



**ANDHRA PRADESH STATE COUNCIL OF HIGHER
EDUCATION**

**Model Syllabus for 4-Year UG Honours in B.B.A. (General) as Major in
consonance with Curriculum framework w.e.f. AY 2025-26**

COURSE STRUCTURE

Year	Semester	Course	Title of the Course	No. of Hrs /Week	No. of Credits	
I	I	1	Accounting for Managers	4	4	
		2	Principles of Management	4	4	
	II	3	Managerial Economics	4	4	
		4	Business Law	4	4	
II	III	5	Business Environment	4	4	
		6	Business Statistics	4	4	
		7	Business Communication	4	4	
	IV	8	Marketing Management	4	4	
		9	Human Resource Management	4	4	
		10	Financial Management	4	4	
III	V	11	Entrepreneurship & Startups Eco System	4	4	
		12 A	Retail Marketing	4	4	
		OR				
		12 B	Logistics and Supply Chain Management	4	4	
		13 A	Financial Institutions & Markets	4	4	
		OR				
		13 B	Organisation Behaviour	4	4	
		VI	14 A	Micro, Small & Medium Enterprises Management	4	4
			OR			

Year	Semester	Course	Title of the Course	No. of Hrs /Week	No. of Credits
		14 B	Customer Relationship Management	4	4
		15 A	Management & Information Systems	4	4
		OR			
		15 B	Web Analytics	4	4
IV	VII	16	Stock Market Operations	4	4
		17	Services Marketing	4	4
		18	Training & Development	4	4
	VIII	19	Behavioural Finance	4	4
		20	Financial Planning	4	4
		21	Business Research Methodology	4	4

Note: In the III Year (during the V and VI Semesters), students are required to select a pair of electives from one of the **Two** specified domains. **For example: if set 'A' is chosen, courses 12 to 15 to be chosen as 12 A, 13 A, 14 A and 15 A.** To ensure in-depth understanding and skill development in the chosen domain, students must continue with the same domain electives in both the V and VI Semesters.

SEMESTER-I

COURSE 1: ACCOUNTING FOR MANAGERS

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Familiarize students with the fundamental principles and concepts of accounting.
- Equip learners with the skills to prepare and interpret financial statements.
- Help students use accounting information for managerial decision-making.
- Provide practical exposure to cost and management accounting tools.
- Develop analytical skills for financial statement analysis and budgeting.

Course Outcomes (COs)

Upon completion of this course, students will be able to:

CO1: Understand the principles of financial and managerial accounting.

CO2: Prepare and interpret basic financial statements.

CO3: Apply cost accounting techniques in managerial contexts.

CO4: Use financial information for decision-making and control.

CO5: Analyze financial statements for assessing organizational performance.

Unit I: Introduction to Accounting and Financial Statements

Meaning, Objectives, Functions and Importance of Accounting – Accounting Concepts and Conventions – Users of Accounting Information – Distinction between Financial Accounting, Cost Accounting, and Management Accounting – Introduction to Financial Statements: Trading Account, Profit and Loss Account, and Balance Sheet – Limitations of Financial Statements.

Unit II: Financial Statement Analysis

Meaning and Purpose of Financial Statement Analysis – Types of Analysis: Vertical, Horizontal and Trend Analysis

Unit III: Cost Concepts and Classification

Meaning of Cost and Cost Accounting – Elements of Cost: Direct Material, Direct Labour, Direct Expenses, and Overheads – Cost Classification: Fixed, Variable, Semi-variable – Functional Classification of Costs – Preparation of Cost Sheet

Unit IV: Marginal Costing and Break-Even Analysis

Concept of Marginal Cost and Marginal Costing – Contribution – Profit-Volume Ratio – Break-even Point – Margin of Safety – Cost-Volume-Profit (CVP) Analysis

Unit V: Budgeting and Budgetary Control

Meaning and Objectives of Budgeting – Types of Budgets: Functional Budgets, Cash Budget, Flexible Budget, Master Budget – Preparation of Budgets – Budgetary Control: Meaning, Advantages and Limitations – Zero-Based Budgeting and Performance Budgeting (Conceptual overview only).

Student-Centric Activities

- Prepare final accounts from a given trial balance and present Trading, Profit & Loss Account, and Balance Sheet for a fictional firm.
- Create a detailed cost sheet using hypothetical data on materials, labor, and overheads to understand cost classification.
- Use Excel to compute and plot Break-even Charts to analyze cost-volume-profit relationships.
- Form groups to prepare functional budgets (sales, cash, production) and present a comparative analysis of budgeted vs. actual figures.
- Analyze financial statements of a real-life listed company and calculate key financial ratios for decision-making insights.

Recommended Textbooks

1. Maheshwari, S.N. & Maheshwari, S.K. (2022). An Introduction to Accountancy. Vikas Publishing House.
2. Jain, S.P. & Narang, K.L. (2022). Cost and Management Accounting. Kalyani Publishers.
3. Khan, M.Y. & Jain, P.K. (2022). Management Accounting. McGraw Hill Education.
4. Tulsian, P.C. (2022). Financial Accounting for Managers. Pearson Education.
5. Horngren, C.T., Sundem, G.L., & Stratton, W.O. (2021). Introduction to Management Accounting. Pearson.

