


SHRI VISHWAKARMA SKILL UNIVERSITY
(Enacted by the Act 25 of 2016, State of Haryana)
DUDHOLA, PALWAL



Bachelor of Business Administration (BBA) Retail Management
(Honors/Honors with Research)
NSQF Level 6
Batch 2024 onwards


Dr. Pinki
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Scheme and Syllabus BBA Retail Management (Hons and Hons with Research)

1. Introduction

The National Education Policy (NEP) 2020 (hereafter referred to as NEP or the policy) envisages a new and forward-looking vision for India's higher education system. It recognizes that higher education plays an extremely important role in promoting human as well as societal well-being and in developing India as envisioned in its Constitution - a democratic, just, socially conscious, cultured, and humane nation upholding liberty, equality, fraternity, and justice for all. The NEP 2020 notes that "higher education significantly contributes towards sustainable livelihoods and economic development of the nation" and "as India moves towards becoming a knowledge economy and society, more and more young Indians are likely to aspire for higher education."


The National Higher Education Qualifications Framework (NHEQF) envisages increased flexibility and choice of courses of study by students, particularly at the undergraduate level. A wide choice of subjects and courses, from year to year, will be the new distinguishing feature of undergraduate education. Students who wish to change one or more of the opted courses within the programme (s) of study that they are pursuing may do so at the beginning of each year, as long as they are able to demonstrate the required prerequisites and the capability to attain the defined learning outcomes after going through the chosen programme and course(s) of study.

The structure and duration of undergraduate programmes of study proposed by the NEP 2020 include:

- Undergraduate programmes of either 3 or 4-year duration, with multiple entry and exit options, with appropriate certifications;
- A certificate after completing 1 year (2 semesters) of study in the chosen discipline or field, including vocational and professional areas;
- A diploma after 2 years (4 semesters) of study;
- A Bachelor's degree after a 3-year (6 semesters) programme of study;
- A Bachelor's degree with honours after a 4-year (eight semesters) programme of study;
- A Bachelor's degree 'Honours with research' after a 4-year (eight semesters) programme of study.
- If the student completes a rigorous research project in her/his major area(s) of study as specified by the HEI.

2. Levels of Awards

Award	Duration	Corresponding NSQF Level
UG Certificate	1 Year	4.5
Diploma	2 Year	5
BBA Retail Management	3 Years	5.5
BBA Retail Management (Hons/Hons with Research)	4 Years	6


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3. About the Program

Bachelor of Business Administration Retail Management (Hons and Hons with Research) is the 4 years long full-time academic programme leading to the undergraduate degree. The dual vocational educational programme is a four years programme which consist of a combination of on job training (hands on experience) in the retail industry and class room learning. This course is further divided into 8 semesters: 2 semesters per year.

BBA in Retail Management will provide management education and basic understanding in various concepts of retail management. It is an appropriate course for the candidates who wish to make their career in retail industry. A retail manager must be dynamic and able to serve customers. The candidates who have successfully completed the course will be titled as "Retail Managers". The duty of retail manager is to run the store successfully, meet the customer demands, increase the sale and monitor the financial performance of the store.

The program has multiple entry and exit options as per NEP. In 1st year student will be awarded a Certificate. In 2nd year student will be awarded a Diploma. In 3rd year student will be awarded a BBA Retail Management Degree and in the fourth year student will be awarded BBA Retail Management (Hons / Hons with Research).

4. Program Educational Objectives

PEO1: To be able to make use of data analysis tools, effectively applying business analytics knowledge, displaying the ability to think critically, and creating connections between quantitative and qualitative tools, theories, and context in order to solve organisational problems are all necessary.

PEO2: To be able to continuously learn and update one's knowledge, engage in lifelong learning habits and acquire latest data driven skills to perform in current work settings and attain leadership, problem-solving skills in business environment and implement efficient, data-driven solutions to real world problems

PEO3: To continuously strive for justice, ethics, equality, honesty, and integrity both in personal and professional pursuits and able to understand and conduct in a way that is responsible and respectful.

PEO4: Attain conceptual and practical knowledge in the field of business management to contribute to nation building while upholding ethical practices and gain substantive knowledge of the entrepreneurial potential with an ability to communicate effectively and function efficiently on multidisciplinary teams

5. Programme Outcomes (POs)

Domain Knowledge

PO1. To demonstrate strong conceptual knowledge of management & its functional areas.

Professional Communication

PO2. To demonstrate effective oral and written communication skills in the professional context.

Team Work

PO3. To work effectively in teams and demonstrate team-building capabilities.

International Fit for Cross Cultural Understanding

PO4. To evaluate the legal, social and economic environments of business. PO5. To describe the global environment of business.

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Ethics and Social Decision Making

PO6. To demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business, engage in lifelong learning and contributing to the development of nation.

Critical Thinking & Analysis

PO7. To apply decision-support tools to business decision making.

PO8. To apply knowledge of business concepts and functions in an integrated manner. PO9. To analyze and apply conceptual domain knowledge.

Innovations, Problem solving & Decision Making

PO10. To apply decision-support tools for decision making.

PO11. To apply business concepts & methods to solve problems in real world context PO12. To demonstrate employable and deployable skills for appropriate roles in management.

6. Programme Specific Objectives

- PSO1: To provide students with a comprehensive understanding of the principles, concepts, and theories related to retail management.
- PSO2: To develop students' ability to analyze retail markets, consumer behavior, and industry trends using quantitative and qualitative methods.
- PSO3: To enhance students' decision-making skills in areas such as merchandise planning, pricing strategies, inventory management, and retail operations.

7. Qualifications targeted

Year 1- Retail Services-Luxury Segment Year

2- Basics of Luxury Brand Management

Details: Scheme of the Program

Semester 1: 24 Credits

Semester 2: 20 Credits

Semester 3: 24 Credits


Semester 4: 20 Credits

Semester 5: 22 Credits

Semester 6: 24 Credits

Semester 7: 20 Credits

Semester 8: 20 Credits


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Details of BBA Retail Management (Hons and Hons with Research) Programme

SEMESTER- I

Course Code	Subject	Category	Credit				Notional Hours				Marks (Theory)				Marks (Practical)				Marks Total
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	To	I	E	
24UBRM01	Marketing Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBRM02	Basics of Accounting	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBRM03	Principles of Management & Organisational Behaviour	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UENG01	English Language and Business Communication	AEC	1	0	0	1	30	-	0	30	15	35	50	-	-	-	-	-	50
24UENG01	English Language and Business Communication	AEC	0	0	1	1			60	60	-	-	-	35	15	50	-	-	50
24UBRM04	Computer Applications in Business	MD	2	0	0	2	60	0	0	60	15	35	50	-	-	-	-	-	50
24UBRM05	Computer Applications in Business	MD	0	0	2	2	0	0	120	120	-	-	-	35	15	50	-	-	100
24UBPM22	Managerial Economics	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UUIIN01	Understanding India Skills	VAC	2	0	0	2	30	0	0	60	30	70	100	-	-	-	-	-	100
Total			17	4	3	24	480	120	180	780	180	420	600	70	30	100	-	-	700

SEMESTER- II

Course Code	Subject	Category	Credit				Notional Hours				Marks (Theory)				Marks (Practical)				Marks Total
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	To	I	E	
24UBRM06	Financial Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBPM13	Human Resource Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBPM09	Business Statistics	MD	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBRM07	Basics of Retailing	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	-	-	100
24UBPM10	Entrepreneurship	AEC	2	0	0	2	30	0	0	60	30	70	100	-	-	-	-	-	100
24UYHS01	Yoga & Health Skills	VAC	0	0	2	2	0	0	60	60	70	30	100	-	-	-	-	-	100
Total			14	4	2	20	390	150	60	600	220	380	700	-	-	-	-	-	700


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Exit Criteria after First Year of BBA(Retail Management) Programme

The students shall have an option to exit after 1st year of Business Administration (Retail Management) program and will be awarded with a **UG Certificate in Business Administration (Retail Management)**.

Re-entry Criteria in to Second Year (Third Semester)-

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the respective University schedule after earning requisite credits in the First year.

Note: The students are required to undergo 4 weeks summer internship after the 2nd semester examinations.

SEMESTER- III

Course Code	Subject	Category	Credit			Notional Hours			Marks (Theory)			Marks (Practical)			Marks	
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	Total
24UBPM19	Business Environment	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM08	Management Accounting	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM09	Consumer Behaviour	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM10	Industrial Marketing	DSE	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM11	E-Commerce	MD	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM12	Summer Internship-I	Internship	0	0	2	2			120	120	-	-		50	50	100
24UHPE01	Human Values and Professional Ethics	AEC	2	0	0	2	60	0	0	60	30	70	100	-	-	100
Total			17	5	2	24	510	150	120	780	180	420	600	50	50	700

SEMESTER- IV

Course Code	Subject	Category	Credit			Notional Hours			Marks (Theory)			Marks (Practical)			Marks	
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	Total
24UBRM13	Operations Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM14	Advertising and Sales Management	DSE	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBRM15	Indian Financial System	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UBPM16	Customer Relationship Management	DSE	3	1	0	4	90	30	0	120	30	70	100	-	-	100
24UENG03	Employability Skills	AEC	1	0	0	1	30	-	0	30	15	35	50	-	-	50
24UENG04	Entrepreneurial Skills	AEC	0	0	1	1			60	60	-	-		35	15	50
24EVS01	Environmental Studies	VAC	2	0	0	2	60	-	-	60	30	70	100	-	-	100
Total			15	4	1	20	450	120	60	630	165	385	550	35	15	600

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Exit Criteria after Second Year of BBA (Retail Management) Programme

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a **UG Diploma in Business Administration (Retail Management)** Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

Re-entry Criteria in to Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA (Retail Management) Program as per the respective University schedule after earning requisite credits in the Second year.

Note: The students are required to undergo 4 weeks summer internship after the 4th semester examinations.


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SEMESTER- V

Course Code	Subject	Category	Credit				Notional Hours				Marks (Theory)			Marks (Practical)			Marks	
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	To	Total	Total
24UBRM17	Strategic Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	100	100
24UBPM20	Supply Chain Management	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	100	100
24UBRM18	Legal Aspects of Business	DSC	3	1	0	4	90	30	0	120	30	70	100	-	-	-	100	100
24UBRM19	Marketing Research	DSE	3	1	0	4	60	0	0	60	30	70	100	-	-	-	100	100
24UBRM20	Brand Management	DSE	3	1	0	4	90	30	0	120	30	70	100	-	-	-	100	100
24UBRM21	Summer Internship-II	Internship	0	0	2	2	0	0	60	60	-	-	-	50	50	100	100	100
Total			15	5	2	22	420	120	60	600	150	350	500	50	50	100	600	600

SEMESTER- VI

Course Code	Subject	Category	Credit				Notional Hours				Marks (Theory)			Marks (Practical)			Marks	
			T	Tu	P	To	T	Tu	P	To	I	E	To	I	E	To	Total	Total
24UBRM22	On Job Training	SEC	0	0	20	20	0	0	600	600	-	-	-	280	120	400	400	400
24UBRM23	Research Project	DSE	0	0	4	4	0	0	240	840	-	-	-	50	50	100	100	100
Total			0	0	24	24	0	0	840	840				330	170	500	500	500

Exit Criteria after Third Year of BBA (Retail Management) Programme

The students shall have an option to exit after 3rd year of Business Administration Program (Retail Management) and will be awarded with a Bachelor's in Business Administration (Retail Management)

Re-entry Criteria in to Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter in to Seventh Semester for completion of the BBA Retail Management (honors) or BBA (Hon- ours with Research) Program as per the respective University schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

1. BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA Degree up to

Sixth Semester.
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BBA (Retail Management) Degree

SEMESTER- VII (Honours/Honours with Research)

Course Code	Subject	Category	Credit			Notional Hours			Marks (Theory)			Marks (Practical)		
			T	Tu	P	To	T	Tu	P	To	I	E	To	Marks Total
24UBPM30	Project Management	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM24	International Marketing	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM25	Service Marketing	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM26	Negotiation Skills	DSE	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM27	Cross Culture HRM	DSE	3	1	0	4	90	30	0	120	30	70	100	100
Total			15	5	0	20	450	150	0	600	150	350	500	500

SEMESTER- VIII (Honours)

Course Code	Subject	Category	Credit			Notional Hours			Marks (Theory)			Marks (Practical)		
			T	Tu	P	To	T	Tu	P	To	I	E	To	Marks Total
24UBRM28	Introduction to Data Analysis	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM29	Literature Review and Report Writing	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM30	Rural Marketing	DSE	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM31	Digital Marketing	DSE	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM32	Industry Project	RP	0	0	4	4	0	0	240	240	-	-	100	100
Total			12	4	4	20	360	120	240	720	120	280	400	500

SEMESTER- VIII (Honours with Research)

Course Code	Subject	Category	Credit			Notional Hours			Marks (Theory)			Marks (Practical)		
			T	Tu	P	To	T	Tu	P	To	I	E	To	Marks Total
24UBRM28	Introduction to Data Analysis	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM29	Literature Review and Report Writing	DSC	3	1	0	4	90	30	0	120	30	70	100	100
24UBRM33	Dissertation (For Research Track)*	SEC	0	0	12	12	0	0	720	720	0	0	0	200
Total			6	2	12	20	180	60	720	960	60	140	200	400

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MARKETING MANAGEMENT

Course Code: 24UBRM01
Max. Marks:100 (30I+70E)

Course Credit: 04 (3-1-0)

Objective

The purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of marketing management.

Learning Outcomes

LO1: To appraise the students about marketing with its significance.

LO2: To establish the importance of marketing mix, its integration and applicability. LO3: To evaluate the application of STP (Segmentation, Targeting and Positioning).

LO4: To familiarize students with the decisions involved in running a firm and the concepts and principles for making those decisions.

