control mechanisms.
- To implement best practices for software quality assurance, system maintenance, and business continuity.

**Unit - I: 6hrs**

**Introduction to Information System Development:** Overview of System Analysis and Design; Business System Concepts; Categories of Information Systems; Strategies for System Development; Implementation and Evaluation of Systems; Managing the Application Development Portfolio

**Unit - II: 8 hrs**

**Analysis Techniques & Tools:** Study of Existing Systems - Information Requirement Analysis, System Documentation; Structured Analysis - Data Flow Tools: Data Flow Diagrams (DFD), Data Dictionary Concepts; Application Prototype Development - Steps, Uses, Tools, and Strategies; Computer-Aided System Tools (CASE); Project Planning Fundamentals- Cost Estimation, Work and Resource Estimation, Risk Analysis in Software Projects

**Unit - III: 8 hrs**

**System Design and Data Management:** Principles of System Design; Input-Output Design for

Business Applications; Design of Online Catalogues; File Organization and Design Techniques; Database Concepts and Design

**Unit - IV: 8 hrs**

**Systems Analysis and Design in E-Commerce:** E-Commerce Models: B2B, B2C, and C2C; Advantages and Disadvantages of E-Commerce Systems; E-Commerce System Architectures; Security Considerations in E-Commerce

**Unit - V: 10 hrs**

**Business System Development and Implementation:** System Testing and Quality Assurance; Documentation for Systems; Implementation and Development Processes; Hardware and Software Selection Criteria; System Maintenance and Support

**Security Control and Auditing:** Security and Auditing of Information Systems; Objectives and Techniques of Information System Controls; Auditing Information Systems; Disaster Recovery and Business Process Continuity Planning

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the lifecycle stages of system development and distinguish between types of information systems.	K2 (Understanding)
CO2	Apply structured analysis techniques to design business applications and document systems using appropriate tools.	K3 (Applying)
CO3	Analyze cost estimation models, risk management strategies, and project planning techniques in software development.	K5 (Evaluating)
CO4	Evaluate database design principles and e-commerce architectures in the context of online business systems.	K5 (Evaluating)
CO5	Develop and justify software control, auditing, and continuity plans to ensure quality and system integrity.	K6 (Creating)

**Suggested Readings:**

- Senn, J. A., Analysis & Design of Information System; McGrawHill
- Jalote, P., An Integrated Approach to Software Engineering, Narosa Publications
- Awad, E. M., System Analysis and Design, Galgotia
- Hoffer, J. A., George, J. F. and Valacich, J. S., Modern Systems Analysis and Design, Pearson

# EMERGING TECHNOLOGIES FOR BUSINESS

## BMB IT 02

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the evolution of emerging technologies and their relevance to business strategy in the era of Industry 4.0.
- To examine the architecture and application of data science, big data, and cloud technologies in business contexts.
- To analyze the integration of AI, IoT, and computer vision in domains such as manufacturing, retail, and healthcare.
- To explore the disruptive impact of blockchain, 3D printing, and advanced computing technologies.
- To assess immersive technologies like AR, VR, MR, and their roles in customer experience and business transformation.
- To evaluate ethical, cybersecurity, and sustainability challenges in deploying emerging technologies.

### Unit - I: 8 Hours

**Foundations of Digital & Emerging Technologies:** Evolution of technology and the Fourth Industrial Revolution (Industry 4.0); Introduction to digital transformation in business; Overview of enabling technologies and business drivers; Human-machine interaction; future trends in business technology adoption; Introduction to programmable networks, devices, and automation

### Unit - II: 8 Hours

**Data Science, Big Data & Cloud Computing:** Understanding data, information, data value chain, and types; The data pipeline: collection, cleaning, storage, analysis, curation, and visualization; Big Data: key concepts and business use cases; Role of data science in business analytics and decision-making; Cloud Computing: fundamentals, service models (IaaS, PaaS, SaaS), deployment models; Cloud platforms for data storage, management, and scalable analytics

### Unit - III: 6 Hours

**Artificial Intelligence, IoT & Computer Vision:** Artificial Intelligence (AI): machine learning, deep learning, business applications; IoT: architecture, devices, enabling networks, and business implementations; Use of IoT in supply chain, healthcare, smart cities, manufacturing; Computer Vision: fundamentals, business applications in quality control, retail, and automation; Integration of AI & IoT for intelligent products and smart services

### Unit - IV: 12 Hours

**Blockchain, 3D Printing & Other Disruptive Technologies:** Blockchain fundamentals: distributed ledgers, smart contracts, business applications (finance, supply chain, traceability); Real-world challenges and regulatory considerations for blockchain adoption; 3D Printing (Additive Manufacturing): technology, business use cases, supply chain impact, mass customization; Survey of additional emerging technologies (e.g., neuromorphic computing, quantum computing, edge computing)

**AR, VR, MR & Virtual Try-On in Business:** Augmented Reality (AR), Virtual Reality (VR), and Mixed Reality (MR): differences, technologies, and development; Immersive experiences in business: marketing, training, product design, simulation; Virtual Try-On: concepts, enabling technologies (AR/AI), applications in retail, fashion, beauty, home décor; Data-driven personalization and customer engagement via immersive technologies; Challenges and opportunities of implementing immersive solutions

**Unit - V: 6 Hours**

**Ethics, Security, Sustainability & Leadership in Emerging Tech:** Data privacy, security, and compliance (GDPR, other regulations); Cybersecurity issues in cloud, AI, IoT, and blockchain adoption; Ethics and bias in AI, big data, and immersive technologies; Sustainable technology adoption and digital responsibility; Leadership and future workplace skills: managing innovation, change management, digital strategy

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the strategic importance of emerging technologies in modern business transformation.	K2 (Understanding)
CO2	Apply data science, cloud, and big data concepts in real-world analytics scenarios.	K3 (Applying)
CO3	Analyze how AI, IoT, and computer vision can be leveraged for intelligent automation and services.	K4 (Analyzing)
CO4	Evaluate the application and implications of blockchain, 3D printing, and other disruptive technologies.	K5 (Evaluating)
CO5	Develop strategic insights for integrating AR/VR and address ethical, security, and sustainability concerns.	K6 (Creating)

**Suggested Readings:**

- Brynjolfsson, E., & McAfee, A. The Second Machine Age, W. W. Norton & Company.
- Marr, B. Big Data in Practice, Wiley.
- Tapscott, D., & Tapscott, A. Blockchain Revolution, Penguin.
- Greengard, S. The Internet of Things, MIT Press.
- Lewrick, M., Link, P., & Leifer, L. The Design Thinking Toolbox, Wiley

# DATABASE MANAGEMENT SYSTEM

## BMB IT 03

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the core principles and architecture of database systems.
- To develop ER models and relational schema for real-world applications.
- To formulate complex SQL queries and apply normalization techniques.
- To analyze query optimization and transaction management strategies.
- To examine database security, recovery, and concurrency mechanisms.
- To explore emerging concepts in distributed databases and data warehousing.

### Unit - I: 6 hrs

**Introduction to Database Systems:** Basic concepts: Data, information, fields, records, files, databases; Evolution and need for database systems in business; Data models: Hierarchical, network, relational, object-oriented; File-oriented systems vs. Database systems; Three-layered architecture of DBMS; Applications and advantages/disadvantages of DBMS

### Unit - II: 8 hrs

**Data Modelling & Database Design:** Entity-Relationship (ER) Model - Entities, attributes, relationships, constraints, ER diagrams, extended features (generalization, specialization, aggregation); Relational database model - Structure, keys (primary, foreign), integrity constraints, Normalization (1NF, 2NF, 3NF, BCNF); Relational schema and table design; Role and responsibilities of the Database Administrator (DBA)

### Unit - III: 8 hrs

**Relational Query Languages:** Structured Query Language (SQL) -Data Definition Language (DDL), Data Manipulation Language (DML), Creating, altering, and deleting tables, Data types, constraints, aggregate functions, Joins, sub-queries, views, transaction control commands (commit, rollback); Relational algebra and calculus - Operators: Selection, projection, join, set operations

### Unit - IV: 8 hrs

**Database Implementation & Management:** Database storage and physical structures - Indexing, B-trees, hashing; Query processing and optimization - Evaluation strategies, query cost analysis; Backup, recovery, and disaster management; Concurrency control: Locking, timestamping, deadlocks; Transaction management and ACID properties

### Unit - V: 10 hrs

**Security, Authorization, and Advanced Topics:** Database security: Authentication, authorization, privileges, threats; Auditing, access controls, violation handling; Data integrity and constraints; Distributed databases and client-server architecture basics; Introduction to data warehousing, OLAP, OLTP, and data mining concepts