SEMESTER-I

COURSE 2: PRINCIPLES OF MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the fundamental concepts, functions, and principles of management.
- To examine the evolution of management thought and understand classical to contemporary practices.
- Equip students with the knowledge of planning, organizing, leading, and controlling functions.
- Analyze modern management strategies in the context of global challenges.
- Help students apply management theories and concepts to real-life business scenarios.

Course Outcomes (COs)

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

CO1: Understand and explain the fundamental principles and practices of management.

CO2: Comprehend and apply the management process including planning, organizing, leading, and controlling.

CO3: Analyze different organizational structures and delegation patterns.

CO4: Evaluate various motivational and leadership theories in organizational contexts.

CO5: Apply managerial control techniques to enhance organizational productivity and quality.

Unit I: Introduction to Management

Definition and nature of management – Evolution of management thought – Principles of management – Functions of management – Levels of management – Roles and responsibilities of managers – Trends and challenges of management in the global scenario – Emerging concepts in modern management.

Unit II: Planning

Nature and significance of planning – Types of planning: strategic, tactical, and operational – Planning process – Objectives and policies – Management by Objectives (MBO) – Strategies and types of strategies – Advantages and limitations of planning

Unit III: Organizing

Nature and purpose of organizing – Principles of organization – Formal and informal organization – Organizational structure: functional, divisional, matrix – Line and staff authority – Centralization and decentralization – Delegation of authority – Recent trends in organizational design.

Unit IV: Directing

Meaning and importance of directing – Motivation: meaning, importance, and theories (Maslow, Herzberg, McGregor) – Leadership: styles and leadership theories (Trait, Behavioral, Contingency) – Communication process – Types of communication – Barriers to effective communication and ways to overcome them.

Unit V: Controlling

Nature and process of control – Types of control: feed forward, concurrent, feedback – Budgetary and non-budgetary control techniques – Productivity management – Cost control – Purchase control – Maintenance control – Quality control – Modern tools of managerial control.

Student-Centric Activities

- Case Study Analysis: Students analyze real-world business cases focusing on planning, organizing, or leadership strategies and present their observations and solutions.
- Management Role Play: Enactment of managerial roles such as planning meetings, staff delegation, or conflict resolution to simulate practical management scenarios.
- Group Debate: Conduct structured debates on topics like “Centralization vs. Decentralization” or “Autocratic vs. Democratic Leadership” to foster analytical thinking.
- Planning Simulation Exercise: Students develop a strategic plan or business model for a hypothetical startup, including vision, mission, goals, and organizational structure.
- Leadership Style Self-Assessment: Students take a leadership personality quiz and reflect on their style with examples of how it aligns with famous managerial theories.

Recommended Textbooks

1. Gupta, Sharma, & Bhalla. *Principles of Business Management*. Kalyani Publications, 1st Edition.
2. L. M. Prasad. *Principles of Management*. Sultan Chand & Sons, Latest Edition.
3. Koontz, H., & Wehrich, H. *Essentials of Management*. Tata McGraw-Hill, 1998.
4. Joseph L. Massie. *Essentials of Management*. Prentice Hall (Pearson), 4th Edition, 2003.
5. Tripathi, P. C., & Reddy, P. N. *Principles of Management*. Tata McGraw-Hill.
6. J. N. Chandan. *Management: Theory and Practice*.
7. J. S. Chandan. *Management: Concepts and Strategies*, Vikas Publishing.

SEMESTER-II

COURSE 3: MANAGERIAL ECONOMICS

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Familiarize students with the application of economic principles to managerial decisions.
- Enable students to analyze demand, supply, and consumer behavior using economic tools.
- Apply optimization techniques (e.g., derivatives) in managerial problem-solving.
- Understand pricing strategies and production decisions under different market conditions.
- Introduce macroeconomic indicators relevant to business decisions and policy environments.

Course Outcomes (COs)

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

CO1: Understand and apply core concepts of managerial economics in decision-making.

CO2: Analyze consumer behavior, demand elasticity, and supply responses.

CO3: Utilize marginal analysis and optimization techniques in pricing and output decisions.

CO4: Examine cost structures and production behavior in the short and long run.

CO5: Evaluate market structures and macroeconomic indicators affecting business performance.

Unit I: Introduction to Managerial Economics

Definition, nature, and scope of managerial economics – Role of managerial economics in decision-making – Microeconomics vs. Macroeconomics – Basic principles: Opportunity Cost Principle, Incremental Principle, Discounting Principle, Equi-marginal Principle, and Time Perspective – Application of managerial economics in business problems.

Unit II: Demand, Supply and Consumer Behavior (Basics)

Law of demand and determinants of demand – Elasticity of demand: Price, Income, and Cross Elasticity – Measurement and interpretation of elasticity – Factors affecting elasticity – Law of supply – Demand forecasting: types and importance (conceptual overview only).

Unit III: Utility Theory and Consumer Equilibrium

Cardinal Utility Approach: Total utility and Marginal Utility – Law of Diminishing Marginal Utility – Law of Equi-Marginal Utility – Ordinal Utility Approach: Indifference Curve Analysis – Marginal Rate of Substitution – Budget Line and Consumer Equilibrium – Impact of changes in income and prices on equilibrium.