LO5: To reiterate the importance of consumer behavior in decision making.

Unit	Topic
I LO 1	Introduction to Marketing: Introduction, Evolution to Marketing Concept; Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing
II LO 2	Marketing Mix: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix
III LO 3	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Concept of Targeting and Positioning
IV LO 4	Consumer Behaviour: Introduction and characteristics of consumer behaviour, Buyer Decision Process; Introduction and Levels of Products, Classification of Products, Product Life Cycle (PLC); Introduction of Brand and Branding, Advantages and disadvantages of branding; Introduction of pricing, Factors Affecting Price Decisions, Pricing Strategies
V LO 5	Distribution and Promotion: Introduction and Need for Marketing Channels, Decisions Involved in Setting up the Channel, Introduction to Retailing, Wholesaling, Promotion mix –Advertising, Personal Selling, Publicity and sales promotion

Books Recommended Text

Books

- Philip Kotler, Levin Lane Keller, Abraham Koshy and Mithleshwar Jha, Marketing Management: South Asian Perspective, 13th ed., Pearson education, New Delhi, 2009
- Kotler Philip. Marketing Management, 11 th Edition, New Delhi, Prentice Hall of India.

Reference Books

- Perreault, William D. and McCarthy, Jr. E. Jerome, Basic Marketing, 14th ed., TMH.
- Rajan Saxena, Marketing Management, 2nd edition, Tata McGraw Hill, 5. Czinkota & Kotabe, Marketing Management, Vikas Publishing, New Delhi.
- Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control, New Delhi, Macmillan,
- Zikmund; Marketing, 7th edition, Thomson Learning, Mumbai.

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BASICS OF ACCOUNTING

Course Code: 24UBRM02
Max. Marks: 100(30I+70E)

Course Credit: 04 (3-1-0)

Objective

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision-making and control. It acquaints students to the conventions and concepts of accounting and preparation as well as analysis of financial statements.

Learning Outcomes

LO1: To examine, learn, and understand fundamental principles and concepts of accounting.

LO2: To examine, learn, and understand the accounting equation and basic accounting entries.

LO3: To study, examine, learn, and understand ledger accounts and trial balance postings. LO4: To examine, learn, and understand final accounts and preparation of statements and its analysis with interpretation.

LO4: To analyze the financial statement through the application of financial ratio.


Units	Topics
I LO 1	Introduction to Accounting: Meaning of Accounting, Book Keeping and Record Maintenance, Concepts and Conventions, Introduction to Accounting Standards and International Financial Reporting Standards
II LO 2	Accounting Equation and Journal Entries: The concept of double entry, accounting equation; assets, liabilities and owners' equity, journal entries and related concepts.
III LO 3	Ledger Accounts & Trial Balance: Classification of accounts, preparation of ledger accounts, posting from journal to ledger accounts, trial balance
IV LO 4	Profit & Loss A/C and Balance Sheet: Format of Trading Account, Profit & loss A/c and Balance Sheet and it's Practical Applicability with Numerical.
V LO 5	Analysis and Interpretation of financial statements: Financial statement analysis, financial ratios, interpretation of results

Recommended Books

- Anthony, R. N., David F. Hawkins and Kenneth A. Merchant, Accounting: Text and Cases. 11th edition. Richard D. Irwin, Inc.
- Shukla, M. C. T.S. Grewal and S. C. Gupta, Advanced Accounts, S. Chand & Co., New Delhi.

Reference Books

- N. Ramachandaran and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw- Hill Publishing Co., New Delhi.
- Bhattacharya, Ashish K., Essentials of Financial Accounting, PHI, New Delhi.
- Financial Accounting by P. C. Tulsian, Pearson Publications, New Delhi.


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PRINCIPLES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Code: 24UBRM03
Max. Marks:100 (30I+70E)

Course Credit: 04 (3-1-0)

Objective

The purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at the workplace.

Learning Outcomes

LO1: Outline the notion of managerial skills and Functions LO2:

Make organizational structure and identify the gaps.

LO3: Understand individual and group behaviour at the workplace. LO4:

Outline the conflict resolution process in the organization.


LO5: Make students acquainted with leadership qualities.

Units	Topics
I LO 1	Basics of Management : Concept, Nature, Process and Significance of management; Managerial levels, Skills, Functions and Roles; Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.
II LO 2	Managerial Skill and Functions : Level of Management- Functions of Management; Centralization – decentralization Organization structures - Line & Staff – functions, Leading and Staffing; Controlling – Definition, Nature, Importance, Steps, Techniques; Decision Making.
III LO 3	Introduction to OB: Organisation Behaviour - Definition, Scope, Importance, Concepts of Organisation Behaviour; Motivation- Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg Learning- Meaning & Theories.
IV LO 4	Perception & Conflict Management: Perception-process; Conflict – Definition, traditional Vs Modern view of conflict – Types of conflict - intra personal, interpersonal, organizational.
V LO 5	Leadership & Personality: Definition, Importance, qualities of leaders, types of leaders – autocratic, democratic, free – rein; Personality- Attributes of personality, Type, Ego state, Johari window.

Books Recommended Text

Books

- SP Robbins and M. Coulter, Management, 8th ed. Prentice-hall of india.
- Stoner, Freeman, and Gilbert, Jr., Management 7th.ed., Prentice-Hall of India.
- Luthans, Fred, Organisational Behaviour, McGraw Hill, New York


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Reference Books

- Heinz, Weihrich, Mark V. Cannice, and Harold Koontz, Management: A Global and Entrepreneurial perspective, 13th ed., Tata MacGraw-hill, 2010.
- Harold koontz and Heinz Weihrich, Essentials of Management, 9th ed., Tata McGraw –hill, New Delhi, 2012.
- Stephen P. Robbins David A. Decenzo, Sanghamitra Bhattacharya, and Madhushree Nanda Agrawal, Fundamentals of Management: Essential concepts and applications, 6th Ed., Pearson Education.
- Newman, Summer, and Gilbert, jr., Management, 6th ed. Prentice-Hall of India.
- Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning, 2012
- Newstorm, John, Organisational Behaviour, Tata McGraw-Hill. Robbins, S.P., Organisational Behaviour, Prentice Hall of India, New Delhi
- Hellgiegel, D and J.W. Slocum, Organisational Behaviour, Thomson Learning
- S.S. Khanka, Organisational Behaviour, S. Chand & Co. New Delhi.



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ENGLISH LANGUAGE AND BUSINESS COMMUNICATION

Course Code: 24UENG01

Course Credit: 01(1-0-0)

Max. Marks: 50 (15I+35E)


Objective:


To train students to enhance their skills in written as well as oral communication through practical conduct of this course. This course will help students in understanding the principles and techniques of business communication.

Learning Outcomes: After completing this course, the learners will be able to

1. Students would be able to understand the nature, structure, types and process of various dimensions of communication and apply them in communication.
2. Students would be able to make effective presentations in various business/professional situations incorporating the ethics of good negotiations and assertive behavior.
3. Students would develop competency to understand and perform the diversity of the globalized multicultural world.
4. Students would be able to draft various types of documents used inside the organization for various types of communication.
5. Students would develop interview skills and competency incorporating the use of different social media platforms for networking.

Units	Topics
I Basics of Communication	Meaning, Process and Types of Communication; Principles of Effective Communication; Process and types of listening, deterrents to listening process, essentials of good listening.
II Presentation Skills	Prerequisites of effective presentation, format of Presentation. Negotiations-types, structures and basics of negotiations; Assertive behavior.
III Multicultural World and Communication	Business Communication in a globalized and multicultural world; understanding cultural diversity and developing cultural competency and inter-cultural business communication skills; Barriers to cross-cultural communication and strategies to overcome them.
IV Written Communication	Mechanics of writing, report writing, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, electronic mail; Resume Writing
V Communication in Practice	Preparing for interviews- types of interviews, process of interview and group discussion; effective ways of performing well in interviews; Social media and Networking, Social media profiles, Editing and Posting on social media;


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Recommended Readings:

- Bovee, C., & Thill, J.V., and Raina, R.L. *Business Communication Today*. New York: Pearson, 2016.
- Lata, Pushp, and Sanjay Kumar. *Communication Skills*. 2nd ed. New Delhi: OUP, 2019.
- Lehman, C. M., Dufrene D. D., and Sinha, M. *BCOM: The South Asian Perspective on Business Communication*. New Delhi: Cengage Learning, 2016.
- Monippally, Matthukutty, M. *Business Communication: From Principles to Practice*. New Delhi: McGraw Hill Pub., 2018.
- Mukerjee, H. S. *Business Communication: Connecting at Workplace*. New-Delhi: Oxford University Press, 2012.
- Murphy, H. A., Hildebrandt, H.W., and Thomas, J.P. *Effective Business Communication*. Boston: McGraw-Hill Companies, 1997.
- Post, Emily. *The Etiquette Advantage in Business*. New York: Collins, 2005.
- Ramesh, Gopalaswamy, and Mahadevan Ramesh. *The Ace of Soft Skills: Attitude, Communication and Etiquette for Success*. Noida: Pearson, 2019.
- Sandra, M. O. *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. New Delhi: Routledge, 2004.
- Sinha, K. K. *Taxmann's Business Communication*. 4th Revised ed. New Delhi: Taxmann's Pub., 2018.
- Taylor, Grant. *English Conversation Practice*. Indian ed. Chennai: McGraw Hill Education Pvt. Ltd., 2017.



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ENGLISH LANGUAGE AND BUSINESS COMMUNICATION PRACTICAL**Course Credit: 01(0-1-0)****Course Code: 24UENG02****Max. Marks: 50(35I+15E)**

Objective: This course is designed to strengthen the communication abilities of the learners by providing them hands-on practice.


Learning Outcomes: After completing this course, the learners will be able to

- 1) Demonstrate knowledge and understanding of a range of professional or public communication situations.
- 2) Perform effectively in diverse professional and public communication situations like interviews and negotiations, drafting emails and resume etc.

Details

- 1) Situational Conversations
- 2) Listening Skills
- 3) Resume Writing
- 4) Mock Interviews
- 5) Group Discussion
- 6) Presentation Skills
- 7) Negotiation Skills
- 8) Email Writing
- 9) Public Speaking
- 10) Extempore Speech

Note: The teacher should play the role of the facilitator and allow the learners maximum time to practice these activities. The focus should be primarily on helping the learners overcome the LSWR barrier and gradually move towards honing these skills to enable the learners use them in professional communication situations.



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COMPUTER APPLICATIONS IN BUSINESS

Course Code: 24UBRM04/05

Course Credit: 04(2-0-2)

Max. Marks:100 (50I+50E)

Objectives:

To handle volume of data in an effective manner, improve their analytical skills and help them understand about the role of data in a business.

Learning Outcomes

LO	Statement
1	Sending E-mails and internet surfing using various search engines.
2	Perform various features of Word processing such that Table, Mail merge, Hyperlink, etc.
3	Work with spreadsheets and save them in different formats for developing proper formats.
4	Prepare a business presentation on MS PowerPoint.
5	Work with tables and lists to analyze, filter and sort data to analyse the results for different data sets.

Unit	Content
I LO1	Introduction to World Wide Web: History of WWW; Web Browsers; Concept of internet; Overview of search engines; Popular search engines in use, Surfing the web and websites; Planning and Developing the websites; Internet service provider; E-mails Introduction about AI Tools like ChatGpt.
II LO2	Introduction to MS Word: Document types, Formatting documents, Tables & Shading; Bullets and Numbering for documents preparation; Charts; Tables; Data Source; Macros; Mail merge, Hyperlink; Google Doc.
III LO3	Introduction to MS Excel: Working with Spreadsheets; Cell Referencing; Date and time Functions; Creating and formatting charts; Creating, Sorting and Filtering Data; Data Coding; Statistical & Mathematical functions; VLookup and HLookup functions; Pivot tables; Conditional Formatting; What-if-analysis; Goal Seek Scenario Manager.
IV LO4	Presentation-Preparing presentation: Clipart, Picture, Bullets & Numbering, Different templates, Handouts, Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail - Setting Slide timings, Google Slides.
V LO5	Analysis: Sorting and filtering: Sort data by multiple columns at same time, Create a customized list and perform a custom sort, macros, Customer feedback analysis using Google Doc., Google form creation, Google Sheets, encryption of worksheets.



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Suggested Activities: List of Practical and Activities (90 Hours) Ms Word

- Introduce students to data analysis using spreadsheet software. Provide them with a dataset and guide them through tasks such as sorting, filtering, creating formulas, generating charts and graphs, and analyzing trends.
- Assign students to create multimedia presentations using presentation software. They can choose a topic of interest and incorporate text, images, videos, and animations to deliver an engaging and informative presentation.

Google Suite.

- Divide students into group and let them prepare some reports and presentations using AI tools
- Assign exercises where students practice writing basic formulas to perform calculations, such as addition, subtraction, multiplication, and division.
- Assign tasks where students create various chart types (e.g., bar, line, pie) to visually represent data and interpret trends and patterns.
- Demonstrate how to use AutoFill to quickly fill a series or replicate formulas across a range of cells and then make students practice for same.
- Assign tasks like creating simple budgets, organizing data, and performing basic calculations using formulas.
- Provide students with datasets and ask them to analyze and interpret the data using spreadsheet functions and tools.
- Introduce students to PivotTables and guide them through creating PivotTables to summarize and analyze data.
- Instruct them to create charts, graphs, and pivot tables to visualize the data and identify trends, patterns, and insights.
- Encourage students to write summaries or reports based on their analysis.
- Instruct students to apply conditional formatting rules to highlight specific data points based on certain criteria
- Provide exercises where students practice using nested functions to perform complex calculations or conditional operations.
- Assign tasks that require students to use functions like VLOOKUP or INDEX/MATCH to search for and retrieve specific data from a table.
- Guide students through the process of protecting worksheets or workbooks by applying password protection, restricting editing, or hiding formulas.
- Introduce students to macro recording and guide them through recording simple macros to automate repetitive tasks.
- Share a list of Excel shortcuts and productivity tips with students, and encourage them to practice using these shortcuts to improve their efficiency
- May prepare students how to use the Scenario Manager to analyze the impact of different scenarios on a model by changing input values.
- Make use of Google Suite that offers a range of cloud-based productivity tools, including Google Docs, Google Sheets, Google Slides and Google Forms. These tools allow real-time collaboration and easy sharing of documents.
- Any other Practical/Practice as decided from time to time
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Presentations
- Participation in extra, co-curricular and cultural activities

Reference Books

- Excel Data Analysis: Modeling and Simulation 2010, Springer, by Hector

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Guerrero. (Lt. Ed.)