**Practical Applications & Case Studies:** Use of commercial and open-source DBMS (e.g., MySQL, Oracle, SQL Server); Case studies from finance, marketing, HR, retail, and e-commerce sectors; Designing and demonstrating a relational database for a business use case

### Course Outcomes (COs)

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand fundamental database concepts and the need for DBMS in modern organizations.	K2 (Understanding)
CO2	Apply data modeling techniques to design relational databases and use SQL for data manipulation.	K3 (Applying)
CO3	Analyze database normalization and indexing methods for data integrity and performance.	K4 (Analyzing)
CO4	Evaluate transaction management, backup, and recovery mechanisms.	K5 (Evaluating)
CO5	Design and implement secure, scalable databases and understand trends in warehousing and data mining.	K6 (Creating)

### Suggested Readings:

- Chakrabarti- Advance Database Management System (Wiley Dreamtech)
- Beynon- Davies P- Database Systems (Palgrave, 2003)
- Karthikeyan- Understanding Database Management System (Acme Learning)
- Hoffer- Modern Database Management (Pearson Education, 6th edition)
- Alexis and Leo- Database Management System (Vikas, 2003.)
- Majumdar and Bhattacharya- Database Management System (Tata Mc Graw Hill, 1996).
- Navathe- e-Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

# CO OPERATIVE MANAGEMENT ELECTIVES

## PRINCIPLES AND PRACTICES OF CO-OPERATION

### BMB CM 01

**Course Credit: 3**

**Contact Hours: 40**

#### **Course Objectives**

1. To impart knowledge about different Co-operative thoughts
2. To introduce to the evolution of Co-operative movement in India
3. To acquire knowledge about the various Committees on Co-operatives
4. To impart knowledge in Co-operatives and other economic enterprises
5. To familiarize the students on the recent developments in Co-operatives

#### **UNIT I (9 Hrs)**

**History of Co-operative Thought:** Pre-Rochdale Thought; Robert Owen, Dr. William King, and Charles Fourier; Rochdale Model; Post-Rochdale Cooperative Thought; Dr. Warbasse, Charles Gide, Raiffeisen and Schulz; Capitalism, Socialism and Co- operation as Economic Systems; ICA - Cooperative Identity Statement 1995; Definition, Principles and Values of Cooperation.

#### **UNIT II (8 Hrs)**

**Co-operative Management:** Objectives and Functions of Co-operative Management; Democratic Structure in Cooperatives; Membership, General Body, Board, and CEO; Bye Laws and their Amendment; Special features of Co-operative Leadership; Cooperative elections; Need for professional management in Co-operatives.

#### **UNIT III (8 Hrs)**

**Co-operative Administration:** Role of State and Union Government in Co -operative Administration; Role, powers and functions of the Registrar; Co-operative Department set up in States; Functional Registrars; Delegation of Powers and Functions of Registrar; Ministry of Cooperation.

#### **UNIT IV (9 Hrs)**

**Apex Co-operative Institutions in India;** Role and Functions of NABARD, NCDC, NDDB, NAFED, IFFCO, KRIBHCO, and AMUL; Co-operative Education and Training in India; Cooperative Day, Cooperative Week, Cooperative Flag, and Cooperative Journals.

#### **UNIT V (6 Hrs)**

**Co-operation in Foreign Countries:** Co-operative Credit Movement in Germany; Consumer Co-operatives in U.K and Sweden; Dairy Co-operatives in Denmark.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. The students will understand the history and principles of co-operation.	Knowledge (K2)
2	CO2. To Understand the different school of co-operative thoughts.	Remembering (K1)
3	CO3. The students gain knowledge about the co-operation and other form of economic organization.	Comprehending (K3)
4	CO4. To know about the origin & development of foreign co-operatives.	Knowledge (K2)
5	CO5. To make students understand about the co-operative movement in India.	Knowledge (K2)

### Suggested Readings

- Dr. B.S. Mathur, Co-operation in India - Sahitya Bhawan, New Delhi, 2015.
- John Winfred and V.Kulandaiswamy, Co-operative Thought, Rainbow Publications, 1987.
- Dr.O.R.Krishnaswami and Dr. V. Kulandaiswamy, Co-operation Concept and Theory, Arudra Academy, 2000.
- R.D. Bedi, Theory, History and Principles of Co-operation, R. Lall Book Depot, Meerut, 2014.
- Dr.V. Kulandaiswamy, Co-operative Dairying in India, Rainbow Publications, 1986.

# CO-OPERATIVE LEGISLATION

## BMB CM 02

**Course Credit: 3**

**Contact Hours: 40**

### Course Objectives

1. To understand the history of Co-operative legislation in India
2. To familiarize with essential provisions of Uttar Pradesh Cooperative Societies Act.
3. To learn the State aid, duties and privileges given to registered societies.
4. To impart the regulatory provisions relating to Co-operatives audit, inquiry and inspection.
5. To know the functions and recruitment process of Uttar Pradesh Sahkari Seva Mandal.

### UNIT I (9 Hrs)

**Legal Framework for Cooperatives:** History of Co-operative Legislation in India; Co-operative Credit Societies Act 1904; Co-operative Societies Act 1912; Model Co-operative Societies Bill 1957; Model Co-operative Societies Bill 1991; Self-reliant Co-operative Societies Act 1999; Multi-state Co-operative Societies Act 2002; 97<sup>th</sup> Constitution Amendment 2011.

### UNIT II (9 Hrs)

**The Uttar Pradesh Cooperative Societies Act, 1965 and Rules, 1968:** Provision relating to Registration; Amendment of Bye Laws; Division and Amalgamation; Qualifications; Obtaining Membership; Rights and Liabilities of Members; Management; Qualification and Disqualification of Board.

### UNIT III (6 Hrs)

**Registration of Cooperative Societies:** Duties and Privileges of Registered Societies; Properties and funds of Registered Societies; Net Profit Distribution; Audit; Inquiry; Inspection; Settlement of Disputes; Surcharge; Offences and Penalties.

### UNIT IV (9 Hrs)

**Arbitration and Liquidation:** Arbitration & Supersession of the board; Winding up of Registered Societies; Execution of orders; Co-operative Tribunals; Appeals; Revision; Review; Procedure for Liquidation; Circumstances of Wind up; Appointment; Power of Liquidator; Disposal of records of wound up of society; Cancellation of registration of a society.

### UNIT V (7 Hrs)

**Provision Relating to Employees of Co-operatives:** Common Cadre; Recruitment Bureau; Selection; Placement; Offences and Penalties to Employees; Provision relating to Appeal; Revision; Review; Cooperative Tribunals.

## Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1.Gain knowledge on History of Co-operative Legislation and its importance.	Remembering (K1)
2	CO2. Apply the registration procedure and management of co-operatives.	Comprehending (K3)
3	Cos. Knowing State aid, duties and privileges of Registered Societies.	Knowledge (K2)
4	CO4. Describe and Practice of audit report, inquiry and investigation procedures of co-operatives.	Knowledge (K2)
5	CO5. Acquaintance on Cooperative Recruitment and Selection Procedure.	Comprehending (K3)

## Suggested Readings

1. Vidwans M.D, Cooperative Law in India. Sahitya Bhavan Publishers, New Delhi, 1956.
2. Goel. B.B. Cooperative Legislation Trends and Dimensions, Deep and Deep Publication New Delhi. (2013).
3. The Uttar Pradesh Co-operative Societies Act. 1965 and rules 1968.
4. The Uttar Pradesh Co-operative Societies (Amendment) Act, 2020.
5. The Uttar Pradesh Co-operative Societies Employees Service Regulations, 1975.
6. Weeraman P.E. The Effect of Cooperatives Law on the Autonomy of Cooperatives in South East Asia, New Delhi, ICA. 1989.
7. Weeraman P.E. A Model Cooperatives Societies Law with the Authors Commentary, New Delhi, ICA, 1994.
8. New Delhi, ICA, 1994.

# CREDIT CO-OPERATIVES

## BMB CM 03

**Course Credit: 3**

**Contact Hours: 40**

### **Course Objectives**

1. To understand the origin and development of Co-operative credit.
2. To gain knowledge about various commissions and committees on Co-operative Credit.
3. To know about Co-operative credit structure (ST, MT and LT)
4. To discuss the role, importance and challenges of credit Co-operatives in India

### **UNIT I (9 Hrs)**

**Agricultural Co-operative Credit:** Classification of Cooperatives; Agriculture and Non Agriculture Cooperatives; Cooperative Credit; Cooperative Banking Structure: S.T, M.T & L.T; Principles of Good Credit System; Advantages of Co- operative Credit; Constitution and Functioning of PACS; Crop Loans; Re- organization of PACS; S.T. Loan Policy and Procedures; Linking of Credit with Marketing; M.T. Credit - Purpose and Security; NFS Lending; and Micro Credit.