Unit IV: Production, Cost and Market Structures

Production Function – Fixed and Variable Inputs – Laws of Production: Law of Variable Proportion and Returns to Scale – Cost Concepts: Explicit, Implicit, Private, and Social Costs – Cost Curves in Short and Long Run – Economies and Diseconomies of Scale – Market Structures: Features and Pricing under Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly.

Unit V: Macroeconomic Analysis for Managers

National Income Concepts: GDP, GNP, NDP, NNP, and Methods of Calculation (overview) – Theories of Income and Employment: Classical and Keynesian Views – Business Cycles and their Impact on Business – Relevance of Macroeconomic Indicators in Managerial Decision-making – Role of Government Policies in Economic Stabilization.

Student-Centric Activities

- Elasticity Case Study: Analyze demand elasticity for real-life products.
- Consumer Choice Simulation: Model consumer equilibrium using budget lines.
- Cost Curve Plotting: Prepare cost curves using sample industry data.
- Market Structure Role Play: Enact pricing strategies under different markets.
- Economic Indicator Report: Present business impact of GDP, inflation, etc.

Recommended Textbooks and Readings

1. Ivan Png (2021). *Managerial Economics*. Blackwell Publishers.
2. Dominick Salvatore (2022). *Managerial Economics in a Global Economy*. Cengage/Thomson South-Western.
3. Paul G. Keat & Philip K. Y. Young (2022). *Managerial Economics: Economic Tools for Today's Decision Makers*. Pearson.
4. D.N. Dwivedi (2022). *Managerial Economics*. Vikas Publishing House.
5. L. Varshney & K.L. Maheshwari (2022). *Managerial Economics*. Sultan Chand & Sons.
6. Lipsey & Chrystal (2022). *Economics*. Oxford University Press.

SEMESTER-II

COURSE 4: BUSINESS LAW

Theory

Credits: 4

4 hrs/week

Course Objectives (COs)

This course is designed to:

- Understand the foundational principles of contracts under the Indian Contract Act, 1872.
- Analyze the legal elements that make a contract valid, enforceable, and binding.
- Understand the legal capacity of parties and the rules governing contingent contracts and contract discharge.
- Examine the relevance of contemporary laws like the Sale of Goods Act, Consumer Protection Act, and IT Act in modern business practices.
- Identify types of cybercrimes and explain the scope, objectives, and legal provisions of the IT Act 2000.

Course Outcomes (COs)

CO1: Understand the essential elements and classifications of contracts under the Indian Contract Act, 1872.

CO2: Identify and evaluate the legal validity of offer, acceptance, and consideration in contract formation.

CO3: Examine the legal rules related to party capacity, contingent contracts, and remedies for breach.

CO4: Analyze the rights and duties under the Sale of Goods Act and the mechanisms of consumer protection.

CO5: Explain the scope of the IT Act 2000 and apply cyber safety measures and reporting procedures for cybercrimes.

Unit I: Law of Contract

Meaning and definition of Agreement and Contract – Essential elements of a valid contract – Types of contracts: Valid, Void, Voidable, Executed and Executory – Introduction to the Indian Contract Act, 1872

Unit II: Offer, Acceptance and Consideration

Definition of a valid offer and its essentials – Legal rules relating to offer and lapse of offer – Valid acceptance and its legal rules – Legal rules regarding consideration

Unit III: Capacity of the Parties and Contingent Contract

Legal rules regarding agreements with minors, persons of unsound mind, and disqualified persons – Concept and essentials of contingent contracts – Different modes of discharge of contract: performance, breach, agreement, and impossibility – Remedies available for breach of contract including damages, injunction, and specific performance.

Unit IV: Sale of Goods Act, 1930 and Consumer Protection Act, 2019

Contract of Sale – Sale vs. Agreement to Sell – Conditions and Warranties – Transfer of property and risk – Rights of an unpaid seller – Introduction to Consumer Protection Act, 2019 – Definitions: Consumer, Goods, Services, Complaint, Consumer Dispute – Consumer Rights and Responsibilities – Consumer Protection Councils and Redressal Forums.

Unit V: Information Technology Act, 2000

Introduction to Cyber Laws – Types of cybercrimes: hacking, phishing, identity theft, cyber stalking, data breaches – Need for cyber legislation in India – Scope and objectives of IT Act 2000 – Digital signatures and authentication – Cyber security safety mechanisms – Legal remedies and reporting procedures for cybercrimes.

Suggested Student Activities

- **Role Play:** Enact simple business contracts demonstrating all essential elements; classify them as valid, void, or voidable.
- **Case Analysis:** Evaluate real or hypothetical cases regarding the validity of offer and acceptance.
- **Debate:** Debate on the pros and cons of allowing minors to enter into contracts.
- **Complaint Simulation:** Draft and present a mock complaint under the Consumer Protection Act.
- **Poster/Presentation:** Design posters or slides highlighting types of cybercrimes, safety tips, and legal remedies.

Recommended Books and References

1. J. Jaysankar – *Business Laws*, Margham Publications, Chennai
2. N.D. Kapoor – *Business Laws*, S. Chand Publications
3. V. Balachandran – *Business Law*, Tata McGraw Hill
4. Tulsian – *Business Law*, Tata McGraw Hill
5. Pillai & Bhagavathi – *Business Law*, S. Chand Publication

SEMESTER-III

COURSE 5: BUSINESS ENVIRONMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Enable the students to develop an understanding of the Indian business environment and various factors impacting the business.
- Help them make effective decisions based on analysis of the business environment.
- Develop an understanding of the MSME sector and the challenges therein.
- Familiarize the students with international trade and issues related to Balance of Payments.
- Comprehend the role of international institutions in the growth of international business.