- Excel 2019 Bible, by Michael Alexander, Richard Kusleika, John Walkenbach, Wiley. (Lt. Ed.)
- Excel Data Analysis for Dummies, by Stephen L. Nelson, E. C. Nelson. John Wiley & Sons. (Lt. Ed.)

Reference Books

- Excel Formulas and Functions for Dummies, by Ken Bluttman, Peter G. Aitken. John Wiley & Sons. (Lt. Ed.)
- Excel VBA Programming for Dummies, by Michael Alexander and John Walkenbach. John Wiley & Sons. (Lt. Ed.)
- Power Pivot and Power BI: The Excel User's Guide to DAX, Power Query, Power BI & Power Pivot in Excel 2010-2016, by Rob Collie and Avi Singh. Holy Macro Books. (Lt. Ed.)
- Microsoft Excel 2016 Step by Step" by Curtis Frye, Microsoft Press. (Lt. Ed.)

Web Links

- <https://www.youtube.com/watch?v=-ujVQzTtxSg&list=PLWPirh4EWFpEpO6NjjWLbKSCb-wx3hMql>
- <https://www.youtube.com/watch?v=6cV3OwFrOkk&t=1194s>
- <https://www.youtube.com/watch?v=gTK5rNhWJyA>
- <https://www.youtube.com/watch?v=XeWfLNe3moM>


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MANAGERIAL ECONOMICS

Course Code: 24UBPM22
Max. Marks: 100(30I+70E)

Course Credit: 4(3-1-0)

Course Objective:

The objective of this course is to familiarize the students with the concepts and techniques used in micro-economic theory.

Learning Outcomes:

After the completion of course, students will be able to:

LO	Statement
1	Examine the nature and scope of business economics and basic concepts of economics.
2	Understand the elasticity of demand and their applications.
3	Analyse how consumers try to maximize their satisfaction by spending on different goods.
4	Evaluate the relationship between inputs used in production and the resulting outputs and costs.
5	Interpret various facets of and pricing under different market situations.

Unit	Content
I LO1	Introduction: Nature and Scope of Business Economics; Introduction to microeconomics and macroeconomics; Contemporary Issues and applications of Indian economy
II LO2	Elasticity of Demand: concept of Demand and Supply; law of demand, determinants of demand, elasticity and types of elasticity. Measurement of elasticity of demand.
III LO3	Consumer Behaviour: Cardinal Vs Ordinal Utility, Indifference curves: features, budget line, consumers equilibrium, Income consumption curve .
IV LO4	Production and Cost: theory of production, Production Function; input-output combination, short run production law's, and law of returns to scale, economies and diseconomies of scale, Isoquant curve, Isocost curve.
V LO5	Market Structure: Concept of market, Market Structures, Perfect Competition, Monopoly, Monopolistic Competition, Models of oligopoly, price determination.

Suggested Activities:

- Provide students with data sets from real businesses and ask them to analyze pricing strategies. They can use concepts like elasticity of demand, cost analysis, and competitor analysis to recommend pricing changes that optimize profitability.
- Ask students to prepare budgets and allocate resources for hypothetical companies or projects.
- Invite professionals from different industries to speak about their experiences with managerial decision- making.
- Assign students various case studies that involve real-world business scenarios.
- Organize debates or discussions on current economic policies and their potential effects on businesses.
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion

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- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Participation in extra, co-curricular and cultural activities

Reference Books:

- Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. Managerial Economics: Theory, Applications and Cases (Lt ed.), W. W. Norton & Company.
- Bernheim, B. D., Winston, M., & Sen, A. . Microeconomics. McGraw Hill Education. (Lt ed.)
- Geetika, Ghosh P., & Roy Chowdhury, P. (2017). Managerial Economics (Lt ed.). McGraw Hill Education.
- Hirschey, M. . Managerial Economics: An Integrative Approach. Cengage Learning. (Lt ed.)
- Koutsoyiannis, A. Modern Microeconomics (latest ed.). Palgrave, McMillan. (Lt ed.)
- Mark, H. (2009). Fundamentals of Managerial Economics (latest ed.). Cengage Learning. (Lt ed.)
- Managerial Economics: Foundations of Business Analysis and Strategy by Christopher R. Thomas and S. Charles Maurice. (Lt ed.)
- Managerial Economics: Theory, Applications, and Cases" by Edwin Mansfield, Bruce Allen, and Norton
- M. Bedford. (Lt ed.)
- Managerial Economics in a Global Economy by Dominick Salvatore and John V. Diulio Jr. (Lt ed.)



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UNDERSTANDING INDIA

Course Code: 24UUN01
Max. Marks: 100(30I+70E)

Course Credit: 2(2-0-0)

Course Objective:

This course aims to provide students with a comprehensive understanding of India by examining its geographical, historical, cultural, social, and political dimensions.

Learning Outcomes:

After the completion of course, students will be able to:

LO	Statement
CO1	Critically analyze India's geographical position on the world map, including its neighboring countries, and articulate the diverse geographical features of India.
CO2	Demonstrate an understanding of the concept of Bharatvarsha and evaluate the key elements of ancient Indian literature and religious philosophies, including Vedic traditions, Buddhism, and Jainism.
CO3	Assess the significance of oral narratives such as myths, tales, and folklore, and examine the cultural richness of tribal communities within India.
CO4	Students will be able to Analyze the continuity and transformation of India' over time, with a focus on caste, community, class, and gender dynamics.
CO5	Students will be able to explain the importance of India's freedom struggle, the making of the Indian Constitution, and the key features of the Constitution, such as Fundamental Rights and Duties.

Unit	Content
I CLO1	Geography of India: India on the map of the world and its neighboring countries, Geographical diversities
II CLO2	History of India: The idea of Bharatvarsha, Ancient Indian literature- Sanskrit, Pali, Prakrit, Tamil Religions and philosophies of ancient India: Vedic, Buddhism, Jainism
III CLO3	Communicating Culture: Oral narratives: Myths, tales and folklore, Introduction to the Tribal Cultures of India
IV CLO4	Indian Social Structure: Continuity and Change of the Indian Social Structure: Caste, Community, Class, and Gender
V CLO5	Understanding Indian Polity: India's Nationalism and Freedom Struggle, Making of the Indian Constitution Basic features of the Indian constitution: Fundamental rights and Duties, Directive Principles

Suggested Reading

Unit I: Geography of India

1. Tirtha, Ranjit 2002: Geography of India, Rawat Publs., Jaipur & New Delhi.
2. Tiwari, R.C. (2007) Geography of India. Prayag Pustak Bhawan, Allahabad

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Unit II: History of India

1. <https://iksindia.org>
2. Husain, S. Abid. (2003). *The National Culture of India*, National Book Trust, New Delhi.
3. *The Cultural Heritage of India Series*, 8 Volumes (2002), Ramakrishna Mission Institute, Calcutta.

Unit III: Communicating Culture: Tellings, Representations, and Leisure

1. Kanak Mital, "A Santhal Myth, Five Elements" & M.D. Subash Chandran, "Peasant Perception of Bhutas, Uttara Kannada" in Prakrti, The Integral Vision, Vol. 1 (Primal Elements – The Oral Tradition, edited by Baidyanath Saraswati), pp. 119-125; 151-166.
2. K. Ramanujan, "'A Flowering Tree': A Woman's Tale," Oral Tradition, 12/1 (1997): 226-243.
3. Stuart H. Blackburn, "The Folk Hero and Class Interests in Tamil Heroic Ballads," Asian Folklore Studies, Vol. 37, No. 1 (1978), pp. 131-149.
4. Beatrix Hauser, "From Oral Tradition to 'Folk Art': Reevaluating Bengali Scroll Paintings," in Asian Folklore Studies, Vol. 61, No. 1 (2002), pp. 105-122.
5. Komal Kothari, "Myths, Tales and Folklore: Exploring the Substratum of Cinema" pdf.

Unit IV: Indian Social Structure

1. Singh, Y. (1968). Caste and Class: Some Aspects of Continuity and Change. Sociological Bulletin, 17(2), 165–186. <https://doi.org/10.1177/0038022919680205>
2. Singh, Y. (1986). Modernization of Indian Tradition: A Systemic Study of Social Change. India: Rawat Publications.
3. Gupta, D. (2000). Interrogating caste: understanding hierarchy and difference in Indian society. India: Penguin Books.
4. Xaxa, V. (2008). State, Society, and Tribes: Issues in Post-colonial India. India: Dorling Kindersley (India), licensees of Pearson Education in South Asia.
5. Uberoi, P. (1994). Family, Kinship, and Marriage in India. India: Oxford University Press.
6. Robinson, R. (2004). Sociology of Religion in India. India: SAGE Publications.
7. Srinivas, M. N. (2000). Caste: Its 20Th Century Avatar. India: Penguin Books Limited.
8. Jamil, G. (2021). Women in Social Change. SAGE Publishing India.
9. Bhasin, K. (2000). Understanding Gender.

Unit V: Understanding Indian Polity

1. Madhav Khosla. *The Indian Constitution*. New Delhi, Oxford University Press, 2012.
2. Ramachandra Guha. *Makers of Modern India*. Cambridge, Mass., The Belknap Press of Harvard University Press, 2013.
3. Venkataraghavan Subha Srinivasan. *The Origin Story of India's States*. Penguin Random House India Private Limited, 25 Oct. 2021.
4. J Sai Deepak. *India That Is Bharat: Coloniality, Civilisation, Constitution*. New Delhi, Bloomsbury, 2021.


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FINANCIAL MANAGEMENT

Course No. 24UBRM06

Course Credit: 04 (3-1-0) Max.
Marks: 100 (30I+70E)

Objective:

This paper aims to familiarize students with financial management and different financial management planning and control areas.

Learning Outcomes:

LO1: Understand the concept of financial management and various source of finance

LO2: Analyze capital budgeting process and apply capital budgeting techniques for Business decisions

LO3: Examine capital structure and cost of capital


LO4: Critically examine various theories of dividend, identify and analyze dividend policy and suggest sound dividend policy

LO5: Design working capital policy based on the assessment of financial requirements.

Unit	Topics
I LO1	Nature, scope, and objectives of financial management, Finance decision, Functions and Responsibilities of Finance Manager. Sources of Finance: Different Sources of Finance including internal sources, external sources.
II LO2	Time value of money, Capital Budgeting Process, Capital budgeting methods: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index.
III LO3	Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital
IV LO4	Theories of dividend decision - Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy
V LO5	Capital Structure- Theories of Capital Structure, Introduction to Working Capital and its determinants

Suggested Readings:

- Chandra, P. (2007). Financial management: Theory and practice. Tata McGraw-Hill Education.
- Horne, J. C., & Wachowicz, J. M. (2008). Fundamentals of financial management. Prentice Hall.
- Khan, M. Y., & Jain, P. K. (2018). Financial management: Text and problems. Tata McGraw-Hill Education India.


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HUMAN RESOURCE MANAGEMENT

Course No. 24UBPM13
Max. Marks:100(30I+70E)

Course Credit: 04 (3-1-0)

Objective:

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organisations.

Learning Outcomes

LO	Statement
1	Gain a comprehensive understanding of the fundamental concepts of HRM, including its nature, scope, functions, and objectives
2	Able to outline the Recruitment & Selection Processes in Business Process Services (BPS)
3	Apply the knowledge of Development & Career Management to real-world scenarios
4	Analyze the impact of remunerations and benefits on organizational effectiveness and employee well-being.
5	Evaluate contemporary issues in Human Resources Management that promote organizational effectiveness and employee well-being.

Unit	Contents
I LO1	Introduction: Understanding the nature and scope of Human resource management (HRM), Functions and objectives of HRM, Role of HR, HR department structure & HR strategy, Models of HRM
II LO2	Human Resource Planning, Recruitment & Selection: Nature and importance of Human resource planning, Job Analysis, Job Design, Recruitment & Selection process in Business Process Services, Meaning and importance of placement and induction.
III LO3	Development & Career Management- Training & Development, Performance appraisal & Performance Management, Career Development, Employee Empowerment & Engagement
IV LO4	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, Job Evaluation, Fringe benefits, Incentives, and Social Security Schemes
V LO5	Contemporary Issues in Human Resources: Work Life Balance, Human Resource Information System, Managing Workforce Diversity, Ethical Issues in Human Resource Management

Suggested Activities: (60 Hours)

- Students will share their experiences on different stories, topics and their visits through submission of a project report.
- Practice exercise on topics in syllabus
- Encourage active participation by initiating class discussions on relevant topics.
- Teach students how to ask thoughtful questions, provide constructive feedback, and engage in respectful debates.
- Assign group presentations where students collaborate to research a topic, divide the presentation segments, and deliver a cohesive and engaging presentation.
- Any other practical decided from time to time.
- Quiz and Internal Examinations
- Assignments
- Presentations
- Participation in extra, co-curricular and cultural activities

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Books Recommended Text**Books**


- Dessler, G. (2020). Human resource management (16th ed.). Pearson.
- Rao, V. S. P., & Rao, T. V. (2018). Human resource management: Text and cases. Excel Books.