### **UNIT II (9 Hrs)**

**Co-operative Development:** Meaning; Economic Planning and Cooperatives; Co-operatives in Five Year Plans; Recommendations of various Cooperative Committees: Mehta Committee; Mirdha Committee; AIRCSC; AIRCRC; CRAFTICARD; ACRC; and Task Force on ST and LT Co-operative Credit Structure (Vaidyanathan Committee), and Narasimham Committee (Prudential Norms).

### **UNIT III (8 Hrs)**

**DCCB & SCB:** Significance of DCCBs and SCBs in ST Cooperative Credit; Constitution and Working; Mobilization of Deposits; Lending Operations; Over Dues and NPA; Apex Banks; Constitution and Working; Functioning of National Federation of State Cooperative Banks, Latest developments in Cooperative Banking.

### **UNIT IV (8 Hrs)**

**L.T. Credit:** Need for a Separate Agency to provide L.T. Credit; Constitution and Working of Primary and State Co-operative Agricultural and Rural Development Bank; Debentures- Types; Procedures; Problems and Sinking Fund; National Federation; Single Window Co-operative Credit Delivery System; and Multi Agency Approach.

### **UNIT V (6 Hrs)**

**Non-Agricultural Credit Co-operatives:** Constitution and Functions of Co-operative Urban Banks; Employees Co-operative Thrift and Credit Societies; Co-operative Housing Societies; Industrial Co-operative Banks; NABARD and RBI.

## Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Identify co-operative credit methods and structure of credit.	Remembering (K1)
2	CO2. Describe the co-operative development and Recommendation of various committees.	Knowledge (K2)
3	CO3. To gain knowledge about functions of CCB and state co-operative bank.	Knowledge (K2)
4	CO4. To know the significance of long term structure.	Remembering (K1)
5	CO5. Describe the constitutions and functions of non-Agricultural credit co-operatives.	Comprehending (K3)

## Suggested Readings

1. Dr. B.S. Mathur. Co-operation in India - Sahitya Bhawan, 2015.
2. R.D.Bedi, Theory. History and Principles of Co-operation, R. Lall Book Depot, Meerut, 2000.
3. B.L Mathur, Rural Development and Co-operation, RBSA Publishers. 2006.
4. C.R.Reddy, Rural Banking in India. Rainbow Publications, 1987.
5. Nakkiran and John Winfred. A. Co-operative Banking In India, Rainbow Publications, 1988.

## **IV SEMESTER**

### **UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS**

#### **BVE 401**

**Credit: 3**

**Total Hours: 40**

#### **Course Objectives**

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

#### **Course Outcomes**

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

#### **Course Description**

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self- exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co- existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

**UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (8 Hours)**

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation–as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

**UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself (8Hours)**

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

**UNIT-3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 Hours)**

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (Sarvabhaum Vyawastha )- from family to world family!.

**UNIT-4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence (8 Hours)**

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

**UNIT-5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (8 Hours)**

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

## Suggested Readings

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

**IV SEMESTER ELECTIVES**  
**MARKETING GROUP (MK)**  
**SERVICE & RETAIL MARKETING**  
**BMB MK 04**

**Credit: 3**

**Total Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, characteristics, and strategic frameworks of services marketing.
- Analyze consumer behavior in services and apply principles for service design and delivery.
- Evaluate pricing, promotion, and service quality aspects to ensure customer satisfaction and loyalty.
- Gain insights into the nature of industrial marketing and different types of industrial products.
- Apply knowledge of organizational buying behavior, models, and influencing factors in industrial markets.

**Unit 1 (6 Hours)**

**Introduction to Services Marketing:** Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

**Unit 2 (6 Hours)**

**Understanding Consumer Behavior and Service Design Understanding Consumer Behavior:** Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

**Unit 3 (8 Hours)**

**Delivering Services:** Role of Employees and Customers in service delivery;, Service process – Blue printing – Physical evidence. **Pricing of Services:** Pricing Considerations and Strategies,. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations. Service Performance. **Evaluating Success of Service Offering:** Service quality and measurement, Complaint handling, Recovery Management, Service Guarantees, the GAP model of service Quality.

**Unit 4 (10hrs)**

**Introduction to retailing & Retail Consume behavior :** Nature, scope and importance of retailing, Factors Influencing Retailing, Retail Models ,Retail formats: Store-based (department stores, supermarkets, discount stores) and non-store based (e-retail, vending, direct selling), Organized vs Unorganized retail in India, FDI in retail and current policy framework, Understanding retail consumer behavior, Factors influencing in-store and online consumer decisions, Retail marketing mix (6Ps: Product, Price, Place, Promotion, People, Presentation),Retail branding and private labels.

## Unit 5 (10)

**Merchandise Management, Pricing, and Supply Chain:** Merchandise planning process, Assortment planning and category management, Retail buying process; vendor selection, Inventory management and stock turnover Pricing objectives and strategies in retail, Supply chain management in retail, Role of technology: barcoding, RFID, POS

### Suggested Readings:

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, Tata McGraw Hill. Services Marketing, Lovelock, Christopher, Prentice Hall
2. Services Marketing: Concepts, Planning and Implementation, *Adrian Payne*
3. Chetan Bajaj, Rajnish Tuli & Nidhi V. Srivastava; Retail Management; Oxford University Press
4. Swapna Pradhan; *Retail Management: Text and Cases*; McGraw Hill
5. S.C. Bhatia; Retailing Management; Atlantic Publishers & Distributors
6. U.C. Mathur; *Retail Marketing*; Excel Books

### Course Outcomes

	Course Outcomes	Bloom's Level
CO1	Understand the fundamental concepts of services marketing in the evolving marketing environment.	<i>K2: Understand</i>
CO2	Analyze consumer behavior in services, identify customer expectations and perceptions, and apply service design and development strategies.	<i>K4: Analyze</i>
CO3	Evaluate service delivery systems, pricing, promotion mix, and service performance using quality frameworks.	<i>K5: Evaluate</i>
CO4	Create various Retail Formats & classifications.	<i>K6 : Create</i>
CO5	Examine organizational buying processes and analyze factors affecting Retailing Business and its evaluation .	<i>K5: Evaluate</i>

# **B2B MARKETING**

## **BMB MK 05**

**Course Credit:** 3

**Total Hours:** 40

### **Course Objectives:**

1. Introduce the fundamental concepts and characteristics of business-to-business (B2B) marketing.
2. Explain the nature of organizational buying behavior and the decision-making processes involved in B2B markets.
3. Provide an understanding of B2B marketing strategies, including market segmentation, targeting, and positioning.
4. Familiarize students with various B2B communication tools and distribution channel strategies.
5. Equip learners with strategic tools and frameworks to analyze and manage marketing performance in business markets.

### **UNIT I: Introduction to B2B Marketing (8 Hours)**

Concept of Business Marketing and Business Market Customers; Market Structure and Business Environment; Characteristics of Business Marketing; Strategic Role of Marketing in Business Context; Types of Commercial Enterprises; Commercial and Institutional Customers. Case studies.

### **UNIT II: Organizational Buying and Buyer Behaviour (8 Hours)**

Organizational Buyers' Decision Process: Stepwise Model, Process Flow Model; Characteristics of Business Markets; Government as a Customer; Commercial Enterprises within Business Markets; Commercial and Institutional Customers' Roles and Buying Behavior. Case studies.

### **UNIT III: B2B Marketing Strategy (8 Hours)**

Strategy Making and Strategy Management in B2B; Industrial Product Strategy; Managing Products and Services for Business Markets; Managing Business Market Channels; Strategic Tools: Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. Case studies.

### **UNIT IV: Segmentation, Targeting & Positioning (STP) in B2B Markets (8 Hours)**

Market Segmentation in B2B Context; Basic Framework of Segmentation; Selecting Target Segments; Positioning Strategies in B2B; Pricing Strategies in Business Markets; B2B Advertising Techniques; Competitive Bidding Process; Relationship Marketing and CRM. Case studies.

### **UNIT V: Business Marketing Communication and Channels (8 Hours)**

B2B Advertising Channels and Communication Strategies; Digital Marketing in B2B; Trade Shows, Exhibitions, and Business Meets; Sales Force Management and Deployment Analysis; Business Marketing Channels and Participants; Channel Design and Management Decisions; B2B Logistics Management. Case studies.