Course Outcomes

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

CO1: Understand the concept and components of the Indian business environment and their influence on business decision-making.

CO2: Analyze the political, legal, and economic environment including major policies and reforms.

CO3: Evaluate the importance, structure, and challenges of the MSME sector in India.

CO4: Explain the structure and causes of disequilibrium in Balance of Payments and corrective measures.

CO5: Assess the role of international institutions and FDI in shaping the international business environment.

Unit I: Introduction to Business Environment

Business Environment – Concept, Nature, and Significance – Elements of Environment: Internal and External – Salient Features of the Indian Economy – Evolution and Changes in the Indian Economy in Recent Years – Importance of Environmental Scanning for Business Decision-making.

Unit II: Political, Legal and Economic Environment of Business

Elements of Political Environment – Role of Government in Business Facilitation – Overview of Legal Environment: Competition Act, FEMA, Licensing Policies – Economic Environment: Types of Economic Systems – Industrial Policy of 1991 – Overview of Economic Reforms – Planning Commission vs. NITI Aayog.

Unit III: Economic Policies

Economic Reforms and New Economic Policy – New Industrial Policy – Competition Law – Fiscal Policy- Monetary Policy

Unit IV: Balance of Payments (BOP)

Meaning and Importance of International Trade – Components of Balance of Payments – Causes for Disequilibrium in BOP – Measures to Correct Disequilibrium: Trade Regulation, Exchange Control, Devaluation – Convertibility of Currency – Current and Capital Account Convertibility – India's BOP Position.

Unit V: International Business Environment

Introduction to International Economic Institutions – Evolution, Significance, and Functions of IMF, World Bank, WTO, BRICS, and EU – GATT and Uruguay Round: Objectives and Impact – Foreign Direct Investment (FDI): Meaning, Need, and Importance in Developing Countries – Role and Trends of FDI in India's Economic Development.

Student-Centric Activities

- Conduct a SWOT analysis of the Indian business environment with examples from recent economic trends.
- Prepare and present a case study on a successful MSME and the government schemes it has utilized.
- Group discussion on the role of NITI Aayog vs Planning Commission in shaping India's economic future.
- Analyze India's latest Balance of Payments data and interpret causes of surplus or deficit.
- Simulation of an international trade negotiation with roles assigned for IMF, WTO, BRICS, and Indian policymakers.

References

1. Cherunilam, F. (2023). *Business environment: Text and cases* (29th ed.). Himalaya Publishing House.
2. Aswathappa, K. (2022). *Essentials of business environment* (14th ed.). Himalaya Publishing House.
3. Paul, J. (2021). *Business environment: Text and cases* (3rd ed.). McGraw-Hill Education.
4. Saleem, S. (2020). *Business environment* (2nd ed.). Pearson Education.
5. Mishra, S. K., & Puri, V. K. (2021). *Economic environment of business* (7th ed.). Himalaya Publishing House.

SEMESTER-III

COURSE 6: BUSINESS STATISTICS

Theory

Credits: 4

4 hrs/week

Course Objectives:

This course is designed to enable students to:

- Understand and be able to collect and present data in the most refined and relevant manner pertaining to the research
- Enable students to understand, different measures of central tendency.
- Develop the ability to compute and interpret various measures of dispersion.
Compute skewness
- Establish the relationship between two variables by using measures of relations

Course Outcomes (COs)

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

CO1: Understand the basic concepts and significance of statistics, and present data using classification, tabulation, and graphical methods.

CO2: Compute and interpret various measures of central tendency to analyze datasets effectively.

CO3: Apply measures of dispersion to evaluate variability and consistency in data.

CO4: Analyze data distribution using skewness measures and interpret asymmetry in datasets.

CO5: Evaluate relationships between variables using correlation techniques like Pearson's and Spearman's methods.

Unit I: Introduction to Statistics

Definition, Importance, Characteristics, and Limitations of Statistics – Classification and Tabulation of Data – Construction of Frequency Distribution Tables – Diagrammatic and Graphical Representation of Data (Bar Diagrams, Pie Charts, Histogram, Frequency Polygon, Ogive curves) – (Including problems)

Unit II: Measures of Central Tendency

Types of Averages – Requisites of an Ideal Average – Computation and Application of Mean, Median, Mode – Median-based Averages – Geometric Mean – Harmonic Mean – (Including problems)

Unit III: Measures of Dispersion

Concept and Properties of Dispersion – Absolute vs. Relative Measures – Types: Range, Quartile Deviation (Semi-Interquartile Range), Mean Deviation, Standard Deviation – Coefficient of Variation (Including problems)

Unit IV: Skewness

Meaning and Importance of Skewness – Absolute and Relative Measures – Karl Pearson's, Bowley's, and Kelly's Coefficients of Skewness (Including problems)

Unit V: Measures of Relation

Correlation: Concept, Need, and Uses – Types of Correlation – Karl Pearson's Correlation Coefficient – Interpretation using Probable Error – Spearman's Rank Correlation – (Including problems)

Activities:

- Organize student-led seminars and quizzes on statistical concepts.
- Collect and interpret demographic and economic statistics of local areas (village/town/district).
- Participate in government-led statistical experiments (e.g., crop-cutting surveys).
- Practice statistical functions and data visualization using MS Excel.
- Prepare questionnaires and conduct sample surveys.