Reference Books

- Denisi, A., & (et al.). (Latest edition). HR: A South Asian Perspective. Cengage Learning.
- Ivancevich J.M., (Latest edition) Human Resource Management, McGraw Hill Education
- Aswathappa, (Latest edition). Human Resource Management, McGraw Hill Education
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). Compensation (12th ed.). McGraw-Hill Education.
- Berger, L. A., & Berger, D. R. (2018). The talent management handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people (3rd ed.). McGraw-Hill Education.

Web Links

- <https://www.swayamprabha.gov.in/index.php/program/archive/16>
- <https://www.swayamprabha.gov.in/index.php/program/archive/5>
- <http://cec.nic.in/E-Content/Pages/default.aspx>
- <https://www.youtube.com/watch?v=f60dheI4ARg>


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BUSINESS STATISTICS

Course Code: 24UBPM09
Max. Marks: 100 (30I+70E)

Course Credit: 04 (3-1-0)

Objective:

To acquaint the students with important statistical techniques for managerial decision-making.

Learning Outcomes:

LO	Statement
1	Understanding of application of statistics in business for effective decision making
2	Critically evaluate the underlying assumptions of analysis tools
3	Solve a range of problems using the techniques covered
4	Conduct statistical analysis of data.
5	Apply concepts of index number and probability to solve problems

Unit	Contents
I LO1	Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation, types of classification, Tabulation and Graphs: formation of frequency distribution, types and construction of tables, significance, types and construction of diagrams and graphs
II LO2	Measures of Central Tendency: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures.
III LO3	Measures of Dispersion: Measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation; Skewness and Kurtosis
IV LO4	Correlation & Regression: Meaning of correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance. Regression vs. Correlation, Regression lines.
V LO5	Index Numbers: Methods of constructing index numbers., Introduction to probability theory, Probability rules and concepts, Probability distributions (discrete and continuous), Analysis of Time Series – Methods of Measuring Trend and Seasonal Variations., Introduction to testing of Hypothesis.

Suggested Activities: List of Activities (60 Hours):

- Assign students a project where they need to collect data on a specific business-related topic, analyze the data using appropriate statistical techniques, and present their findings. This can include survey design, data collection, data cleaning, and analysis using descriptive statistics, probability, and hypothesis testing.
- Provide students with a dataset and ask them to create meaningful visualizations using software tools like Excel, SPSS or R. Instruct them to present their visualizations and discuss the insights gained from the data.
- Present students with case studies or real-world examples where they need to apply statistical concepts and techniques to solve business problems. Encourage them to analyze the data, make inferences, and draw conclusions based on their statistical analysis.
- Allocate dedicated class time for students to practice using statistical software packages like Excel, SPSS, or R. Provide them with datasets and guide them through the process of performing statistical calculations, creating charts, and interpreting the results.
- Conduct lab sessions where students can practice using statistical software such as

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Excel or SPSS. Assign specific tasks, such as data entry, calculation of descriptive statistics, hypothesis testing, or regression analysis, to familiarize students with the software's functionality and data analysis capabilities.

- Invite professionals from industry or academia who have expertise in business statistics to deliver guest lectures.
- Provide students with various datasets or statistical reports and ask them to interpret the findings.
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Participation in extra, co-curricular and cultural activities

Suggested Books:


- Business Statistics, by Vohra, N. D., Tata McGraw Hill Publishing Company, New Delhi. (Lt. E)
- Statistical Methods, by S.P.Gupta, Sultan Chand & Sons, New Delhi, (Lt. Ed)

Reference Books:

- Statistics for Management, by Levin, R.I. and D.S. Rubin, Prentice-Hall of India. (Lt. Ed)
- Complete Business Statistics, by Aczel, Amir D., and Sounderpandian, J., Tata McGraw Hill Publishing. (Lt. Ed)
- Statistics for Business and Economics, by Anderson, Sweeny and Williams, Cengage Learning, New Delhi, (Lt. Ed)
- Business Statistics, by J.K.Sharma, Pearson Education, New Delhi. (Lt. Ed)
- Elements of Business Statistics, by S.P. Gupta, Sultan Chand & Sons, New Delhi. (Lt. Ed)
- Statistics for Management, by Kellar, Cengage Learning. (Lt. Ed)
- Statistics for Business (Decision making and Analysis). By Stine, R. and Foster. (2014). New Delhi: Pearson. (Lt. Ed)

Web Links:

- <https://www.swayamprabha.gov.in/index.php/program/archive/16>
- <https://www.swayamprabha.gov.in/index.php/program/archive/5>
- https://onlinecourses.nptel.ac.in/noc23_ma83/preview
- https://onlinecourses.swayam2.ac.in/nou23_cm08/preview
- https://onlinecourses.nptel.ac.in/noc23_mg22/preview


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BASICS OF RETAILING

Course Code: 24UBRM07
Max. Marks: 100(30I+70E)

Course Credit: 4(3-1-0)

Objective:

This course provides the student with an introduction to retailing, exposure of retail environment and knowledge about how retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.

Learning Outcomes:

LO1: Become familiar with the fundamental concepts and how the retail industry works. LO2: Able to understand the impact of retailing on the economy and its role in society.

LO3: Be able to apply the knowledge that how retailing fits within the broader disciplines of business.

LO4: To analyze the policies, methods, and procedures used by successful retailers in today's global economy.

LO5: To be able to make decisions involved in running a retail firm and the concepts and principles for making those decisions.

Unit	Topic	LO'S
I Introduction to Retailing and Retail types	Concept of retailing, Functions of retailing, Terms & Definition, Introduction to Retailing and Retail types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.	LO1, LO6, LO7
II Retail Consumer	Retail consumer behaviour, Factors influencing the Retail consumer, Retail Customer Buying Behaviour, Customer decision making process, Market research for understanding retail consumer, Responding and Targeting Consumers	LO2, LO3, LO4
III Retail Locations	Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a Retail Site Location, Measurement of success of location, Store Layout and Design, Merchandising and Assortment Planning	LO4, LO5, LO7
IV Merchandising	Meaning of Merchandising, Factors influencing Merchandising, Merchandise planning, Merchandise buying, Pricing Decisions, Retail Communication Mix, and International Aspects of Retailing.	LO4, LO5, LO6
V Operations in Retail	Store administration, Premises and Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Retail Information System, Operations Management in Retail.	LO4, LO3, LO7

Suggested Readings:

- Swapna. P (2011) Retailing Management: Text and Cases, ISBN-007015256X, Tata McGraw Hill

Reference Books:

- Michael. L, Barton. W & Watson. D. (2014) Retailing Management, Tata McGraw Hill
- Berman, B, Joel R. Evans & Chatterjee, P (2017) Retail Management: A strategic Approach Pearson Education Asia, ISBN-0133796841.
- Hammond, R (2013) Modern Retail Management: Practical Retail Fundamentals in the Connected Age, Kogan Page, ISBN-0749465867.

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ENTREPRENEURSHIP

Course No. 24UBPM10
Max. Marks: 100 (30I+70E)

Course Credit: 02 (1-1-0)

Objective:

The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Learning Outcome:

LO	Statement
1	Understand the importance of entrepreneurial roles
2	Outline the prerequisites that are required to be needed to start new ventures with capital
3	Develop objectives of entrepreneurship in society and ways to build entrepreneurial skills
4	Demonstrate critical thinking skills and effective resource management techniques for decision making
5	Outline the nature of working capital in the enterprise and IPRs

Unit	Content
I LO1	Introduction to Entrepreneurship: Entrepreneurial Mindset, Characteristic of an Entrepreneur; Conception & Ideation: Business Plan and its elements; Roles and Responsibilities of Entrepreneurs, Customer value proposition, Introduction to Intrapreneurship
II LO2	Self Confidence and Resilience: 4 Ps of Entrepreneurship, Importance of Business Networking; Prerequisites of successful enterprise; Business Risk, Getting Money for Business: Concept of Funding, Types of Funding
III LO3	Dream and Achieve: Vision, Mission and Goals, SMART goals, entrepreneurial work ethics; Leadership and Team Spirit; Role of Emotional Intelligence; Roles of Entrepreneurs in society, Effective Ways to Build Entrepreneurial Skills
IV LO4	Taking Ownership: Porters competition strategies, Factors affecting business; Introduction to Critical Thinking, Model of Critical Thinking; Importance and benefits of Creative thinking, Decision making, Effective decision-making process
V LO5	Regulatory Issues: Concept of Working capital; Business Loans for startups and MSMEs, Legal Issues, Intellectual Property Rights, patents, trademarks, copyrights, trade secrets, licensing, franchising..

Suggested Activities: List of Activities (30 Hours)

- Discuss Success and Failure Stories of Famous Entrepreneurs like Steve Jobs Success Story, Mumbai Dabbawala delivery success Story, etc.
- Create a group of students and provide them inputs to develop a business plan. The students will submit the report on same and will make presentations for their respective plan.
- Collect the information about successful entrepreneurs of India and globe and submit a report of their success stories.
- Instruct may Organize pitch competitions where students can present their business ideas or business plans to a panel of judges.

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- Engage students in activities such as ideation exercises, role plays, team-building exercises, and pitch competitions to enhance their entrepreneurial skills.
- Assign individual or group projects where students have to pitch their business ideas, outlining the problem they aim to solve, target market, value proposition, and competitive advantage.
- Encourage students to identify problems or opportunities in the market and come up with innovative solutions or business concepts.
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Presentations
- Participation in extra, co-curricular and cultural activities

Books Recommended Text

Books

- Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1st ed; Himalaya Publishing House Pvt Ltd, (Lt. Ed)

Reference Books

- Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi. (Lt. Ed) 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA). (Lt. Ed) 3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. (Lt. Ed)
- Forbat John, "Entrepreneurship", New Age International, (Lt. Ed)
- Havinal, Veerbhadrappa, "Management and Entrepreneurship", New Age International Publishers, (Lt. Ed).
- John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, (Lt. Ed) Janakiram B., Management & Entrepreneurship, Excel Books India, (Lt. Ed)
- Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1st Edition; Dorling Kindersley Ltd, (Lt. Ed)

Web Links

- https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
- <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv t=entrepreneurship+developme nt+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F8DB4 E&&FORM=VRDGAR>
- <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv t=entrepreneurship+developme nt+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F888E6DF &&FORM=VRDGAR>
- <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv t=entrepreneurship+developme nt+videos&view=detail&mid=2E714CA0963D221569E52E714CA0963D221569E5 &&FORM=VRDGAR>
- <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv t=entrepreneurship+developme nt+videos&view=detail&mid=D72A5948DCB34F06 84C0D72A5948DCB34F0684C0&&FORM=VRDGAR>

YOGA AND HEALTH SKILLS –II

Course Credit: 02 (L02-T0-P0)

Course code: 24UYHS01

Max. Marks: 100(30I+70E)

Objective: Students will get information about the origin, history and development of Yoga along with different streams of yoga, literature and meditation.

Learning Outcome: After the completion of the course, the learners will be able to

1. To make aware of the definition, history and nature of yoga.
2. Telling information about different school of yoga.
3. Giving information about cleansing technique and yogic diet.
4. Explaining the importance of health.
5. Yogic management of various diseases and the utility of meditation.

Unit	Statement
1	Introduction to Yoga: Meaning and Definition of Yoga, Aim and Objectives of Yoga, Misconceptions of Yoga; Brief knowledge about Streams of Yoga-Ashtang and HathaYoga. Yogic Prayer Mantra. Importance of Yoga in modern era.
2	Yoga practices: Raja Yoga (AshtangaYoga), GyanYoga, Bhakti Yoga, Karma Yoga, Hatha Yoga.
3	Introduction to cleansing technique: Meaning, Definition, Objectives and Classification. Yogic diet: Diet, Yogic Diet, Anti-diet, Balanced diet.
4	Health: Meaning, Definition, aim and objectives, Dincharya (Daily regimen): Meaning, definition and sequential elements, Application of Dincharya, Ritucharya (Seasonal Regimen): Meaning, Definition, Types with their salient features, Season wise Does and Don'ts.
5	Yogic management in health problems: cervical, back pain, diabetes and stress. Meditation: Meaning, types, importance, general instructions and suggestions for meditation, physical, mental and spiritual effects of meditation.

TEXT BOOKS

1. Yoga & yogic chikitsa - Singh Prof. Ramharsh ,Chaukhamba Sanskrit pratishtan, Edition 2011
2. Swami Vivekananda: Jnana Yoga, Bhakti Yoga, Karma Yoga, Raja Yoga, Advaita Ashrama, Calcutta, 2002.
3. Prof. Ramharsh Singh -SwashtavrittaVigyan, Chaukhambha Sanskrit Prakashan, Varanasi, 1998.
4. Sriram Sharma Acharya- JivemSharadahShatam, AkhandJyoti Mathura 1998.
5. Prof. Ramharsh Singh-Yogewam Yogic Chitksha, Chaukhambha Sanskrit Prakashan, Varanasi, 1998.
6. SwasthaVrittaVigyanewam Yogic Chitksha- Dr. RakeshGiri, SikhshaBharti, Utrakhnad.

References Books

1. Swami Kuvalyananda : Asana, Kaivalyadhama, Lonavla, 1993
2. Swami Satyananda Saraswati: Asana, Pranayama, Bandha, Mudra, Bihar School of Yoga, Munger, 2006
3. Basavaraddi, I.V. & others: YOGASANA: A Comprehensive description about Yogasana, MDNIY, New Delhi, 2011.
4. Basavaraddi, I.V. & others: Yogic Sukshma Evam Sthula Vyayama, MDNIY, New Delhi, 2011.


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SEMESTER III

BUSINESS ENVIRONMENT

Course No. 24UBPM19

Course Credit: 04 (3-1-0)

Max. Marks:100 (30I+70E)

Objective: To make students understand various factors that shape the business environment in which organizations operate.