### Course Outcomes (COs)

CO No.	Course Outcome	Knowledge Level (Bloom's Taxonomy)
CO1	Explain the foundational concepts of B2B marketing and the nature of business markets.	K2 – Understand
CO2	Analyze the behavior of organizational buyers and decision-making frameworks.	K4 – Analyze
CO3	Apply strategic marketing tools to develop B2B product and channel strategies.	K3 – Apply
CO4	Evaluate segmentation, targeting, and positioning strategies for business markets.	K5 – Evaluate
CO5	Design integrated B2B marketing communication plans and distribution channels.	K6 – Create

### Suggested Readings

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, *B2B Marketing: A South Asian Perspective*, Cengage, 2014.
2. Sharad Sarin, *Business Marketing: Concepts and Cases*, McGraw Hill, 2013.
3. James C. Anderson, Das Narayandas, James A. Narus, D.V.R. Seshadri, *Business Market Management (B2B)*, Pearson, 2010.
4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, *Business to Business Marketing*, Pearson, 2011.
5. Krishna K. Havaldar, *Business Marketing: Text and Cases*, McGraw Hill, 2014.
6. Armstrong, Gary and Philip Kotler, *Principles of Marketing*, Prentice Hall, 2006.

## HUMAN RESOURCE MANAGEMENT (HR) GROUP

### HR ANALYTICS

#### BMB HR 04

**Credit: 3**

**Total Hours: 40**

#### **COURSE OBJECTIVES:**

1. This course introduces the student to the theory, concepts, and business application of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
4. Apply quantitative and qualitative analysis to understand and design compensation system.
5. Demonstrate how to connect HR results to business results.

#### **UNIT 1**

**8 Hours**

**Introduction to HR Analytics:** Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

#### **UNIT 2**

**8 Hours**

**Human Resource Planning and forecasting:** Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting.

**Recruitment and Selection Analytics:** Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

#### **UNIT 3**

**8 Hours**

**Performance Analysis:** Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

**Designing a Compensation System:** Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.

#### **UNIT 4**

**4 Hours**

**Monitoring impact of Interventions:** Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.

#### **UNIT 5**

**8 Hours**

**Applications of HR Metrics and Creating HR Dashboards:** HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

<b>Course Outcomes</b>	<b>Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment</b>
<b>CO 1:</b> Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Applying ( K 3)
<b>CO2:</b> Demonstrate HR function in adding value in business terms.	Analyzing ( K 4)
<b>CO3:</b> Utilise soft factors in a people management context and convert them into measurable variables.	Applying ( K 3)
<b>CO4:</b> Design a Metrics and Analysis index for recruitment, performance and or a training and development context	K6 Create
<b>CO5:</b> Predict the issues using the available HR data and formulate the best strategies.	K 5 Evaluating

### **Suggested Readings**

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,
5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

# ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

## BMB HR 05

**Credit: 3**

**Total Hours :40**

### Course Objectives

1. To evaluate organizational dynamics, integrating historical evolution, current trends, and power management strategies in diverse contexts.
2. To apply theories of planned change, diagnose organizational readiness, and implement effective change management strategies across levels.
3. To create comprehensive stress management and safety programs, considering cultural variations, grievance procedures, and psychological contract implications

### Unit 1 : ORGANIZATIONAL DEVELOPMENT -

**8 hrs**

Defining Organizational Development (OD) Concepts, Nature and Scope of O.D. Characteristics of OD, Evolution and Process of Organizational Development, Dynamics of planned change, triggers for change strategies for implementing organizational change, Strategies of change, Inter-Disciplinary Nature of OD, Designing Interventions The OD Practitioner, Client- Consultant relationship, Ethics in OD, Recent trends in OD.

### Unit 2 Action Research and OD

**8hrs**

Managing OD Process: Diagnosis, Nature of OD intervention; Creating Parallel Learning Structures, O.D. Interventions: Team Interventions – Inter group interventions – Personal, Interpersonal and group process interventions – Comprehensive interventions – Structural interventions.

### Unit 3: Implementation and Assessment of O.D.

**7 hrs**

Implementation conditions for failure and success of efforts. Assessment of O.D. and change in organisational performance , The impact of O.D, Some key considerations and issues in O.D., Issues in Consultant – Client relationship mechanistic & organic system: and contingency approach, The failure of O.D.

### Unit 4: STRESS MANAGEMENT & ORGANIZATIONAL CHANGE

**10 hrs**

Stress at Work Four approaches to Stress; The stress response Sources of work stress Occupational Stress Preventive stress management; Occupational Safety and Grievances redressal, Change cycles, Types of change, Readiness and, Resistance to Change and its diagnosis, Levels of Change (Hersey & Blanchard) Organizational change models. Diagnosis ,red flags in diagnosis. Theories and Models of Planned Change: Lewin's Change Model, Seven Stage Model

### Unit 5 : DIVERSITY AND INCLUSION

**7 hrs**

Diversity : Demographic Characteristics Levels of Diversity Discrimination :Stereotype threat, Discrimination at workplace Biographical characteristics – Sex , Race and Ethnicity ,Disabilities , Hidden Disabilities Other Differentiating Characteristics : Tenure, Religion, Sexual Orientation.

## Course Outcomes

On completion of the course the student will be able to:

- CO1 : Students will be able to remember and understand the basic concepts of Organizational development & Change (K1)
- CO2: Employing theories and models of planned change, students will evaluate organizational readiness, identify sources of resistance, and craft efficient change management strategies across various organizational tiers (K2)
- CO 3: Analysing stressors, preventive measures, grievance procedures, and occupational safety protocols (K3)
- CO 4: Assess the dynamics of organizational development (OD) by integrating its characteristics, historical evolution, and current trends to develop strategies for effectively managing power dynamics within organizational contexts. (K4)
- CO 5: students will create comprehensive stress management and employee safety programs, considering cultural variations and the implications of psychological contracts. (K5)

## References

1. Vohra, N., Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior*, 18th Edition
2. *Organizational Dynamics and Intervention: Tools for Changing the Workplace*. New Delhi: Prentice-Hall of India Private Limited.
3. Anderson, L.D. (2013). *Organizational Development*. 2nd Edition. Sage.
4. Bowditch, J.L. and Buono, A.F. (1994). *A primer on organizational behavior*. New York. Wiley.
5. Bruke, W.W. (1992). *Organizational Development*. Boston, Little Brow

# FINANCIAL MANAGEMENT (FM) GROUP

## BEHAVIOURAL FINANCE

### BMB FM 04

Credit: 3

Total Hours 40

#### Objectives:

1. **To understand** the foundations of rational finance and behavioural finance, and the challenges behavioural finance poses to traditional financial theories.
2. To apply knowledge of cognitive and emotional biases in making informed and rational investment decisions
3. **To analyze** the impact of overconfidence, herd behaviour, and other social factors on financial markets division and investor decisions.
4. **To evaluate** the principles of value investing through the lens of behavioural biases and investor psychology.
5. **To develop** informed investment strategies by integrating behavioural insights into financial decision-making and market outcomes.

#### Unit I

**8 Hours**

**Introduction to Behavioral Finance:** Foundations of behavioral Finance, behavioral Finance Vs Conventional Finance

**Rational Markets Hypothesis and Challenge of Behaviouralist :** Intellectual Underpinnings, The rise of Rational Market Hypothesis, Impact on wall street and the choices, The Challenge of Behaviouralist, Synthesis and Future Horizons. Impact on Capital Market

**Foundations of Rational Finance:** Introduction, Neoclassical, Economics, Rational Preferences, Utility maximization, Relevant information; Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, From Rationality to Psychology.

#### Unit II

**Hrs 8**

**Heuristics and Biases :** How the Human mind Works: The Two Systems, Familiarity and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting.

**Self Deception:** Introduction, Miscalibration, Forms of Over confidence, Causes of Over confidence, Other forms of self- Deception, Implications of Over confidence for financial decision making. Factors Impeding correction, How much do the experts know, the Success equation: Untangling skill and Luck in business.

#### Unit III

**Hrs 8**

**Prospect Theory, Framing and Mental Accounting:** Error in Bernoulli's Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting, From theory to practice.

**Challenge to market efficiency:** Theoretical foundations of EMH, Empirical for EMH, Theoretical Challenges for EMH, Noise trading and limits to Arbitrage, Keynes Beauty contest and guess- a number game, Assessment of EMH.

#### UNIT IV

**Hrs 8**

**Investor Behaviour:** Portrait of an individual investor, what the heuristics and biases mean for financial decision making, implications of: emotions and mental accounting. Behavioural portfolio

theory, psychographic models, basic ingredients of sound investment philosophy, guidelines for overcoming psychological biases.

**UNIT V**

**Hrs 8**

**Market outcomes:** Size effect and seasonality, Momentum and reversal, post- earnings announcement drift, value premium, premium puzzle, excessive volatility, Bubbles, Behavioral Asset Pricing Model.

**Value Investing:** Central tenets of value investing, Evidence and prospects of value investing, Strategies of well-known value investors, academic research on value investing.