References :

1. Reddy, C. R. (1994). *Business statistics*. Deep & Deep Publications.
2. Gupta, S. P. (1992). *Statistical methods*. Sultan Chand & Sons.
3. Kapoor, V. K. (2018.). *Statistics: Problems and solutions*. Sultan Chand & Sons.
4. Elhance, D. N. (2017). *Fundamentals of statistics*. [Sultan Chand & Sons].
5. Vittal, P. R. (2018). *Business statistics*. Margham Publications.

SEMESTER-III

COURSE 7: Business Communication

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Provide a clear understanding of the principles and process of business communication.
- Develop proficiency in both oral and written communication in a business context.
- Enhance the ability to prepare professional business correspondence and reports.
- Inculcate skills for effective presentation, negotiation, and interpersonal communication.
- Enable students to adapt communication strategies across cultures and media.

Course Outcomes (COs)

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

CO1: Understand the fundamentals, types, and barriers of business communication.

CO2: Draft professional business letters, memos, and emails using correct formats and tone.

CO3: Prepare and deliver effective presentations and participate in business meetings.

CO4: Demonstrate improved listening, negotiation, and interpersonal skills.

CO5: Apply communication strategies effectively in intercultural and digital contexts.

Unit I: Fundamentals of Business Communication

Communication – Meaning, Objectives, Process, and Importance – Principles of Effective Communication – Channels and Types – Verbal and Non-Verbal Communication – Barriers to Communication – Overcoming Communication Barriers – Business Etiquette and Professionalism in Communication.

Unit II: Written Communication in Business

Structure and Layout of Business Letters – Letters: Enquiry, Order, Complaint, Sales, and Collection – Memos, Notices, Circulars – Agenda and Minutes of Meetings – Resume and Email Etiquette – Report Writing: Types, Format, and Essentials of Good Reports.

Unit III: Oral Communication and Public Speaking

Principles of Effective Oral Communication – Telephonic Conversation – Interview Skills – Group Discussions – Business Presentations: Planning, Preparation, and Delivery – Use of Visual Aids – Handling Q&A Sessions – Speech Anxiety and Confidence Building.

Unit IV: Interpersonal and Negotiation Skills

Listening Skills – Active and Empathetic Listening – Interpersonal Communication in the Workplace – Assertiveness and Conflict Resolution – Negotiation: Process, Types, and Techniques – Role Plays and Case Scenarios – Communication in Teams and Leadership Communication.

Unit V: Technology and Cross-Cultural Communication

Digital Communication Tools – Social Media for Business Communication – Video Conferencing and Virtual Meetings – Communication across Cultures – Barriers to Cross-Cultural Communication – Tips for Effective Global Communication – Ethics in Digital and Intercultural Communication.

Student-Centric Activities

- **Business Letter Drafting Practice:** Students prepare various types of letters using professional formats.
- **Mock Interviews and Role Plays:** Practice real-time HR interviews, negotiation, and client handling.
- **Presentation Lab:** Students design and deliver PowerPoint presentations with feedback sessions.
- **Group Discussions:** Weekly GD sessions on current business topics to build critical thinking.
- **Email and Report Writing Exercises:** Weekly assignments using business email and reporting formats.

References

1. Krizan, A. C., Merrier, P., & Jones, C. (2022). *Business Communication*. Cengage Learning.
2. Lesikar, R. V., & Flatley, M. E. (2021). *Basic Business Communication: Skills for Empowering the Internet Generation*. McGraw-Hill Education.
3. Raman, M., & Singh, P. (2022). *Business Communication*. Oxford University Press.
4. Bovee, C. L., & Thill, J. V. (2021). *Business Communication Today*. Pearson Education.
5. Kaul, A. (2020). *Effective Business Communication*. PHI Learning.

SEMESTER-IV

COURSE 8: MARKETING MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the core concepts and functions of marketing in business management.
- Develop understanding of market segmentation, targeting, and positioning strategies.
- Familiarize students with product, price, place, and promotion (4Ps) decisions.
- Explore marketing strategies in competitive and global environments.
- Apply marketing principles in real-life business situations and case studies.

Course Outcomes (COs)

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

CO1: Understand the nature, role, and scope of marketing in business.

CO2: Analyze customer needs and implement segmentation, targeting, and positioning strategies.

CO3: Apply 4Ps in developing a marketing mix for products and services.

CO4: Evaluate marketing strategies in different competitive scenarios.

CO5: Design basic marketing plans and assess consumer behavior patterns.

Unit I: Introduction to Marketing

Definition, Nature, and Scope of Marketing – Evolution of Marketing Concepts – Core Marketing Concepts – Role of Marketing in Organizations and the Economy – Marketing vs. Selling – Marketing Environment: Micro and Macro Factors.

Unit II: Consumer Behavior

Understanding Consumer Behavior – Buying Decision Process – Influencing Factors – Market Segmentation: Meaning, Bases, and Benefits – Targeting Strategies – Product Positioning: Concepts, Strategies, and Differentiation.