Learning Outcomes

LO	Statement
I	Understand the components and significance of the business environment.
II	Analyze the influence of economic factors on business operations and strategy.
III	Examine the impact of political, legal, and social factors on business decision-making.
IV	Evaluate the role of technology in shaping the business environment and driving innovation.
V	Apply analytical tools to assess the business environment and develop strategic responses.

Unit	Contents
I LO	Introduction to Business Environment: Definition and scope of the business environment, Components of the business environment, business environment and strategic decision-making, Process and limitations of environmental analysis.
II LO2	Economic Environment: Basic economic concepts, Macroeconomic factors affecting business, Microeconomic factors affecting business, Nature of the Economy, Structure of Economy, Economic Policies & Planning the Economic Condition, NITI Ayog, National Development Council, Five Year Plans.
III LO3	Unit 3: Political, Legal, and Social Environment: Role of government in business regulation and policy-making, Impact of political stability and instability on business operations, Legal framework for business operations, Influence of societal values and norms on consumer behaviour. Corporate social responsibility and its impact on business strategy.
IV LO4	Unit 4: Technological Environment: Role of technology in driving innovation and change, Impact of digitalization on business models and processes, Challenges and opportunities of emerging technologies.
V LO5	Unit 5: Global Business Environment: Globalization and its effects on businesses, international trade and investment, Cross-cultural management and global strategies.

Suggested Activities (60 Hours)

- Students will submit an assignment on different business setup various challenges faced by different business segments operational in India
- Students will submit a report in a group regarding various political challenges faced by business segment in India
- Students will make a group presentation on the on new trends in technology and the different business models in classroom.
- Invite someone from the local community to come and speak to your class about the sustainability work that they do.
- Group discussion on recent changes in the business environment
- Students can write and submit different components of the economic environment can influence management practices in a business enterprise and gives an example of how inflation increases the cost of raw materials and human resources in an organisation.
- Mock legislative session on passing a new business law
- Group project on CSR initiatives of different companies
- Make presentation that highlights changes in the technological environment can have a huge impact on businesses and the economy. Gives an example of how easy access to the internet has helped in the emergence of e-commerce businesses which in turn has increased the availability of goods to places which were earlier considered to be inaccessible.
- Explore the economic environment of another country and analyze risks faced by companies involved in

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international business, submit a report on same.

- Group discussion for various industrial policies initiated by government over the period of time in India.
- Make an individual report on the topic highlighting the internal and external stakeholder analysis.
- The student must make an SWOT and PESTLE analysis for any business unit described to understand the present situation of the organization.
- Active engagement in discussions, peer reviews, and activities.
- Any other Practical/Practice as decided from time to time
- Short quizzes designed to check preparation for the class may be given periodically
- Case studies discussion
- Quiz and Internal Examinations
- Assignments
- Participation in extra, co-curricular and cultural activities

Books Recommended

Text Books

1. Aswathappa, K.; (Latest edition). Essentials of Business Environment, Himalaya Publishing House, New Delhi.
2. Ahmed, F., & Alam, M. A. (2021). Business Environment: Indian and Global Perspective. PHI Learning Pvt. Ltd.

Reference Books

1. Rangarajan, C.A. (Latest edition). Perspective in Economics, S.Chand & Sons, New Delhi
2. Cherunilam, F. (2021). Business environment. Himalaya Publishing House Pvt. Ltd.
3. Fernando, A. C. (Latest edition). Business Environment. Pearson Education.



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MANAGEMENT ACCOUNTING

Course Code: 24UBRM08

Course Credit: 04 (3-1-0)

Max Marks: 100(30I+70E)

Course Objective:

The objective of this course is to enable students to understand and apply the concepts, techniques, and tools of management accounting for planning, control, and decision-making. It aims to develop analytical skills in cost analysis, budgeting, variance analysis, and performance evaluation to support effective managerial decisions.

Learning Outcomes

LO	Statement
I	Understand the fundamental principles and scope of management accounting.
II	Apply cost classification and costing techniques for internal analysis and decision-making.
III	Prepare and analyze budgets for planning and control purposes
IV	Evaluate business performance using standard costing and variance analysis.
V	Use management accounting tools to support strategic decisions and performance evaluation.

Unit	Topics
I LO1	Introduction to Management Accounting: Meaning and Nature of Management Accounting, Objectives and Scope, Differences between Financial, Cost, and Management Accounting, Functions and Role of a Management Accountant, Ethical Issues and Limitations of Management Accounting
II LO2	Cost Concepts and Cost Classification: Types of Costs: Direct, Indirect, Fixed, Variable, Semi-variable, Cost Classification Based on Behaviour, Function, and Relevance, Cost Sheet Preparation, Cost Units and Cost Centers, Introduction to Activity-Based Costing .
III LO3	Budgeting and Budgetary Control: Meaning and Importance of Budgeting, Types of Budgets: Sales, Production, Cash, Flexible; Budget Preparation Process, Budgetary Control Techniques, Introduction to Zero-Based Budgeting (ZBB).
IV LO4	Standard Costing and Variance Analysis: Meaning and Objectives of Standard Costing, Setting Standards for Material, Labor, and Overheads, Material Variances- Labor and Overhead Variances, Interpretation and Use of Variance Analysis.
V LO5	Decision Making and Performance Evaluation: Marginal Costing and Decision Making, Cost-Volume-Profit and Break-even Analysis, Relevant Costing for Managerial Decisions (Make or Buy, Product Mix, Pricing), Responsibility Accounting, Introduction to Balanced Scorecard.


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Suggested Readings

Core Textbooks:

- Khan, M. Y., & Jain, P. K. *Management Accounting* McGraw Hill Education
- Horngren, C. T., Datar, S. M., & Rajan, M. V. *Cost Accounting: A Managerial Emphasis* Pearson Education
- **Supplementary Readings:**
- Jain, I. C., & Narang, K. L. *Advanced Cost Accounting* Kalyani Publishers
- Pandey, I. M. *Management Accounting* Vikas Publishing House
- Bhattacharyya, D. *Management Accounting* Pearson India


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CONSUMER BEHAVIOUR

Course code: 24UBRM09
Max. Marks: 100 (30I+70E)

Course Credit: 04 (3-1-0)

Objective

The main objective of this paper is to help students develop basic understanding of the concepts and theories of consumer behavior and will also be exposed to Indian consumer markets and different dimensions of consumer.

Learning Outcomes


LO	Statement
I	Understand the concept of consumer behavior and evaluate various Consumer Behavior Models
II	Determine conceptual foundations of consumer buying decisions and associate it with real life buying decisions
III	Infer the influence of perception and motivation of consumer behavior on consumer lifestyle.
IV	Design different type of purchase situations which determine success and failure of retail business and identify the significance of communication and consumer satisfaction
V	List the different factors from family, culture, social class and values system that influence consumer behavior.


Unit	Topics
I LO1	Introduction: Concept, Nature, Scope and importance of Consumer Behavior, Evolution and study of different methods of Consumer Behavior, Difference between customer and consumer, Consumer Trends for the future, Rights and Responsibilities of Consumers
II LO 2	Consumer Buying Decision Process: Consumer decision process model; variables affecting the decision process; Complex decision making, impulse buying and degree of involvement in buying; Problem Recognition and factors affecting problem solving; pre-purchase processes and evaluation, Post Purchase Action.
III LO3	Consumer Perception and Motivation: Consumer perception - meaning, nature, Importance and limitation, Barriers to accurate perception, Sensation, perception of values and process; Learning and Attitude, Motivation of Consumer- lifestyle, motivational conflict and need priorities; motivational intensity; motivating consumer.
IV LO 4	Connecting with Consumer: Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point -of-purchase materials; consumer logistics; location based retailing; direct marketing consumption Behaviors; consumption experiences; importance of customer satisfaction; different factors affecting satisfaction level
V LO 5	Influence on Consumer Behavior: Family; Group- Reference Group; Culture, Sub-Culture and Social Class- Nature of Culture, cultural values, types of subculture and their influence on behavior, Changing Indian Core Values, Nature of Social Class and Social Stratification

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Recommended Books

- Schiffman, Leon G. and S. Ramesh Kumar, Consumer Behavior; Pearson Education, Latest Edition
- Solomon, Michael R.; Consumer Behavior – Buying, Having and Being; Pearson Education, New Delhi, Latest Edition
- Nair, Suja R.; Consumer Behavior in Indian Perspective; Himalaya Publishing House; New Delhi, Latest Edition
- RamanujMajumdar, Consumer Behavior, Prentice Hall of India, New Delhi, Latest Edition Blackwell; Consumer Behaviour, Cengage Learning, New Delhi, Latest Edition


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INDUSTRIAL MARKETING

Course Credit: 4(3-1-0)

Course No. 24UBRM10

Max. Marks: 100(30I+70E)

Objective

This course aims to develop a strong conceptual and strategic understanding of marketing practices in industrial (B2B) markets. It focuses on complex decision-making processes, organizational buying behavior, strategic relationship building, and industrial market segmentation, keeping global best practices in perspective

L O	Statement
I	Understand the unique characteristics and challenges of industrial markets.
II	Analyse industrial buying behaviour and organizational decision-making processes.
III	Design strategic industrial marketing plans for products and services.
IV	Develop relationship marketing strategies with industrial clients.
V	Apply contemporary practices in digital and global industrial marketing.

Unit	Contents
I	Introduction to Industrial Marketing: Concept and Nature of Industrial Marketing, Differences Between Consumer and Industrial Marketing, Types of Industrial Markets: Producers, Resellers, Government, and Institutions, Characteristics of Industrial Demand
II	Industrial Buying Behaviour: Organizational Buying Process, Buying Centre Roles and Dynamics (Users, Influencers, Buyers, Deciders, Gatekeepers), Models of Organizational Buying Behaviour: Webster & Wind, Sheth Model; Factors Influencing Industrial Buying Decisions
III	Industrial Market Segmentation and Targeting: Bases for Industrial Market Segmentation, Targeting and Positioning Strategies for Industrial Markets, Developing Customer Value Propositions, Managing Key Accounts and Strategic Accounts
IV	Industrial Product and Pricing Strategies: Managing Industrial Products and Services: Lifecycle and Innovation, Branding Strategies in Industrial Markets, Pricing Strategies for Industrial Products: Cost-Based, Value-Based, and Competitive Pricing, Tendering and Bidding Strategies
V	Industrial Channel Management and Relationship Marketing: Industrial Distribution Systems and Channel Partners, Managing Logistics and Supply Chain Relationships, Building and Sustaining B2B Customer Relationships, Digital Transformation in Industrial Marketing: CRM, E-Procurement, E-Marketplaces

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Books Recommended

Text Books

- Industrial Marketing – Robert R. Reeder, Edward G. Brierty, Betty H. Reeder
- Business Marketing: Connecting Strategy, Relationships and Learning – F. Robert Dwyer and John F. Tanner

Reference Books

- Industrial Marketing Strategy – Frederick E. Webster Jr.
- B2B Marketing: A Guidebook for the Classroom to the Boardroom – Uwe G. Seebacher
- Selling and Sales Management – David Jobber and Geoffrey Lancaster



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E-COMMERCE

Course Credit: 4(3-1-0)

Course No.24UBRM11

Max. Marks: 100 (30I+70E)

Objective

This course is designed to provide students with an understanding of the concepts, models, and strategies underlying E-Commerce operations, especially in the context of retail businesses. It equips learners with the theoretical foundations of electronic commerce and explores practical aspects. The course also introduces students to the Indian E-Commerce ecosystem and prepares them to participate in and contribute to the growing digital retail economy.

LO	Statement
I	Understand the basic concepts, evolution, and business models of E-Commerce.
II	Analyse the digital business environment and key components of online retail platforms.
III	Demonstrate familiarity with payment systems, security measures, and logistics in E-Commerce.
IV	Apply E-Commerce tools to create or manage a retail website/store.
V	Examine legal, ethical, and regulatory frameworks applicable to E-Commerce in India.

Unit	Contents
I LO1	Introduction to E-Commerce- Meaning, scope, and benefits of E-Commerce; Evolution of E-Commerce and m-Commerce; E-Commerce vs Traditional Commerce; Business models in E-Commerce: B2B, B2C, C2C, C2B, B2G; Indian E-Commerce ecosystem: Trends and market size
II LO2	Infrastructure and Technologies of E-Commerce- Components of an E-Commerce platform; Internet, Intranet, and Extranet in retail; Website design basics for retail businesses; Web hosting, domain registration, and SEO basics; Tools for creating online stores (Shopify, WooCommerce, Wix, etc.)
III LO3	Payment Systems and Security- Online payment methods: Credit/debit cards, UPI, wallets, net banking; Payment gateways and digital wallet integration; Cybersecurity threats in E-Commerce; Security protocols: SSL, digital signatures, firewalls; Role of the Reserve Bank of India and NPCI in digital payments
IV LO4	E-Commerce Logistics, Fulfilment and CRM- Order fulfilment cycle and supply chain in E-Commerce; Last-mile delivery and reverse logistics; E-CRM tools and customer service management; Handling returns and grievances online; Case studies: Amazon, Flipkart, Nykaa, BigBasket etc.
V LO5	Legal, Ethical, and Regulatory Issues in E-Commerce- Legal framework for E-Commerce in India: IT Act 2000, Consumer Protection Act (E-Commerce Rules 2020); Intellectual property rights in digital commerce; Data privacy and ethical issues in E-Commerce; Regulatory bodies: Indian Computer Emergency Response Team (CERT-IN), Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Electronics and Information Technology (MeitY); GST and taxation implications in online retail

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Suggested Activities: List of Activities (60 Hours):

- Quizzes on E-Commerce models, digital payment systems, and legal aspects
- Group Assignment to design a mock online store using a free platform (e.g., Wix/Shopify trial)
- Hands-on: Register a domain name and explore website builder tools
- Simulation: Demonstrate a payment gateway integration workflow
- Case Study: Analyze logistics and customer handling strategies of Indian retail platforms
- Role Play: Simulate buyer-seller communication in an online retail transaction
- Industry Interaction: Guest sessions with E-Commerce entrepreneurs or logistics partners
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Books Recommended**Textbooks:**

- Laudon, K. C., & Traver, C. G. (2021). *E-Commerce 2021: Business, Technology, and Society* (16th ed.). Pearson Education.
- Bharat Bhasker. (2013). *Electronic Commerce: Framework, Technologies and Applications* (4th ed.). McGraw Hill Education India.
- Joseph, P. T. (2015). *E-Commerce: An Indian Perspective* (5th ed.). PHI Learning Pvt. Ltd.