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the foundations of rational finance and behavioural finance.	K2 (Understanding)
CO2	Apply knowledge of cognitive and emotional biases in making informed and rational investment decisions.	K3 (Applying)
CO3	Analyze the impact of overconfidence, herd behaviour, and other social factors on financial markets division and investor decisions	K4 (Analyzing),
CO4	<b>Evaluate</b> the principles of value investing through the lens of behavioural biases and investor psychology.	K5 (Evaluating)
CO5	<b>Develop</b> informed investment strategies by integrating behavioural insights into financial decision-making and market outcomes	K6 (Creating)

**Reference Books**

1. Chandra Prasanna (2016): *Behavioral Finance*, Tata Mc Graw Hill Education(India) Private Limited, Chennai.
2. Acket Lucy F and DeavesRichard(2011): *Understanding Behavioral Finance*, CENGAGE Learning.
3. Wood, Arnold Ed(2010), *Behavioral Finance and Investment Management*, Charlottesville, Virginia: Research Foundation of CFA Institute.
4. PompianM(2006): *Behavioral Finance and Wealth Management: How to build optimal portfolio's That account for Investor Biases*, New Jersey: John Wiley and Sons.
5. Peterson Richard(2007): *Inside the investors Brain: The power of mind over money*, Hoboken, N.J.: John Wiley and Sons.

# STRATEGIC FINANCIAL MANAGEMENT

## BMB FM 05

**Credits: 3**

**Hours 40 L**

### **Objectives:**

1. To understand the basic knowledge of financial management and its functions, frameworks, and tools of strategic financial management
2. To apply financial strategies for investment, financing, and dividend decisions in alignment with organizational goals.
3. To analyze capital structure, cost of capital, risk-return trade-offs, and their impact on shareholder value to evaluate alternative investment proposals.
4. To evaluate the knowledge of factors influencing dividend, capital structure, working capital of a firm.
5. To develop innovative financial strategies for value creation, long-term sustainability, and competitive advantage.

### **Unit I**

**8 Hours**

**Strategic Financial Management:** Objectives and Functions. Valuation of Securities- Approaches to corporate valuation, valuation of equities including cash flow, dividend earning approach, valuation of debts and preference shares.

### **Unit II**

**8 Hours**

**Capital Structure:** factors affecting capital structure, Capital structure theories. Operating Leverage, Financial Leverage and Combined Leverage, EBIT and EPS analysis, ROI and ROE analysis.

### **Unit III**

**8 Hours**

**Dividend policy:** Factors affecting dividend decisions. Theories of Dividend polices, corporate dividend behaviour of companies, Legal and procedural aspects.

### **Unit IV**

**8 Hours**

**Institutional setup for term finance and working capital finance:** term lending institutions and commercial banks, NBFCs..Commercial Banking, Working Capital, Venture Capital Venture capital funds: Stages in Venture capital financing, Business plan, elements of a business plan, the process of venture capital financing, methods of venture capital financing, future. Prospects of venture capital financing.

### **Unit V**

**8 Hours**

**Project planning and analysis:** project - Meaning and concept - Project life cycle - generation and screening of ideas - Analysis of market and demand - Technical and Financial Analysis

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand the basic knowledge of financial management and its functions.	K2 (Understanding)
CO2	Apply financial strategies for investment, financing, and dividend decisions in alignment with organizational goals.	K3 (Applying)
CO3	Analyze capital structure, cost of capital, risk-return trade-offs, and their impact on shareholder value to evaluate alternative investment proposals..	K4 (Analyzing), K5
CO4	Evaluate the knowledge of factors influencing dividend, capital structure, working capital of a firm	K5 (Evaluating)
CO5	Develop innovative financial strategies for value creation, long-term sustainability, and competitive advantage	K6 (Creating)

#### Reference Books:

1. Rajiv Srivastava and Anil Misra- Financial Management-OXFORD University Press.
2. Prasannachandra -Financial Management- Tata Mc GrawHill
3. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
4. [Lawrence D. Schall](#) & [Charles W. Haley](#) -Introduction to Financial Management-McGraw Hill.



# OPERATION MANAGEMENT (OM) GROUP

## SERVICE OPERATIONS MANAGEMENT

### BMB OM 04

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, nature, and scope of service operations management across diverse service sectors.
- Analyze the design, development, and delivery of service processes using various operational frameworks and models.
- Evaluate service quality management techniques, capacity planning, and demand-supply alignment strategies.

#### **Unit 1: (8 Hours)**

**Introduction to Service Operations:** Nature and characteristics of services, Classification of service industries, Evolution of service operations management, Service Economy and Growth of Services. Service encounter and service delivery system, Service process matrix and service positioning strategies. Role of service operations in organizational competitiveness.

#### **Unit 2: (8 Hours)**

**Service process design:** flow diagrams, blueprinting, process analysis. Service capacity planning and management. Managing demand and capacity mismatches. **Service Process Management:** Queue management and waiting line models, Service facility location decisions, Facility layout and service environment design. Employee scheduling and service staffing strategies.

#### **Unit 3: (8 Hours)**

**Service Quality and Productivity:** Concept of service quality and SERVQUAL model, Gap model of service quality, Techniques for measuring service quality. Productivity in service operations, Balancing productivity and customer satisfaction. Service recovery strategies. Customer retention and service guarantee strategies. **Case Study Analysis and Industry Examples.**

#### **Unit 4: (8 Hours)**

**Technology in Service Operations:** Role of Information Technology in service operations. Self-service technologies and automation, E-services and digital service delivery models, Integration of CRM systems in service operations. Cloud computing and IT-enabled services (ITES). Managing back-office and front-office integration. Technology adoption challenges and strategies. **Case Discussions.**

#### **Unit 5: (8 Hours)**

**Service Operations:** Service operations strategy formulation and execution. Strategic capacity and facility management. **Innovation in service operations.** Sustainable service operations and green practices. Benchmarking and continuous improvement in service processes. Performance measurement frameworks in services. Application of service operations strategies in banking, hospitality, healthcare, retail, ITES, and logistics sectors.

## Suggested Readings

1. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2014). *Service Management: Operations, Strategy, Information Technology*, McGraw-Hill.
2. Chandrasekaran, K. (2016). *Essentials of Services Marketing*, Tata McGraw-Hill.
3. Johnston, R., & Clark, G. (2008). *Service Operations Management: Improving Service Delivery*, Pearson.
4. Apte, G. (2011). *Services Marketing*, Oxford University Press India.
5. Jha, S. M. (2015). *Services Marketing*, Himalaya Publishing House.
6. Lovelock, C., & Wirtz, J. (2021). *Services Marketing: People, Technology, Strategy*, Pearson.
7. Zeithaml, V. A., Bitner, M. J., Gremler, D. D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw-Hill.

## Course Outcomes

	<b>Course Outcome</b>	<b>Bloom's Level</b>
<b>CO1</b>	Define and explain the fundamental concepts, nature, and scope of service operations and their role in competitive advantage.	<i>K2: Understanding</i>
<b>CO2</b>	Apply service process design and management techniques including capacity planning, queue management, and facility location strategies to real-world service organizations.	<i>K3: Applying</i>
<b>CO3</b>	Analyze service quality using models like SERVQUAL and Gap Model, and develop strategies to manage productivity and customer satisfaction.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate technology applications, CRM systems, and self-service technologies for enhancing service operations and customer experiences.	<i>K5: Evaluating</i>
<b>CO5</b>	Design and develop service operations strategies focusing on innovation, sustainability, and performance excellence across various service sectors.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess service recovery strategies, demand-supply alignment, and the challenges of digital service delivery models in a competitive business environment.	<i>K5: Evaluating</i>

# PROJECT AND SOURCING MANAGEMENT

## BMB OM 05

**Course Credit: 3**

**Contact Hours: 40**

**Course Objectives:** The objective of this course is to:

- Understand the fundamental concepts, processes, and strategies involved in sourcing management and project management.
- Analyze supplier evaluation methods, vendor rating techniques, and supplier development strategies in sourcing decisions.
- Examine price determination mechanisms and negotiation strategies in sourcing and procurement.
- Understand project characteristics, project life cycle stages, budgeting processes, and various cost structures in projects.
- Apply project scheduling techniques, for effective project planning, monitoring, and control.
- Evaluate real-world sourcing and project management practices to recommend strategic improvements and innovations.