Unit III: Product and Pricing Decisions

Product: Concept, Levels, and Classifications – Product Life Cycle (PLC) – New Product Development – Branding, Packaging, and Labeling – Pricing: Objectives, Factors Affecting Price Decisions – Pricing Strategies and Methods.

Unit IV: Distribution and Promotion Decisions

Place (Distribution): Channels of Distribution – Types and Functions of Intermediaries – Logistics and Supply Chain Management – Promotion: Elements of Promotion Mix – Advertising, Personal Selling, Sales Promotion, and Public Relations – Recent Trends in Promotion.

Unit V: Marketing Strategy and Trends

Marketing Planning and Control – Competitor Analysis – Strategic Marketing Process – Digital Marketing Basics – Rural and Green Marketing - Ethics in Marketing – Global Marketing Challenges and Opportunities.

Student-Centric Activities

- Case Study Analysis: Study real-world companies and their marketing strategies.
- Product Pitch Activity: Create and present a product with complete marketing mix.
- Consumer Survey Project: Conduct a small survey to analyze buying behavior.
- Group Presentation: Segmentation and positioning analysis for a selected brand.
- Marketing Campaign Design: Develop a mini ad campaign using social media tools.

References

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). *Marketing Management* (15th ed.). Pearson Education.
2. Ramaswamy, V. S., & Namakumari, S. (2021). *Marketing Management*. McGraw-Hill Education.
3. Saxena, R. (2021). *Marketing Management*. Tata McGraw-Hill.
4. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2020). *Marketing*. McGraw-Hill.
5. Arora, R. (2021). *Marketing Management*. Himalaya Publishing House.

SEMESTER-IV

COURSE 9: HUMAN RESOURCE MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Understand the nature, scope, and evolution of human resource management (HRM).
- Familiarize students with key HR functions such as recruitment, selection, training, and performance appraisal.
- Analyze the legal and ethical aspects of managing human resources.
- Explore employee engagement, motivation, and retention strategies.
- Assess the challenges of HRM in changing business environments.

Course Outcomes (COs)

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

CO1: Understand the principles and practices of HRM in organizations.

CO2: Apply recruitment, selection, training, and appraisal techniques effectively.

CO3: Analyze labor laws and their impact on employee relations.

CO4: Evaluate HR policies that promote motivation and retention.

CO5: Understand emerging trends in HRM such as HR analytics and remote work.

Unit I: Introduction to HRM

Definition, Nature, and Scope of HRM – Evolution and Functions of HRM – HRM vs. Personnel Management – Strategic HRM – Role of HR Manager – HRM in the Digital Era – Challenges of HRM in Globalized Context.

Unit II: Human Resource Planning and Recruitment

HR Planning: Concept and Process – Job Analysis: Job Description and Job Specification – Recruitment: Sources and Methods – Selection Process – Interviews and Testing – Placement and Induction – Internal Mobility and Transfers.

Unit III: Training, Development, and Performance Appraisal

Employee Training: Needs, Methods, and Evaluation – Management Development – Career Planning and Succession Planning – Performance Appraisal: Methods, Issues, and Feedback – Potential Appraisal and 360-Degree Feedback.

Unit IV: Compensation and Employee Welfare

Wage and Salary Administration – Components of Compensation – Incentives and Fringe Benefits – Employee Welfare Measures – Quality of Work Life (QWL) – Social Security and Grievance Handling Mechanism.

Unit V: Industrial Relations and Emerging Trends

Industrial Relations: Concept, Importance, and Causes of Disputes – Trade Unions – Collective Bargaining – HRM and Technology – Remote Work and Hybrid Models – HR Analytics – Employee Engagement and Employer Branding.

Student-Centric Activities

- **Role Plays:** Conducting mock interviews and appraisal discussions.
- **Case Study:** Analysis of HR issues in real-life organizations.
- **Group Presentation:** On HR trends like gig economy or HR tech.
- **Job Analysis Project:** Create job descriptions/specifications for sample roles.
- **Survey Activity:** Assess employee satisfaction/motivation in a small enterprise.

Recommended Textbooks

1. **Gary Dessler** (2022). *Human Resource Management*. Pearson Education.
2. **K. Aswathappa** (2021). *Human Resource Management: Text and Cases*. McGraw
3. Hill.
4. **V.S.P. Rao** (2021). *Human Resource Management*. Himalaya Publishing House.
5. **C.B. Gupta** (2022). *Human Resource Management*. Sultan Chand & Sons.
6. **Snell & Bohlander** (2020). *Managing Human Resources*. Cengage Learning.

SEMESTER-IV

COURSE 10: FINANCIAL MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce students to the principles and functions of financial management.
- Provide knowledge on financial planning, capital budgeting, and working capital management.
- Develop skills in evaluating financial performance using various tools.
- Familiarize students with the concepts of cost of capital, capital structure, and dividend policies.
- Enable students to make sound financial decisions in business contexts.

Course Outcomes (COs)

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

CO1: Understand the role and scope of financial management in business.

CO2: Analyze financial statements and ratios to evaluate firm performance.

CO3: Apply capital budgeting techniques to assess investment decisions.

CO4: Evaluate decisions related to capital structure, leverage, and dividend policy.

CO5: Plan and manage working capital efficiently.