Reference Books

- Elias M. Awad. (2007). *Electronic Commerce: From Vision to Fulfillment* (3rd ed.). Pearson Education.
 - Schneider, G. (2017). *Electronic Commerce* (12th ed.). Cengage Learning.
- Agarwala, K. N., Lal, A., & Agarwala, D. (2000). *Business on the Net: An introduction to the 'What's and 'How's of e-commerce* (2nd ed.). Macmillan India



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SUMMER INTERNSHIP-I**Course Credit: 02 (0-0-2)****Course No. 24UBRM12****Max. Marks:100 (50E+50I)**

At the end of second semester, every student will undergo 4-6 weeks training. During the course of training, the organisation (where the student is undergoing training) will assign a problem/project to the student. After completion of training, the student will submit a report to the university, which will form the part of third semester examination. The tentative content of the report is given below:

1. Cover Page
2. Acknowledgement
3. Certificate from organisation/company
4. Introduction
5. Company profile
6. Literature Review (if any)
7. Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools and Limitations of Study)
8. Data Analysis
9. Conclusions
10. References
11. Appendices – to include questionnaire etc. (if any)

The report must be submitted within two months from commencement of third semester. One chapter must be included about history of the organisation, its structure, products and services offered. The average size of report will be 40 to 60 typed pages in standard font size 12 and one half spacing on A4 size papers. It is mandatory that student will make presentation in presence of teachers and students. For external evaluation, Presentation / Viva voce will be conducted by the external examiner.


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HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code: 24UHPE01
Max. Marks: 100(30I+70E)

Course Credit: 02(0-1-0)

Objectives: The course aims to inculcate core human values and professional ethics in the learners to guide them in developing a strong sense of ethics and values that can help them navigate their chosen profession with integrity and responsibility.

Learning Outcomes: After completing this course, the learners will be able to

- Understand of Human values to interact and connect with the outer world in a peaceful manner (Yama).
- To exhibit Professional Ethics at working place.
- Ability to work in team with human values and professional ethics.
- Appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity.

• UNIT I

- **Human Values-1:** Values: Understanding values, Types of values, Role of tracking values for individual & social wellbeing.
- Integrity, Trustworthiness, Honesty, Courage, Love and Compassion, non-violence, Renunciation, Righteousness
- Co-operation: -Understanding cooperation and significance of cooperation, Team work, Cohesion of Self-Family-Society.

• UNIT II

- **Human Values-2:** Empathy, Emotional Intelligence– Emotional Competencies – Conscientiousness.
- Self-confidence, Spirituality, Character.
- Truthfulness: Understanding truthfulness, need for truthfulness and role of truthfulness in relationship and social interaction.
- Customs and Traditions -Value Education – Human Dignity – Human Rights – Fundamental Duties.

• UNIT III

- **Professional Ethics aiming at excellence and Harmony:** Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics.
- Integrity, Trusteeship, Harmony, Accountability, Inclusiveness, Commitment, Respectfulness, Belongingness, Sustainability

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• UNIT IV

Professional Ethics: Global Prospective:

- Globalization and MNCs –Cross Culture Issues,
- Business Ethics, Media Ethics, Environmental Ethics, Bio Ethics, Computer Ethics, War Ethics


• UNIT V

Duties and Rights in Profession:

- Concept of Duty, Professional Duties, Consensus and Controversy
- Professional and Individual Right,
- Conflict of Interest-Ethical egoism,
- Gifts and Bribes, Plagiarism

Recommended Readings:

1. Alavudeen, A, R. Kalil Rahman, and M. Jayakumaran. *Professional Ethics and Human Values*. Laxmi Publications, 2015.
2. Banerjee, B P. *Foundation of Ethics and Management*. Excel Books, 2005.
3. Gaur, R, R, R. Sangal, and G.P. Bagaria. *A Foundation Course in Human Values and Professional Ethics*. Excel Books, 2010.
4. Hugman, Richard. *New Approaches in Ethics for the Caring Professions: Taking Account of Change for Caring Professions*. Red Globe Press, 2005.
5. Hugman, Richard, and Carter Jan. *Rethinking Values and Ethics in Social Work*. Ney York: Red Globe Press, 2017.
6. Titus, Smith and Nolan. *Living Issues in Philosophy*. Oxford University Press, 1995.


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SEMESTER IV

OPERATIONS MANAGEMENT

Course Code: 24UBRM13
Max. Marks: 100(30I+70E)

Course Credit: 04 (3-1-0)

Course objective:

This course is designed to help the students understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

Learning Outcomes:

LO	STATEMENT
1	Learners will be able to understand the Nature, Evolution, and Scope of Operations Management.
2	Learners will gain the ability to Formulate and Align Operations Strategy with Competitive Strategy.
3	Learners will be able to evaluate Facility Location and Layout Decisions in a Global Context.
4	Learners will be able to design Efficient Production Processes and Plan for Capacity.
5	Learners will be able to apply Lean Tools and Enterprise Systems for Process Improvement

Unit	Content
1 LO1	Nature, Evolution and Scope of Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.
2 LO2	Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions. Design of production process and facility layout, Capacity planning.
3 LO3	Aggregate planning, Process design and analysis. Business process reengineering; enterprise resource planning; lean manufacturing; Total Quality Management, Preventive maintenance.
4 LO4	Design of products and services: Process of product and service design, tools, kaizen; 5's', poka yoke, Just In Time Manufacturing.
5 LO5	Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models. Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

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Books Recommended

1. Bedi, K. (2014). *Production and Operations Management* (3rd ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3rd edition, Chennai
3. Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
4. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11th ed.), Pearson Education, Delhi.
5. Mahadevan, B. (2015). *Operations Management* (3rd ed.). Pearson Education, Delhi.
6. Stevenson, W.J., (2018). *Operations Management* (12th ed.). McGraw Hill, Chennai.



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ADVERTISING & SALES MANAGEMENT

Course Code: 24UBRM14
Max. Marks: 100(30I+70E)

Course Credit: 04 (3-1-0)

Course objective:

This course aims to provide students with a comprehensive understanding of the principles, practices, and strategic significance of advertising and sales management within the retail sector. It introduces students to advertising concepts, media planning, creative development, and regulatory frameworks. The sales management portion focuses on the sales process, sales planning, territory management, and performance evaluation. Students will gain insight into how advertising and sales efforts are integrated to support branding and drive revenue.

LO	Statement
1	Explain the fundamentals of advertising and sales in a retail environment.
2	Identify different advertising media and evaluate their suitability for campaigns.
3	Apply sales techniques and manage the personal selling process.
4	Plan media schedules and sales promotions aligned with target markets.
5	Evaluate advertising effectiveness and develop sales targets and performance metrics.

Unit	Contents
I LO1	Fundamentals of Advertising- Nature, scope, and importance of advertising in retail; Objectives and functions of advertising; Types of advertising: product, institutional, reminder, persuasive, comparative; Economic, social, and ethical aspects of advertising; Advertising and IMC (Integrated Marketing Communication)
II LO2	Advertising Strategy and Media Planning- Advertising appeals and message design; Copywriting for print, radio, television, and digital platforms; Media types and their characteristics (print, electronic, outdoor, online); Media selection, scheduling, and budgeting; Evaluating advertising effectiveness (pre- and post-testing)
III LO3	Fundamentals of Sales Management- Nature, scope, and objectives of sales management; The sales process and personal selling; Qualities and functions of a good salesperson; Differences between B2B and B2C selling; Role of retail sales executives in consumer buying decisions
IV LO4	Sales Planning and Control- Sales planning, sales forecasting, and sales budgeting; Territory design and quota setting; Sales organization structures; Recruitment, training, and motivation of sales personnel; Evaluation and performance appraisal of the Salesforce
V LO5	Advertising and Sales in Practice- Integration of advertising and sales promotion in retail campaigns; Case studies of Indian retail advertising campaigns (e.g., Big Bazaar, Tanishq, Amul); Legal and regulatory framework of advertising in India (ASCI, TRAI guidelines etc); Digital advertising trends and the rise of influencer marketing; Ethical concerns and misleading advertisements

Suggested Activities: List of Activities (60 Hours):

- Quizzes on ad strategies, sales process, and media concepts
- Case Studies on Indian advertising campaigns and retail sales performance
- Assignments on ad copywriting, media selection, or sales forecast

- Group Project to design an integrated retail campaign (print + digital)
- Mock Sales Role-Play: Personal selling and objection handling simulation
- Field Visit to local retail outlets to observe in-store promotions and sales activities
- Guest Lectures by industry professionals (e.g., brand managers, sales executives)
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Books Recommended

Textbooks:

- Belch, G. E., Belch, M. A., & Purani, K. (2022). Advertising and Promotion: An Integrated Marketing Communications Perspective (10th ed.). McGraw Hill Education India.
- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2020). Sales Management: Decisions, Strategies and Cases (5th ed.). Pearson Education India.
- Chunawala, S. A. (2021). Advertising, Sales and Promotion Management (7th ed.). Himalaya Publishing House.
- Batra, R., Myers, J. G., & Aaker, D. A. (2008). Advertising Management (5th ed.). Pearson Education.

Reference Books

- Kazmi, S. H. H., & Batra, S. K. (2019). Advertising and Sales Promotion (3rd ed.). Excel Books.
- Gupta, S. L. (2020). Sales and Distribution Management (2nd ed.). Excel Books
- Jethwaney, J. N., & Jain, S. (2006). *Advertising Management*. New Delhi: Oxford University Press.
- Wells, W., Burnett, J., & Moriarty, S. (2017). Advertising: Principles and Practice (7th ed.). Pearson Education.



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INDIAN FINANCIAL SYSTEM

Course No. 24UBRM15
Max. Marks: 100 (30I+70E)

Course Credit: 4(3-1-0)

Objective

The objective of this course is to make the candidates aware about the financial systems prevalent in India and the role of Institution in the financial system.

LO	Statement
LO1	To appraise the students about the components of a financial system (financial institutions, markets, instruments, and regulators).
LO2	To give insights about the roles of different financial institutions (banks, NBFCs, mutual funds, etc.).
LO3	To reiterate the importance of regulatory institutions.
LO4	To familiarize students with financial services such as factoring, leasing, credit rating, credit card, etc

Unit	Contents
I	Introduction to Financial System: Meaning – Classification of Financial System. Financial Markets – Functions and Significance of Primary Market, Secondary Market, Capital Market, & Money Market.
II	Financial Institutions and Mutual Funds: Objectives, composition, functions of different development such as IFCI, IDBI, SIDBI, EXIM Bank, NABARD and ICICI, Role of development in the Indian economy, Meaning and benefits of mutual funds, types of mutual funds
III	Regulatory Institutions: Reserve Bank of India: Objectives, Functions, Role and Monetary Policy, Fiscal Policy, Securities and Exchange Board of India: Organisation and Objectives
IV	Financial Instruments and Services: Financial instruments: Equity shares, debentures, bonds, derivatives Financial Services: Meaning, Features, Importance and types of financial services, Leasing: Concept, Classification, Accounting, Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India.
V	Fintech and digital financial services: UPI, mobile banking, wallets, etc., Financial inclusion and literacy initiatives

Suggested Reading:

1. Khan M. Y.; Indian Financial System; Tata McGraw Hills
2. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
3. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
4. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
5. Kim, Suk and Kim, Seung : Global Corporate Finance: Text and cases, 2 nd ed., Miami Florida, Kotb, 1993.
6. Shashi.K.Gupta: Management of Financial Services.
7. Bhole L. M 'Financial Institutions and Markets' Tata McGraw Hills,2008.

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CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 24UBRM16
Max. Marks: 100(30I+70E)

Course Credit: 04 (3-1-0)

Objective

This course introduces students to the fundamentals of Customer Relationship Management (CRM) and its strategic relevance in the retail sector. It equips learners with the knowledge and skills to manage customer relationships effectively, leveraging both traditional and digital tools, with a strong emphasis on practical applications.

LO	Statement
1	Understand key concepts, principles, and the evolution of CRM.
2	Explain the significance of customer segmentation, loyalty, and satisfaction in relationship marketing.
3	Apply CRM tools and technologies in customer data management and service enhancement.
4	Analyse and interpret customer data using basic analytical techniques.
5	Develop and present a structured CRM strategy for retail businesses.