### **Unit 1 (8 Hours)**

**Sourcing Management:** Introduction to Sourcing, Sourcing v/s Procurement, **Purchasing:** Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Concept and applications of Make or Buy Decision:. Case Studies

### **Unit 2 (8 Hours)**

**Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development:** Need for Measuring Supplier Performance, Categorization of Suppliers, Suppliers Evaluation Methods/ Vendor Rating Methods, Supplier Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Advantages of Vendor/Supplier Rating, Identify and evaluating the international suppliers. **Case Studies**

### **Unit 3 (8 Hours)**

**Price Determination and Negotiation:** Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, **Negotiation in sourcing:** Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. **Case Studies**

### **Unit 4(8Hours)**

**Introduction of Project:** Characteristics of Project, Types of Projects, Project Life Cycle, Concepts of Deliverables, The Project Management Process, Roles of Project Team & Project Leader, Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing

## Unit 5 (8 Hours)

**Project Scheduling, Network Analysis & Control** : Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) , Identifying and application of the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Application of PERT and CPM, Planning- Monitoring and Control Cycle, Tracking through Gantt chart. Earned Value Analysis(EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

### Suggested Readings

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: TataMcGraw-Hill Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill PublishingCompany Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

### Course Outcomes

	<b>Course Outcome</b>	<b>Bloom's Level</b>
<b>CO1</b>	Define and explain fundamental concepts related to sourcing management, purchasing cycles, vendor management, and project management frameworks.	<i>K1: Remembering, K2: Understanding</i>
<b>CO2</b>	Apply vendor rating methods, supplier selection criteria, and pricing strategies in real-world sourcing scenarios.	<i>K3: Applying</i>
<b>CO3</b>	Analyze supplier efficiency, negotiation processes, and risks associated with sourcing and purchasing operations.	<i>K4: Analyzing</i>
<b>CO4</b>	Evaluate project budgeting methods, cost estimation techniques, financing options, and project resource allocation strategies.	<i>K5: Evaluating</i>
<b>CO5</b>	Design and develop project schedules, using Work Breakdown Structure (WBS), network analysis, PERT, CPM, and Earned Value Analysis for tracking and controlling projects.	<i>K6: Creating</i>
<b>CO6</b>	Critically assess project termination processes, project performance metrics, and the role of negotiation and supplier management in overall project success.	<i>K5: Evaluating</i>

# INTERNATIONAL MANAGEMENT (IB) GROUP

## MANAGING GLOBAL SUPPLY CHAINS

### BMB IB 04

**Course Credits: 3**

**Contact Hours 40**

#### **Course Objectives**

1. To gain a comprehensive understanding of the principles and frameworks underpinning global supply chains and their strategic importance in international business.
2. To critically analyze the complexities and challenges in designing, operating, and managing supply chains across diverse geographical and cultural settings.
3. To develop practical skills to design, optimize, and implement global supply chain networks leveraging Indian and global business scenarios.
4. To explore risk identification, mitigation strategies, and sustainable practices in supply chain operations.
5. To examine the role of emerging technologies and innovations shaping the future of supply chains and supply chain management decision-making.

#### **Unit 1: Introduction to Global Supply Chains**

**(8Hrs)**

Definition, scope, and evolution of global supply chains; Key components: sourcing, manufacturing, logistics, distribution, and customers; Importance and strategic role of global supply chains in competitive advantage; Supply chain flows: product, information, financial, and reverse flows; Globalization trends impacting supply chains in India and worldwide; Case study analysis of Indian companies with global supply chains.

#### **Unit 2: Supply Chain Design and Network Configuration**

**(10Hrs)**

Principles of supply chain network design; Decisions on facility location, capacity, and distribution channels; Global sourcing strategies: make, buy, or outsource decisions; Supplier selection and relationship management focusing on Indian suppliers and international contexts; Impact of trade policies, tariffs, and customs on Indian exporters/importers. Case analysis of analyzing supply chain design decisions; Exercise on the design a supply chain network for an Indian manufacturing exporter;

#### **Unit 3: Supply Chain Operations and Coordination**

**(6Hrs)**

Coordination mechanisms and collaboration among supply chain partners; Role of Indian logistics infrastructure and regulatory factors; Supply chain performance measurement; Case analysis.

#### **Unit 4: Risk Management and Sustainability**

**(8Hrs)**

Types of risks in global supply chains: geopolitical, operational, financial, environmental; Risk assessment and mitigation frameworks; Sustainability in supply chains: Green Supply Chain Management (GSCM) principles; Corporate social responsibility and ethical sourcing, with case studies from Indian companies. Case analysis on supply chain disruptions and recovery plans; Exercises on the discussion on sustainable practices in Indian industries

**Unit 5: Technology and Innovation in Global Supply Chains****(8Hrs)**

Digital transformation in supply chains; Emerging technologies: AI, blockchain, robotics, and their applications in supply chains; Role of Industry 4.0 and latest trends in supply chain innovation; Challenges and opportunities of technology adoption in Indian firms; Case study on digital supply chains in Indian retail and manufacturing sectors

**Course Outcomes (COs)**

<b>CO No.</b>	<b>Course Outcome Description</b>	<b>K-Level (Bloom's Taxonomy)</b>
CO1	Recall and explain key concepts, components, and significance of global supply chains	Remembering (K1)
CO2	Analyze and design effective supply chain networks tailored to Indian and global contexts	Analyzing (K4)
CO3	Apply operational tools and techniques for managing inventory, logistics, and partner coordination	Applying (K3)
CO4	Evaluate risks and develop sustainability strategies for efficient global supply chains	Evaluating (K5)
CO5	Assess the impact of emerging technologies and innovations on supply chain management and performance	Evaluating (K5)

**Suggested Readings**

1. Mahajan, M. I. (2015). *Export-import procedures and documentation* (26th ed.). Snow White Publications Pvt Ltd.
2. Balagopal, T. A. S. (2016). *Export management* (22nd ed.). Himalaya Publishing House.
3. Cherunilam, F. (2007). *International trade and export management* (4th rev. ed.). PHI Learning.
4. Purushothaman, S., & Saikumari, V. (2019). *Logistics and supply chain management* (2nd Revised ed.). Sultan Chand & Sons.
5. Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation* (7th Indian ed.). Pearson Education India.

# **INTERNATIONAL FINANCE**

## **BMB IB 05**

**Course Credits 3**

**Contact Hours 40**

### **Course Objectives**

1. To provide a comprehensive understanding of the international financial environment, markets, and instruments.
2. To analyze the dynamics of foreign exchange markets, exchange rate determination, and currency risks.
3. To develop skills in managing international financial operations, including multinational financing and investment decisions.
4. To evaluate the impact of global economic policies, international monetary systems, and balance of payments on business decisions.
5. To explore techniques for managing foreign exchange risk and decision-making in multinational corporate finance.

### **Unit I: Introduction to International Finance (6 Hrs)**

Definitions and distinctions among International Trade, International Business, and International Finance; Theories of International Trade; International Trade Financing in India; Balance of Payments of India (Using data from RBI website); International Monetary Systems: Gold Standard, Gold Exchange Standard, Bretton Woods System, Current Monetary System, European Monetary Union.

### **Unit II: International Financial Institutions (6 Hrs)**

Overview of International Financial Institutions: Roles of International Monetary Fund (IMF), World Bank, Asian Development Bank (ADB), BRICS Development Bank, European Bank for Reconstruction and Development (EBRD).

### **Unit III: Foreign Exchange Management (10 Hrs)**

Structure of Forex Markets: Wholesale and Domestic Markets; Types of Forex Quotations: Direct, Indirect, Cross Currency; Foreign Exchange Transactions and Settlement Dates; Forward Rates, Swaps, and Merchant Transaction Quotes; Early Delivery, Extension, and Cancellation of Forward Contracts; Introduction to Cryptocurrencies in the International Finance Context; Exchange Rate Determination and Forecasting: Purchasing Power Parity (PPP), Interest Rate Parity (IRP).

### **Unit IV: Foreign Exchange Exposure in International Financial Systems (10 Hrs)**

Types of Foreign Exchange Exposure: Transaction, Translation, Economic; Managing Transaction and Translation Exposure, Hedging Strategies; Measuring and Managing Economic Exposure and Foreign Exchange Risk; Multinational Financial System: Role and Value in Global Business, Designing Global Remittance Policies, Transfer Pricing and Tax Evasion Issues; International Securities: GDR, ADR, Eurobonds, Foreign Bonds

## Unit V: International Investment and Challenges (8 Hrs)

International Portfolio Investment: Foreign Investment Analysis, International Bond Investing, Direct Investment Strategies, Optimal International Asset Allocation; International Foreign exchange risk: types of exposure including transaction exposure, translation exposure, and economic exposure; impact of currency volatility on multinational corporations and cross-border cash flows; political and sovereign risk: effects of political instability, abrupt policy changes, and expropriation; regulatory and compliance challenges.