Unit I: Introduction to Financial Management

Nature, Scope, and Objectives of Financial Management – Profit vs. Wealth Maximization – Functions of Finance Manager – Time Value of Money – Risk and Return Trade-Off – Financial Decisions and their Interrelation.

Unit II: Capital Budgeting

Meaning and Importance of Capital Budgeting – Methods: Payback Period, NPV, IRR, Profitability Index – Capital Rationing Analysis

Unit III: Capital Structure and Cost of Capital

Concept and Significance of Capital Structure – Factors Affecting Capital Structure – Leverages: Operating, Financial, and Combined – EBIT-EPS Analysis – Cost of Capital: Cost of Equity, Debt, Preference Shares, Weighted Average Cost of Capital (WACC).

Unit IV: Working Capital Management

Concept and Need for Working Capital – Determinants of Working Capital – Operating Cycle – Management of Cash, Inventory, and Receivables – Working Capital Financing – Estimation of Working Capital Requirement.

Unit V: Dividend and Financial Decisions

Dividend Policy: Determinants and Types – Theories of Dividend: Walter, Gordon, and MM Hypothesis – Financial Planning – Sources of Finance: Long-Term and Short-Term.

Student-Centric Activities

- **Case Studies** on capital budgeting or working capital problems.
- **Group Projects** on analyzing financial performance of listed companies.
- **Role Play** as financial advisors making investment recommendations.
- **Financial Planning Simulation** using Excel for WACC or capital structure decisions.
- **Quizzes & MCQs** on time value of money and ratio analysis.

Recommended Textbooks

1. **Khan, M.Y. & Jain, P.K.** (2022). *Financial Management: Text, Problems and Cases*. McGraw Hill.
2. **Pandey, I.M.** (2021). *Financial Management*. Vikas Publishing.
3. **Chandra, Prasanna.** (2022). *Financial Management: Theory and Practice*. Tata McGraw Hill.
4. **Rustagi, R.P.** (2021). *Fundamentals of Financial Management*. Taxmann.
5. **Van Horne, J.C. & Dhamija, S.** (2020). *Financial Management and Policy*. Pearson Education.

SEMESTER-V

COURSE 11: ENTREPRENEURSHIP & START-UP ECOSYSTEM

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Develop an entrepreneurial mindset and understanding of business creation.
- Introduce the start-up ecosystem and its role in economic development.
- Equip students with tools for opportunity recognition, idea validation, and business planning.
- Familiarize students with funding options, incubation, and acceleration mechanisms.
- Analyze government support, legal aspects, and scaling strategies for start-ups.

Course Outcomes (COs)

After successful completion, students will be able to:

CO1: Understand key concepts of entrepreneurship and innovation.

CO2: Identify viable business opportunities and develop start-up ideas.

CO3: Evaluate start-up funding models, incubation, and support ecosystems.

CO4: Draft business models using lean canvas and pitch decks.

CO5: Analyze challenges and strategies for start-up growth and sustainability.

Unit I: Fundamentals of Entrepreneurship

Definition, Nature, and Characteristics of Entrepreneurship – Types of Entrepreneurs – Functions and Role in Economic Development – Entrepreneur vs. Manager – Entrepreneurial Competencies – Entrepreneurship – Social and Women Entrepreneurship.

Unit II: Start-up Ecosystem and Policy Framework

Meaning and Components of Start-up Ecosystem – National and Global Start-up Ecosystems – Role of Institutions: NITI Aayog, Start-up India, DPIIT, MSME, Atal Innovation Mission – Start-up Policy Initiatives at Central and State Levels – Start-up India Recognition and Benefits.

Unit III: Idea Generation and Business Models

Creativity and Innovation in Entrepreneurship – Sources of Business Ideas – Screening and Feasibility Study – Design Thinking – Lean Start-up Principles – Business Model Canvas and Lean Canvas – Minimum Viable Product (MVP) – Value Proposition Design.

Unit IV: Funding, Incubation, and Support Mechanisms

Types of Start-up Funding: Bootstrapping, Angel Investors, Venture Capital, Crowd funding – Seed Funding and Series A/B/C – Role of Incubators and Accelerators – Pitching to Investors – Components of a Business Pitch – Start-up Valuation – Exit Strategies (IPO, Acquisition).

Unit V: Legal, Operational & Growth Aspects

Legal Forms of Business – Start-up Registration, Intellectual Property Rights (IPR), GST, and Compliance – Challenges in Start-up Execution – Scaling Strategies – Growth Hacking – Case Studies of Indian Unicorns and Successful Entrepreneurs – Failure and Pivoting Strategies.

Student-Centric Activities

- Ideation Workshops and pitch deck presentations.
- Visits to Incubation Centres or Start-up Hubs (e.g., T-Hub, iCreate).
- Case Study Discussions on Indian start-ups and unicorns.
- Guest Lectures from entrepreneurs, investors, and start-up mentors.
- Group Projects on preparing a business model canvas.

Recommended Textbooks and Readings

- Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2022). *Entrepreneurship*. McGraw-Hill Education.
- Sahay, A. & Nirjar, R. (2021). *Entrepreneurship and New Venture Creation*. Excel Books.
- Ries, E. (2011). *The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation*. Crown Publishing.
- Taneja, S. (2022). *Entrepreneurship Development*. Himalaya Publishing House.
- Government of India Resources: Start-up India Handbook, DPIIT Start-up Guidelines, NITI Aayog Policy Notes.