Unit	Contents
I LO1	Foundations of Customer Relationship Management- Concept, Scope, and Objectives of CRM; Evolution and Growth of CRM; CRM vs. traditional marketing and customer service; Types of CRM: Operational, Analytical, and Collaborative; Role of CRM in Retail and Services; Understanding Customer Lifecycle and Value Creation
II LO2	Relationship Marketing and Customer Retention- Types of Relationships (Transactional vs Relational); Customer Satisfaction, Trust and Loyalty; Relationship Marketing Strategies; Customer Retention Techniques in Retail; Lifecycle Stages and Contact Strategies; Design of Loyalty Programs in Retail
III LO3	Technology & Tools in CRM- CRM Tools and Platforms; Introduction to Sales Force Automation ; Tools for Email Marketing, SMS, and Chatbots Based Communication; Loyalty Tracking and CRM Dashboards; Role of Social CRM and Mobile CRM; CRM Integration with POS and Feedback Systems
IV LO4	Customer Data Management and Analytics- Types and Sources of Customer Data; Data Privacy, Ethics, and Legal Issues (IT Act 2000); Basics of Customer Segmentation; Introduction to RFM (Recency, Frequency, Monetary) Analysis; Introduction to Customer Profiling; Using feedback for Relationship Improvement
V LO5	CRM Strategy and Implementation- Aligning CRM with retail business goals; Steps in CRM Strategy Planning and Implementation, Barriers to CRM Success; KPIs and Success Metrics for CRM Evaluation; Role of CRM in Enhancing Customer Service Quality; CRM in Retail: Case Studies (e.g., Amazon, Jiomart, Croma)

Suggested Activities: List of Activities (60 Hours):

- Group discussion: CRM vs. Customer Service
- Simple case: CRM approach of a neighbourhood retail shop
- Loyalty program analysis: Compare Jiomart and Amazon
- In-class roleplay: Dealing with an unhappy customer

- Mini-presentation: Retention strategy for a local retailer
- Hands-on demo (video or free trial) of CRM platform for eg Zoho or SFA etc
- Assignment: Map a CRM tool's features to a retail need
- Quiz on CRM tools and technology terms
- Segmentation assignment using mock customer data
- Worksheet: Identify ethical issues in customer data use
- Simulated RFM analysis with retail case inputs
- Group project: Prepare a CRM plan for a mock retail brand
- Case study discussion: How an organisation (for eg Croma) uses CRM for omnichannel service
- Presentation: CRM dashboard with KPIs for a local retailer
- Case Studies: CRM practices in Retailers (with focus on automation, personalization, and feedback loops)
- Guest Lectures from Industry Experts
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time


Books Recommended

Textbooks:

- Peelen, E. *Customer Relationship Management*. Pearson Education India. Latest edition
- Mukerjee, K. *Customer Relationship Management: A Strategic Approach to Marketing*. PHI Learning. Latest edition

Reference Books

- Buttle, F., & Maklan, S. *Customer Relationship Management: Concepts and Technologies* (4th ed.). Routledge. Latest edition
- Kumar, Alok; Sinha, Chhabi; Sharma, Rakesh. *Customer Relationship Management: Concepts and Applications*. Biztantra, New Delhi. Latest edition
- Bhat, Govind K. *Customer Relationship Management*. Himalaya Publishing House, Mumbai. Latest edition
- Shanmugasundaram, S. *Customer Relationship Management*. Prentice Hall of India. Latest edition


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EMPLOYABILITY SKILLS (AEC)

Course Code: 24UENG03

Course Credit: 01(1-0-0)

Max. Marks: 50 (15I+35E)

Objective: This course will introduce students to Basics of Employability Skills with a focus on Attitude, Communication, Etiquettes etc. to enable them practice or showcase professional behavior in formal context.

Learning Outcomes:

1. Learners will be able to use soft skills effectively.
2. Learners will demonstrate a professional behaviour at workplace.
3. Learners will learn Interview skills with ability to prepare for interviews and perform well in the same.
4. Learners will be able to deal with various types of customers in an effective manner.


Unit Name	Contents
Soft Skills	<ul style="list-style-type: none"> Soft Skills- Introduction to soft skills, Aspects and importance of soft skills. Personality Development: Types of personality; SWOT Analysis, Goal Setting
Organizational Behavior	<ul style="list-style-type: none"> Types of Behavior, Emotional Intelligence, Time Management, Decision Making Critical Thinking Team Intelligence and Leadership
Interview Skills	<ul style="list-style-type: none"> Interview- Types, and Process, Resume Writing Job Application; Research about Industry and Mapping of Job Competencies with Personal Skills
Interpersonal Skills	<ul style="list-style-type: none"> Workplace communication Active listening, Positive Attitude Negotiation Skills

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Suggested Readings:

- Bovee, C., & Thill, J.V., and Raina, R.L. *Business Communication Today*. New York: Pearson, 2016.
- Lata, Pushp, and Sanjay Kumar. *Communication Skills*. 2nd ed. New Delhi: OUP, 2019.
- Lehman, C. M., Dufrene D. D., and Sinha, M. *BCOM: The South Asian Perspective on Business Communication*. New Delhi: Cengage Learning, 2016.
- Monippally, Matthukutty, M. *Business Communication: From Principles to Practice*. New Delhi: McGraw Hill Pub., 2018.
- Mukerjee, H. S. *Business Communication: Connecting at Workplace*. New-Delhi: Oxford University Press, 2012.
- Murphy, H. A., Hildebrandt, H.W., and Thomas, J.P. *Effective Business Communication*. Boston: McGraw-Hill Companies, 1997.
- Post, Emily. *The Etiquette Advantage in Business*. New York: Collins, 2005.
- Ramesh, Gopalaswamy, and Mahadevan Ramesh. *The Ace of Soft Skills: Attitude, Communication and Etiquette for Success*. Noida: Pearson, 2019.
- Sandra, M. O. *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. New Delhi: Routledge, 2004.
- Sinha, K. K. *Taxmann's Business Communication*. 4th Revised ed. New Delhi: Taxmann's Pub., 2018.
- Taylor, Grant. *English Conversation Practice*. Indian ed. Chennai: McGraw Hill Education Pvt. Ltd., 2017.


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EMPLOYABILITY SKILLS (PRACTICAL)

Course Code: 24UENG04

Course Credit: 01(0-1-0)

Max. Marks: 50(35I+15E)

Course Objective: This course is designed to strengthen the communication abilities of the learners by providing them hands-on practice.

Learning Outcomes: After completing this course, the learners will be able to

- 1) Demonstrate knowledge and understanding of a range of professional or public communication situations.
- 2) Perform effectively in diverse professional and public communication situations like interviews and negotiations, drafting emails and resume etc.

Details:

1. Role Play in Business Affairs
2. Group Discussion
3. Resume writing
4. Listening Skills
5. Telephone etiquettes
6. Team building
7. Presentation skills
8. SWOT
9. Goal Setting

Note: The teacher should play the role of the facilitator and allow the learners maximum time to practice these activities. The focus should be primarily on helping the learners overcome the LSWR barrier and gradually move towards honing these skills to enable the learners use them in professional communication situations.

Compulsory Note for each year:

Total notional hours during year should be 1200 hrs. To maintain the notional hours in a year, following criterion need to be adopted by individual instructors

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for the course. The total outcome-based learning hours for credits shall, subject to assessment, include:

- i. Classroom teaching/ learning hours/ tutorials
- ii. Lab work/ practical/ innovation labs/ projects/ incubation labs
- iii. Yearly and half-yearly examinations/ class tests/ quiz/ other assessments including formative assessments
 - a. Activities as part of the curricular structure leading to experiential learning like relevant experience and proficiency/ professional levels, Performing arts/ fine arts, music, handicraft, traditional, heritage work,
 - b. Debate and Discussion/ Essay Writing / Recitation/Story Writing etc.
 - c. Celebration of festivals in institutes, music performance, Drama etc.
 - d. Self-defence classes, value education classes, Career Counselling sessions etc.
 - e. Other Contests/ Events/ Competitions like Hackathons & Olympiads etc.
- iv. Sports/ games / physical activity / yoga
- v. Life skills-based education like employment skills, basic operational skills like learning to fix a bulb, basic carpentry, classes on morals/etiquettes, constitutional values, environmental sensitivity etc.
- vi. Social/ community work (like adult education, teaching in NGOs or Out of school students, environment related, gender sensitization), NCC/ shramdan (School cleaning, building, decoration)
- vii. Bag less days, field visits organised by the institution
- viii. vocational education/ training, skilling, minor/ major project work, assignments
- ix.

Field visits/ Projects/ Industry attachment by institutions

- x. Internship and apprenticeship hours, on the job training (OJT), and experiential learning including relevant experience and proficiency/ professional levels acquired
- xi. Programs offered through blended/ online/ digital learning



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Course Title	Environmental Science	Course No. :	24UEVS01		
Specialization	Value Added Course/ Audit Course	Structure (LTP)	2	0	0
Offered for	UG	Status	Core ✓	Elective	
Faculty	SFASH	Type	New ✓	Modification	
Credits	2	Marks	Internal	30	
Hours	30		External 1	70	
Pre-requisite	Nil	To take effect from	2024-2025		
Submission date	13-07-2024	Date of approval by BoS	23-07-2024		
Course Objective	To develop foundation on principles of environmental studies and concept of structure and function of different compartments of the environment.				
Course Outcome	On completion of this course, students will be able to: CO1: Understand the fundamentals of environmental studies. CO2: Comprehend ecosystems and their dynamics. CO3: Implement corrective measures for the abatement of pollution. CO4: Understand the waste management techniques. CO5: Grasp environmental policies, legislation, and issues.				
Contents of the course	Unit:1 Indian Knowledge System- Indigenous Practices, Air & Environment Environment: Nature, Scope and Importance, Need for Public Awareness. Renewable and Non-Renewable Resources, Atmosphere: Introduction, layers of the atmosphere, Traditional agricultural practices - Organic farming, Crop rotation, Intercropping), Water management techniques - Stepwells, Tankas, Baolis, Forest management and conservation methods - Sacred groves, Agroforestry Unit:2 Ecosystems Concept, Structure and Function of an Ecosystem, Energy Flow in the Ecosystem, Bio-geochemical Cycles, Types of Ecosystem: Forest Ecosystem, Grassland Ecosystem, Desert ecosystem, Aquatic Ecosystems. Unit-3: Environmental Pollution Environmental Pollution: Definition, Causes, Effects and Control Measures, Different Types of Pollutions, Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution, Thermal Pollution, Environmental issues: Climate change, global warming, acid rain, ozone layer depletion Unit-4: Waste Management, Environmental policies and legislation Solid waste management Municipal solid waste management techniques: Bio Composting, Vermicomposting, Incineration, Landfill sites, Liquid waste management: Waste water and Standards for its discharge given by CPCB, Waste water treatment: Effluent Treatment Plant and Sewage treatment plant				

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	(STP), Wildlife Protection Act 1972, Forest Conservation Act 1980, Water (Prevention and control of Pollution) Act 1974, Air (Prevention and Control of Pollution) Act, 1981, Environment Protection Act, 1986
Field Work	<ul style="list-style-type: none"> • Visit to a local area to document environmental assets river/forest/grassland/hill/mountain • Visit to a local polluted Site-Urban/Rural/Industrial/Agricultural • Participation in plantation drive and nature camps. • Campus environmental management activities such as solid waste disposal, water Management and sanitation, and sewage treatment.
Text Books	<ol style="list-style-type: none"> 1. Singh, J.S., Singh, S.P. & Gupta, S.R. (2006). Ecology, Environment and Resource Conservation. Anamaya Publications. 2. Odum, E.P., Odum, H.T. & Andrews, J. (1971). Fundamentals of Ecology. Philadelphia: Saunders. 3. Gilbert M. Masters and W. P. (2008). An Introduction to Environmental Engineering and Science, Ela Publisher (Pearson).
References	<ol style="list-style-type: none"> 1. Deevedi M. (2021). Environment and ecology in the Indian knowledge system. Vidyandhi prakashan. 2. Melissa K. Nelson and Daniel Shilling. (2018). Traditional Ecological Knowledge: Learning from Indigenous Practices for Environmental Sustainability. Cambridge University Press. 3. Krishnamurthy, K.V. (2003) Textbook of Biodiversity, Science Publishers, Plymouth, UK. 4. Manahan, S.E. (2022). Environmental Chemistry (11th ed.). CRC Press. 5. Central Pollution Control Board Web page for various pollution standards. https://cpcb.nic.in/standards/ 6. Ahluwalia, V. K. (2015). <i>Environmental Pollution, and Health</i>. The Energy and Resources Institute (TERI).


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SEMESTER V

STRATEGIC MANAGEMENT

Course No. - 24UBRM17
Max. Marks: 100 (30I+70E)

Course Credit: 4(3-1-0)

Course Objective:

This course aims to cultivate strategic thinkers who can lead organizations in volatile, uncertain, complex, and ambiguous (VUCA) environments. Students will learn to critically analyse, formulate, and implement strategies that create sustainable competitive advantage in both domestic and global contexts.

LO	Statement
1	Understand core theories and frameworks of strategic management.
2	Develop strategies for short term and long term planning for organizational development
3	Formulate dynamic strategies for growth and expansion.
4	Critically implement strategic alternatives using data-driven approaches.
5	Evaluate strategic thinking, innovation, and ethical considerations to real-world business challenges.

UNIT	TOPIC
I	Introduction to Business Policy: Nature, Objective and importance of business policy; an overview of strategic management; Strategic decision making; Process of strategic decision making
II	Strategic Planning and Formulation: Types of planning systems - corporate planning, strategic planning and long range planning, Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives;
III	Types of Strategies: Environmental and organizational appraisal (Internal & external) techniques of business environment analysis, Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage
IV	Strategy Implementation: Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation.
V	Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management

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Books Recommended**Text Books**

1. Strategic Management: Concepts and Cases – Fred R. David and Forest R. David (Pearson)
2. Crafting and Executing Strategy – Thompson, Strickland, Gamble (McGraw-Hill)

Reference Books

1. Competitive Strategy – Michael E. Porter
2. Good Strategy Bad Strategy – Richard Rumelt



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SUPPLY CHAIN MANAGEMENT

Course No. 24UBPM20
Max. Marks: 100 (30I+70E)

Course Credit: 04 (3-1-0)

Objective: The course introduces students to the concepts and processes of supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions, and IT enablement of supply chain.