### Course Outcomes

Cos	Course Outcomes	K-Level (Bloom's Taxonomy)
CO1	Understand and explain fundamental concepts of international finance, trade, and monetary systems	Remembering (K1)
CO2	Analyze foreign exchange markets, exchange rate determination, and forecasting models	Analyzing (K4)
CO3	Apply foreign exchange risk management techniques, including hedging and derivatives	Applying (K3)
CO4	Evaluate multinational financial management decisions such as international investment and project appraisal	Evaluating (K5)
CO5	Assess the impact of political risk, emerging technologies, and international regulations on global financial operations	Evaluating (K5)

### Suggested Readings:

1. Eun, Cheol S., & Resnick, Bruce G. *International Financial Management*. McGraw Hill Education (Latest Edition)
2. Hill, W. L. Charles & Jain, A.K. (2008). *International Business* (6th ed.). McGraw Hill
3. Jaiswal, Amit & Gautam, Keshari. *International Financial Management*. PHI Learning Pvt. Ltd.
4. Shapiro, Alan C. *Multinational Financial Management* (Indian Adaptation). Wiley India
5. Madhu Vij. *International Financial Management: Text & Cases*. Taxmann Publications
6. Apte, P.G. *International Financial Management*. Tata McGraw Hill

**INFORMATION TECHNOLOGY (IT) GROUP**  
**E-BUSINESS**  
**BMB IT 04**

**Credits: 3**

**Contact Hours 40 L**

**Course Objectives**

- To understand the foundations of the digital economy and distinguish between various e-business and e-commerce models.
- To explore tools and strategies for launching and managing an online business.
- To analyze mobile commerce, IT-enabled services, and pervasive computing in business.
- To examine the structure, implementation, and impact of e-governance models.
- To evaluate ethical, regulatory, and legal issues governing digital business and service delivery.
- To assess emerging technological trends shaping the future of e-business and governance.

**Unit - I: 8 hrs**

**The Digital Economy and E-Commerce Foundations:** Understanding the Internet Economy - Evolution and characteristics of the digital economy, Current trends and future outlook; Introduction to E-Commerce - Definitions and scope, Historical emergence and milestones; E-Commerce Business Models - B2B, B2C, C2C, C2B, B2A, C2A models, Hybrid and emerging models, Case studies of major e-commerce ventures

**Unit - II: 8 hrs**

**Setting Up and Managing an E-Business:** Launching an E-Business - Steps in starting an online business, Tools and platforms for e-business; Building and Operating an E-Commerce Website - Web development technologies, User interface and experience design; Customer Acquisition and Retention - Digital marketing and net-based promotional strategies, CRM and personalization; Payment Systems and Security: Online payment options and platforms, Cybersecurity issues and solutions; Legal and Ethical Concerns - E-commerce regulations, privacy, data protection, Ethical marketing, consumer rights, intellectual property

**Unit - III: 8 hrs**

**IT Enabled Services and Pervasive Technologies:** Introduction to IT Enabled Services (ITES) - Categorization: General Services, Specialized Services, Role of BPO in e-business; ITES in India - Industry size, trends, and global contribution; Mobile Commerce and Pervasive Computing - Mobile payments, omnichannel commerce, IoT integration; Legal Framework - IT Act of India: key provisions and business implications

**Unit - IV: 6 hrs**

**E-Government and E-Governance:** Fundamentals of E-Governance - Definitions, concepts, and objectives, Stages and maturity models of e-governance; National E-Governance Initiatives - National E-Governance Plan (NEGP), Mission Mode Projects and implementation frameworks, Role of ICT in public service delivery.

## Unit - V: 12 hrs

**E-Governance Models and Applications:** Categories and Models of E-Governance - Technology policy, infrastructure, training, and consulting funds, Models: Digital Governance, Broadcasting/Wider Dissemination, Critical Flow, Interactive Service, Govt-to-Citizen-to-Govt; Major E-Governance Service Areas: Public grievance redressal (telephone, ration card, land records, police records), Rural and urban digital service delivery

**Contemporary Issues and Future Trends:** Trends in E-Business and E-Governance - Artificial intelligence in e-business, Big data and analytics, Blockchain and smart contracts; Sustainability and Ethical Considerations -Data privacy, green IT, social responsibility

### Course Outcomes (COs)

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand digital economy concepts and apply e-business models in diverse business contexts.	K2 (Understanding)
CO2	Analyze strategies for setting up and managing e-commerce platforms.	K4 (Analyzing)
CO3	Evaluate applications of ITES, mobile commerce, and legal frameworks in e-business.	K5 (Evaluating)
CO4	Interpret and assess e-governance strategies and their impact on public service delivery.	K4 (Analyzing)
CO5	Formulate insights into future trends in e-business using AI, blockchain, and ethical frameworks.	K6 (Creating)

### Suggested Readings:

- Joseph, E- Commerce: A Managerial Perspective, Prentice Hall
- Stain, L.D., Web Security: Step-by Step Reference Guide, Addison Wesley 3.
- Burnham, C., Web Hosting, McGrawHill Publication
- Gupta, M.P., Kumar, P. and Bhattacharya, J., Government Online, McgrawHill
- Heeks, R., Implementing and Managing e-Government, Sage
- Satyanarayana, J., E-Government: The Science of Possible, Prentice Hall

# BUSINESS DATA WAREHOUSE AND DATA MINING

## BMB IT 05

**Credits: 3**

**Contact Hours 40 L**

### Course Objectives

- To understand the role and architecture of data warehouses in business intelligence.
- To develop multidimensional data models and explore OLAP operations for business analytics.
- To analyze preprocessing steps for mining and implement feature extraction methods.
- To apply various data mining techniques for classification, clustering, and association rule mining.
- To examine advanced mining areas including text, web, spatial, and multimedia mining.
- To evaluate ethical, legal, and implementation issues associated with data mining.

### Unit - I: 6 hrs

**Introduction to Data Warehousing and Data Mining:** Fundamentals and Definitions: Data warehousing and its business value, Introduction and evolution of data mining, goals of data mining, Myths about data mining, The Data Mining process; Business Relevance - Data warehousing vs. OLTP systems, Roles of data warehousing and mining in business decisions; Basic Architecture and Components - Overall architecture of data warehouse systems, Layers: staging, integration, access, Enterprise Data Warehouse (EDW); Knowledge Discovery in Databases (KDD) - Knowledge Extraction through Data Mining, Steps in KDD process and business applications

### Unit - II: 7 hrs

**Data Warehouse Modeling and Implementation:** Multidimensional Data Modeling - Star, snowflake, and fact constellation schemas, Dimensional modeling and its business use cases; OLAP (Online Analytical Processing) - Concepts of OLAP cubes, OLAP operations: roll-up, drill-down, slice, dice, pivot, OLAP vs. OLTP, applications in business analytics; ETL Processes - Data extraction, transformation, and loading, Data integration and metadata management; Data Quality and Warehouse Implementation Approaches - Methods for improving data quality, Warehousing architectures (centralized, federated, real-time), Challenges and best practices in implementation

### Unit - III: 7 hrs

**Data Preprocessing and Exploration:** Data Preparation Techniques - Data cleaning, integration, transformation, Data reduction, discretization, concept hierarchy; Feature Engineering -Feature extraction and transformation for mining; Visualization and Statistical Summaries -Data summarization, data visualization for business; Issues and Challenges - High dimensionality, scalability, missing values

### Unit - IV: 10 hrs

**Data Mining Methods:** Association Rule Mining - Mining frequent patterns, market basket analysis, Apriori algorithm and advanced techniques, Constraint-based and correlation mining; Classification and Prediction - Decision trees, Bayesian classifiers, SVM, rule-based classifiers, Regression, prediction accuracy, and evaluation, Ensemble methods and business use cases; Clustering -Clustering algorithms: k-means, hierarchical, density-based, grid-based, Clustering

high-dimensional data, outlier detection, Applications in segmentation, targeting, fraud detection

**Unit - V: 10 hrs**

**Advanced Mining Topics and Applications:** Web, Text, and Multimedia Mining - Concepts and business applications; Spatial and Temporal Data Mining - Techniques and relevant uses; Business Intelligence and Case Studies -CRM, financial analytics, marketing, social media, retail, insurance; Trends in Data Mining -Big Data, cloud data warehousing, real-time analytics, AI-driven mining  
**Data Mining Implementation and Ethics:** Evaluation and Validation - Accuracy, overfitting, underfitting, cross-validation; Business Integration - Aligning mining outcomes with business strategy, User adoption and deployment; Privacy, Security, and Ethical Issues - Data privacy challenges, security in warehousing/mining, Regulations and best practices, Ethical implications in data analysis and usage

**Course Outcomes (COs)**

S. No	Course Outcome	Bloom's Taxonomy
CO1	Understand data warehousing components and their role in business intelligence.	K2 (Understanding)
CO2	Apply OLAP and multidimensional modeling techniques for strategic insights.	K3 (Applying)
CO3	Analyze data preprocessing methods and their impact on mining accuracy.	K4 (Analyzing)
CO4	Evaluate and compare various mining algorithms and their business applications.	K5 (Evaluating)
CO5	Develop solutions using mining techniques while addressing ethical and deployment considerations.	K6 (Creating)

**Suggested Readings:**

- Ali ABM Shawkat and Wasimi Saleh A: Data Mining; Method and Technique, Cengage Publication
- L. T., Moss, S. Atre, A. Wesley: Business Intelligence Roadmap: The Complete Project Lifecycle for Decision- Support Applications, Information, Technology Series.
- Ralph Hughes: Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP, Ceregenics Inc.
- S. Rizzi & M. Golfarelli: Data Warehouse Design; Modern Principles and Methodologies, Tata McGrawHill Education
- Chris Eaton, Dirk Deroos, Tom Deutsch et al., “Understanding Big Data”, McGrawHill, 2012.
- Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
- Eric Siegel, Thomas H. Davenport, “Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die”, Wiley, 2013.
- James R Evans, “Business Analytics – Methods, Models and Decisions”, Pearson 2013.
- R. N. Prasad, Seema Acharya, “Fundamentals of Business Analytics”, Wiley, 2015.
- S M Ross, “Introduction to Probability and Statistics for Engineers and Scientists”, Academic Foundation, 2011.
- David Hand, Heiki Mannila, Padhria Smyth, “Principles of Data Mining”, PHI, 2013.

# COOPERATIVE MANAGEMENT (CM) GROUP

## NON-CREDIT CO-OPERATIVES

### BMB CM 04

**Course Credit: 3**

**Contact Hours: 40**

#### Course Objectives

1. To gather the functions of Milk Producers Co-operatives.
2. To acquire the various types of Marketing Co-operatives.
3. To understand the functions of Consumer Co-operatives.
4. To know about the Industrial and Processing Co-operatives.
5. To acquire knowledge about various types of Non-Credit Co-operatives.

#### UNIT I (8 Hrs)

**Marketing Co-operatives:** Origin and Development of Marketing Co-operatives in India; Primary and Apex Co-operative Marketing Societies in India; their Constitution and Functioning; Various forms of Government assistance; NAFED; and Regulated Markets.

#### UNIT II (8 Hrs)

**Consumer Co-operatives:** Need and Importance; Origin and Development; Structure; Working of Primary, District, Apex Consumer Co-operatives; NCCF; Supermarkets; Recent development and problems in consumer Co-operatives.

#### UNIT III (8 Hrs)

**Dairy Co-operatives:** Place of Dairy Co-operatives in Indian Economy; Structure of Dairy Co-operatives; NDDB; AMUL Pattern; Working and Functions of National Cooperative Dairy Federation; State Cooperative Milk Producers Federation; District Cooperative Milk Producers Union; and Primary Cooperative Milk Producers Societies; Operation Flood Schemes; Recent developments and problems in dairy Co-operatives.

#### UNIT IV (7Hrs)

**Sugarcane and Fertilizer Cooperatives:** The Uttar Pradesh Sugar Cane Co-operative Societies; Service Regulations 1975; Problems of MSP for sugarcane growers; IFFCO; KRIBHCO; Functions and role in improved agricultural practices and productivity.

#### UNIT V (9Hrs)

**Industrial and Processing Co-operatives:** Chikankari / Handlooms Weavers Co-operatives Sugar Factories; Tea Producers Co-operative Societies; Constitution and Working; Labour Contract Societies; Co-operative Printing Press; Co-operative Hospitals; Co-operative Publishers and

Colleges; Fisheries Co-operatives; Forest Produce Co- operatives (LAMPS) and New Generation Cooperatives.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Imbibe the methods of marketing by Primary Agricultural Producers Co-operative Marketing Society Ltd	Remembering (K1)
2	CO2. Gather knowledge regarding the method of processing of milk by Dairy Co-operatives.	Knowledge (K2)
3	CO3. Know the impact of consumer Co-operatives in regulating the prices of consumer goods	Knowledge (K2)
4	CO4. Understand the scope of employment opportunities created by industrial Co-operatives in rural India	Remembering (K1)
5	CO5. Know the role of miscellaneous and service Co-operatives in the upliftment of community as a whole.	Comprehending (K3)

### Suggested Readings

1. B.L. Mathur, Rural Development and Co –operation, RBSA Publishers, 2006.
2. B.S. Mathur, Co-operation in India. Sahitya Bhawan, 2000.
3. R.D.Bedi, Theory, History and Principles of Co-operation, R. Call Book Depot, 2000.
4. S. Shanmuga Sundaram, Weavers Co-operatives. Rainbow, Publications, 1987.
5. T.N. Hajela, Principles, Problems and Practice of Co-operation. Ane's Student Edition, 2000.

# CO-OPERATIVE ACCOUNTING & AUDIT

## BMB CM 05

**Course Credit: 3**

**Contact Hours: 40**

### **Course Objectives**

1. To understand the concept of general and Co-operative audit.
2. To classify the verification and valuation of various assets and liabilities.
3. To know the role, duties and responsibilities of Co-operative auditors.
4. To enable for auditing system in different types of Co-operatives.
5. To understand concept of errors and frauds.

### **UNIT I (8 Hrs)**

**Accounting of PACS:** Accounting records to be maintained by PACS; Basic accounting principles and policies; Steps for preparation of financial statements; Accounting entries for credit activities; Accounting entries for non-credit activities; Accounting entries for common activities; Preparation of final accounts; Understanding the financial statements of PACS; Computerization of PACS; Accounting under CBS environment.

### **UNIT II (8 Hrs)**

**Accounting of ZSBs:** Accounting rules and procedures for the Zila Sahakari Bank Ltd; Head Office Accounting; Rules and procedures for the Zila Sahakari Bank Ltd; DCCB Branches; Reconciliation procedures; Accounting of LDBs; Accounting rules and procedures for the Uttar Pradesh Bhumi Vikas Bank Ltd; Head Office Accounting; Rules and procedures for the Uttar Pradesh Bhumi Vikas Bank Ltd; Branches; and reconciliation procedures in LDBs.

### **UNIT III (8 Hrs)**

**Cooperative Audit:** Definition; Objectives; Scope and Advantages of Audit; Internal Check Vs Internal Audit; Audit, Inspection and Supervision; Audit of Co-operative Societies Vs Joint Stock Companies; Administrative set up for Co-operative Audit; Appointment of Auditor; Rights, duties and responsibilities of a Cooperative Auditor; Types of Audit; Mechanical and Administrative Audit; Preparations for Audit and Framing of Audit Programme.

### **UNIT IV (8 Hrs)**

**Audit Certificate and Classification:** Commencement of Audit Programme; Routine Checking; Vouching of Cash Transaction; Meaning of Verification; Mode of Valuation of various Assets and Liabilities; Depreciation; Reserve: Meaning, and Definition; Various Reserves; Audit of Final Accounts; Profit and Loss Account; Balance Sheet; Reconciliation of Bank Accounts; Audit Report; Audit Certificate; Audit Classification; Assessment and Levy of Audit Fees.

## UNIT V (8 Hrs)

**Audit Programme for Selected Societies:** Various stages of Audit; Audit procedures for Cooperative Credit Institutions; Marketing Societies; Consumer Stores; Housing Societies; Milk Producers Societies; Industrial Cooperatives; Classification on the Reserve Bank of India Standard; Preparation of Final Audit Memorandum and its Enclosures.

### Course Outcome

After successful completion of this course students will be able to,

S.No	Course Outcomes	Bloom's Technology
1	CO1. Gain knowledge on general and Co-op audit.	Remembering (K1)
2	CO2. Acquired skills to apply in verification and valuation of assets and liabilities.	Comprehending (K3)
3	CO3. Learn the duties and responsibilities of general and Co-operative auditor.	Knowledge (K2)
4	CO4. Expand knowledge on conducting audit programme in cooperatives.	Knowledge (K2)
5	CO5, Identify the embezzlement of Errors and Frauds.	Comprehending (K3)

### Suggested Readings

1. Manual on Common Accounting System (CAS) for Primary Agricultural Credit Societies (PACS), NABARD.
2. R.G. Saxena. Principles and Practice of Auditing, Himalaya Publishing House, New Delhi, 2011.
3. D.R. Kapoor, Hand Book of Co-operative Audit, Anmol Publications Pvt Ltd. 1998.
4. B.N. Tandon, S. Sudhhrsan, S. Sundhora Babu, A Hand Book of Practical Auditing, S. Chand and Company Ltd, 2006.
5. B.N. Tandon, A Hand Book of Practical Auditing, S. Chand and Company Ltd, 2007.