Learning Outcomes

LO	Statement
I	Understand and enumerate the supply chain and explain how supply chain should be managed.
II	State the main drivers of supply chain success, summarize the key concepts and identify, analyze business models and strategies.
III	Outline the critical role of relationship management for supply chain performance.
IV	Provide analytical support for supply chain management and formulate best practices and Strategies
V	Maintain master data records for supply chain management and plan Warehouse and Logistics operations for optimum utilization of resources

Unit	Contents
I LO1	Introduction: Development of Supply Chain Management concepts and Definitions, key decision areas – strategic; Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics, The macro perspective and the macro dimension, Logistic system analysis.
II LO2	Sourcing strategy: Manufacturing management, make or buy decision, capacity management, Materials Management, choice of sources, procurement planning, Sales and operations planning (S&OP)
III LO3	Distribution strategy: Choice of Market , network design , warehouse designed operation and distribution planning, transportation, packaging, Supplier relationship management, supplier selection and evaluation
IV LO4	Inventory Strategy and Forecasting: Demand forecasting, Qualitative and quantitative forecasting methods, inventory planning, planning of stocking facilities, warehouse location allocation, Lean manufacturing and Six Sigma, Just-in-time (JIT) and economic order quantity (EOQ)
V LO5	Warehousing: Warehouse design and operations – inventory norms; Distribution: Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services, revenue Management, Global logistics and trade regulations, Role of information technology in SCM, Emerging technologies: IoT, blockchain, AI

Suggested Activities (60 Hrs)

- Case study discussion on a successful supply chain model
- Group activity to map out a basic supply chain
- Class discussion on different supply chain designs
- Hands-on exercise with forecasting software/tools
- Role-playing scenario for S&OP meetings
- Create a supplier evaluation scorecard
- Visit to a local manufacturing facility (virtual or in-person)
- Lean process improvement project
- Research project on emerging technologies in SCM
- Research presentation on future trends in SCM

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- Guest lectures from an industry expert
- Active engagement in discussions, peer reviews, and activities.
- Any other Practical/Practice as decided from time to time
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Participation in extra, co-curricular and cultural activities

Text Books

1. Supply Chain Management: Concepts and Cases. Prentice Hall of India. By Altekhar RV. 2006.

Reference Books

1. Purchasing and Supply Chain Management. Thomson Asia. By Monczka R, Trent R & Handfield R. 2002.
2. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House. Van Weele AJ. 2000.
3. Designing and Managing the Supply Chain, Concepts, Strategies and Case Studies, 3rd Edition, Irwin/McGraw Hill. By Simchi-Levi, David, Kaminsky, Philip, and Simchi-Levi, Edith (2008)
4. Essentials of supply chain management (2005), Jaico Publishing House by Dr. R.P. Mohanty and Dr. S. G. Deshmukh
5. Supply Chain management (2008), Pearson Prentice Hall, ISBN: 978 -0-13-608040-4. By Chopra, Sunil, P. Meindl, 4th edition
6. Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl (Lt. Ed.) "Designing and Managing the Supply Chain" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi (Lt. Ed.)
7. Demand-Driven Forecasting: A Structured Approach to Forecasting" by Charles W. Chase (Lt. Ed.)
8. Purchasing and Supply Chain Management" by Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson (Lt. Ed.)
9. The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt and Jeff Cox (Lt. Ed.)

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>


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LEGAL ASPECTS OF BUSINESS

Course Code: 24UBRM18
Max. Marks: 100 (30I+70E)

Course Credit: 4(3-1-0)

Objectives:

To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions. It aims to understand legal aspects of setting and running the business.

Course Learning Outcomes

LO	Statement
1	Understand the fundamental principles and legal provisions of the Indian Contract Act, 1872, including the formation, validity, discharge, and enforcement of contracts.
2	Understand essential features, and practical aspects of negotiable instruments, cheque-related issues.
3	Understand company law its types, incorporation process, key documents, and the roles and responsibilities of directors.
4	Understand the legal framework regulating business, from the point of view of making the operations of the organization legally compliant.
5	Understand consumer rights, dispute redressal forums.

UNIT	TOPIC
I	The Indian Contract Act, 1872: Law of contract, kinds of contracts, meaning and essentials of a valid contract; offer and acceptance; capacity to contract; consent and free consent; consideration; void agreements; quasi contract; different mode of discharge of contract; remedies for breach of contract.
II	Negotiable instrument act – Meaning and essential elements of a negotiable instruments; types of negotiable instrument; holder and holder in due course; dishonour and discharge of a negotiable instrument, crossing and bouncing of cheques.
III	The Companies Act, 2013 - characteristics and types of companies; incorporation of a company, memorandum and articles of association; Prospectus, Power, duties and liabilities of Directors.
IV	Sale of Goods Act – Sale and Agreement to sell, Definition and essential of a contract of sale, conditions and warranties, passing of property in goods; Finder of goods, performance of contract, Rights of an unpaid seller; remedies for breach of contract.
V	The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission, Information Technology act 2000


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Text Books: Latest Editions

1. Pathak. Legal Aspects of Business, McGraw Hill Education.
2. Kapoor, N.D. Elements of Mercantile Law, Sultan Chand & Sons. New Delhi.
3. Kuchhal, M.C. and Kuchhal Vivek, Business Legislation Management, Vikas Publishing, New Delhi.

Reference Books

1. Avtar Singh, Principles of Mercantile Law, Eastern Book Company, Lucknow.
2. Ravindera Kumar, Legal Aspects of Business, Cengage Learning, New Delhi.
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur.
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi.
5. Tulsian P.C., Business Law, TMH, New Delhi.



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MARKETING RESEARCH

Course No. 24UBRM19
Max. Marks: 100 (30I+70E)


Course Credit: 4(3-1-0)

Objective

To equip students with the knowledge and skills to design, conduct, and interpret marketing research in a systematic and ethical manner. The course emphasizes the role of marketing research in decision-making and enhances the ability to critically analyse and report data insights.

LO	Statement
LO1	Understand the concept, scope, and significance of marketing research.
LO2	Design appropriate research frameworks and sampling methods.
LO3	Apply suitable data collection and scaling techniques.
LO4	Perform data analysis using statistical tools and interpret results.
LO5	Draft and present marketing research reports for decision-making.

Unit	Contents
I	Introduction to Marketing Research: Definition, Aims, and Objectives of Marketing Research, Applications of Marketing Research, Marketing Information System, Evaluation and Control of Marketing Research, Value of Information in Decision-Making, Steps in the Marketing Research Process
II	Research Design: Formulating the Research Problem, Choice and Types of Research Design, Sources of Experimental Errors, Exploratory, Descriptive, and Causal Research Designs, Types of sampling
III	Data Collection and Processing: Secondary Data: Sources and Uses, Primary Data Collection: Observation, Questionnaire, Designing of Questionnaire, Methods of Data Collection, Data Processing: Editing, Coding, and Tabulation.
IV	Data Analysis : Hypothesis Testing, Measures of Central Tendency and Dispersion, Univariate Analysis, Advanced Techniques: Multiple Regression, Factor Analysis, Cluster Analysis, Interpretation of Results, Report Writing, and Types of Research Reports
V	Data Analysis and Report Writing: Marketing models, qualitative tools: scenario tools, judgment forecasting, new product forecasting, Report Writing, and Types of Research Reports


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Books Recommended**Text Books**

- 1. Marketing Research – Naresh K. Malhotra
- 2. Marketing Research – G.C. Beri

Reference Books

- Marketing Research: An Applied Orientation – Naresh K. Malhotra
- Marketing Research – Donald R. Cooper & Pamela S. Schindler
- Marketing Research – S.L. Gupta & Hitesh Gupta



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BRAND MANAGEMENT

Course Code - 24UBRM20
Max. Marks: 100 (30I+70E)

Course Credit: 4(3-1-0)

Course Objective:

This course is designed to equip students with advanced knowledge, analytical frameworks, and strategic tools required for building, managing, and evaluating strong brands in dynamic and competitive markets. It aims to develop brand leadership capabilities aligned with global best practices.

LO	Statement
1	Understand key concepts and theories of brand management.
2	Analyze brand positioning, equity, and brand-building strategies.
3	Formulate strategic brand initiatives across markets and customer segments.
4	Evaluate brand performance and manage brand portfolios effectively.
5	Apply branding principles in real-world scenarios including digital branding and global brand expansion.

UNIT	TOPIC
I	Foundations of Brand Management: Meaning and Importance of Brands, Brand vs. Product: Core Differences, Brand Value Chain, Brand Resonance Model, Brand Equity: Concepts and Models (Aaker, Keller), Role of Branding in Marketing and Strategic Decision-Making.
II	Brand Positioning and Value Creation: Crafting a Brand Positioning Strategy: Target Market, PODs, POPs; Brand Mantra, Brand Identity Prism (Kapferer); Building Strong Brands: Awareness, Associations, Loyalty; Co-Branding, Brand Licensing, and Strategic Alliances.
III	Managing Brand Architecture and Portfolios: Brand Hierarchy: Corporate Brand, Family Brand, Sub-brand, Product Brand; Brand Extension Strategies: Line Extension vs. Category Extension; Managing Multiple Brands and Global Branding Challenges; Brand Revitalization and Rebranding Techniques.
IV	Measuring and Growing Brand Equity: Techniques for Measuring Brand Equity: Quantitative and Qualitative Approaches; Brand Audits, Brand Tracking Studies, Brand Valuation Techniques; Managing Brand Experience and Customer-Based Brand Equity (CBBE); Strategic Brand Management Guidelines for Sustained Growth.

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V	Contemporary Trends in Brand Management: Digital Branding: Personalization, Social Media, Influencer Branding; Customer Advocacy and Community Building; Employer Branding and Internal Brand Building; Sustainability, Ethical Branding, and Purpose-Driven Brands.
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Books Recommended:

Text Books

1. Strategic Brand Management – Kevin Lane Keller (Pearson Education)
2. Building Strong Brands – David A. Aaker

Reference Books

1. Brand Leadership – David A. Aaker & Erich Joachimsthaler
2. The New Strategic Brand Management – Jean-Noël Kapferer
3. Brand Thinking and Other Noble Pursuits – Debbie Millman



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SUMMER INTERNSHIP-II

Course No. 24UBRM21

Course Credit: 02 (0-0-2)


Max. Marks:100 (50E+50I)

At the end of fourth semester, every student will undergo 4-6 weeks training. During the course of training, the organisation (where the student is undergoing training) will assign a problem/project to the student. After completion of training, the student will submit a report to the university, which will form the part of fifth semester examination. The tentative content of the report is given below:

1. Cover Page
2. Acknowledgement
3. Certificate from organisation/company
4. Introduction
5. Company profile
6. Literature Review (if any)
7. Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools and Limitations of Study)
8. Data Analysis
9. Conclusions
10. References
11. Appendices – to include questionnaire etc. (if any)

The report must be submitted within two months from commencement of fifth semester. One chapter must be included about history of the organisation, its structure, products and services offered. The average size of report will be 40 to 60 typed pages in standard font size 12 and one half spacing on A4 size papers. It is mandatory that student will make presentation in presence of teachers and students. For external evaluation, Presentation / Viva voce will be conducted by the external examiner.

SEMESTER VI


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ON-THE-JOB TRAINING (OJT)

Course No. 24UBRM22
Max. Marks:400 (280E+120I)

Course Credit: 20 (0-0-20)

Course Objective:

To provide BBA students with hands-on experience in real business environments where they can apply academic knowledge, understand corporate functioning, participate in operational tasks, and gain exposure to customer handling, product knowledge, and business applications. The training aims to bridge the gap between theory and practice.

Course Content and Training Components:

During the OJT period (minimum 10–12 weeks), students will be exposed to the following industry-integrated training modules:


- ❖ Company overview and business model
- ❖ Product/service portfolio
- ❖ Competitor comparison and market position
- ❖ Sales & Customer Engagement Process
- ❖ Customer interaction and retail communication
- ❖ Operations and Service Management
- ❖ Exposure to departments like front desk, logistics, operations, finance, HR
- ❖ Participation in tasks like inventory checks, billing, vendor coordination, etc.
- ❖ Digital & Technological Tools
- ❖ Use of mobile apps, ERPs, CRMs, POS systems (as applicable)
- ❖ Exposure to digital record keeping, attendance, and report submissions
- ❖ Value-Added Services
- ❖ Evaluation of service quality through simulated customer audits
- ❖ Fieldwork for studying customer satisfaction benchmarks
- ❖ Workplace Behavior
- ❖ Corporate communication, Time Management
- ❖ Maintaining training diaries, reporting, teamwork

Every student is required to submit a structured report after completion of the training. The report will be evaluated by the internal and external examiner. The tentative structure of the OJT report will be as follows:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate from organisation/company
- ❖ Introduction
- ❖ Company profile
- ❖ Literature Review (if any)
- ❖ Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools and Limitations of Study)

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- ❖ Data Analysis
- ❖ Conclusions
- ❖ References
- ❖ Appendices – to include questionnaire etc. (if any)



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RESEARCH PROJECT

Course No. 24UBRM23
Max. Marks:100 (50E+50I)

Course Credit: 04 (0-0-4)

Every student will be assigned a project topic in the sixth semester and it will be pursued by him/her under the supervision of a supervisor. The student is required to interact with supervisor regularly. The tentative content of the project report is as follows:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate from the Supervisor
- ❖ Introduction
- ❖ Literature Review
- ❖ Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools and Limitations of Study)
- ❖ Data Analysis
- ❖ Findings and Suggestions
- ❖ Conclusions
- ❖ References
- ❖ Appendices – to include questionnaire etc. (if any)

The report must be submitted the report two weeks before the session end. The average size of report will be 40 to 60 typed pages in standard font size 12 and one half spacing on A4 size papers. It is mandatory that student will make presentation in presence of teachers and students. For external evaluation, Presentation / Viva voce will be conducted by the external examiner.



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