SEMESTER-V

COURSE 12 A: RETAIL MARKETING

Theory

Credits: 4

4 hrs/week

Course Objectives:

This course is designed to enable students to:

- Understand the Fundamentals of Retailing
- Analyze Consumer Behaviour in Retail Contexts
- Evaluate Retail Location and Store Design Decisions
- Understand the Retail Marketing Mix (4Ps/7Ps)
- Comprehend Retail Strategy and Operations

Course Outcomes (COs)

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

CO1: Understand the fundamentals of retailing, types of retail formats, and analyze the growth, trends, and career opportunities in the Indian and global retail environment.

CO2: Evaluate retail consumer behavior and decision-making processes, and apply customer relationship management strategies supported by retail technology.

CO3: Apply the 7Ps of the retail marketing mix including merchandise planning, pricing, promotion, store design, service delivery, and branding.

CO4: Manage retail operations and logistics, including inventory control, visual merchandising, supply chain, and retail performance metrics.

CO5: Analyze emerging trends in e-retailing, franchising, FDI, digital and influencer marketing, and assess real-time practices through leading retailer case studies.

UNIT I: Introduction to Retailing

Definition, Meaning, and Evolution of Retailing -Characteristics and Importance of Retailing - Functions of a Retailer -Types of Retailers – Store-based and Non-store based - The Retailing Environment – Indian and Global Context-Growth and Trends in Retail Industry–Retail Marketing as a Career.

UNIT II: Retail Consumer Behavior

Understanding Retail Consumers - Factors Influencing Consumer Buying Behavior-Consumer Decision Making Process in Retail -Market Segmentation and Targeting in Retail -Customer Relationship Management in Retail -Role of Technology in Understanding Customers

UNIT III: Retail Marketing Mix

The 7Ps of Retail Marketing - Product – Merchandise Planning and Category Management - Price – Pricing Strategies in Retail - Place – Store Location, Layout, and Design - Promotion – Advertising, Sales Promotion, and Personal Selling - People – Role of Salespersons - Process – Service Delivery and Queue Management - Physical Evidence – Atmospherics, Branding, Packaging.

UNIT IV: Retail Operations and Logistics

Retail Store Operations – Frontend Back-end - Inventory Management and Merchandise Handling - Visual Merchandising and Planogramming -Retail Supply Chain and Logistics - Retail Technology – POS, RFID, Self-checkout - Retail Metrics – Sales per sq. ft., Footfall, Conversion Rate.

UNIT V: Emerging Trends in Retail Marketing

E-Retailing and Digital Transformation- Socialmedia and Influencer Marketing in Retail - Franchising, FDI in Retail Business in India - Future of Retail Business- Case Studies of Leading Indian and Global Retailers (e.g., Reliance Retail, D-Mart, Walmart, Amazon, IKEA)

Activities:

- Retail Store Visit & Observation Report
- Customer Interview / Survey
- Design a Retail Marketing Plan
- Visual Merchandising Contest
- Retail Metrics Case Exercise

References:

1. Retail Marketing, S.C. Bhati Himalaya Publishing House.
2. Retail Management: Functional Principles and Practices, Gibson G. Vedamani, Jaico Publishing House
3. Retailing Management, Swapna Pradhan, McGraw Hill Education
4. Retail Management, Arif Shaikh & Kaneez Fatima, Himalaya Publishing House
5. Retail Management: A Strategic Approach, Chetan Bajaj, Rajnish Tuli & Nidhi Srivastava, Oxford University Press

SEMESTER-V

COURSE 12 B: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the concepts and significance of logistics and supply chain in modern business.
- Explain the components, flows, and strategies of supply chain management (SCM).
- Develop skills in managing logistics operations like transportation, warehousing, and inventory.
- Evaluate the role of IT, automation, and global sourcing in SCM.
- Equip students with decision-making tools for efficient supply chain performance.

Course Outcomes (COs)

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

CO1: Understand the fundamentals and functions of logistics and supply chain.

CO2: Apply inventory, transportation, and warehouse management techniques.

CO3: Analyze the role of coordination and integration in SCM.

CO4: Evaluate IT applications and automation in logistics operations.

CO5: Examine global trends and risks in managing international supply chains.

Unit I: Introduction to Logistics and SCM

Meaning and Scope of Logistics – Evolution of SCM – Key Elements of Supply Chain – Objectives and Importance – Logistics vs. SCM – Types of Supply Chains – Role of Supply Chain in Competitive Advantage – Drivers of SCM: Facilities, Inventory, Transportation, Information.

Unit II: Inventory and Warehouse Management

Types of Inventory – Inventory Control Techniques (ABC, EOQ, JIT, VMI) – Safety Stock and Reorder Levels – Warehousing: Types, Functions, Layouts – Warehouse Automation – Packaging and Handling Systems – Inventory Valuation and Costs.

Unit III: Transportation and Distribution Management

Modes of Transportation – Criteria for Transport Selection – Distribution Network Design – Last Mile Delivery – Cross Docking – Transportation Cost Optimization – Reverse Logistics – Green Logistics and Sustainability Practices.

Unit IV: IT in Logistics and Supply Chain

Use of Information Systems in SCM – ERP, SAP, WMS (Warehouse Management Systems) – RFID, Bar-coding, GPS – E-Logistics – Supply Chain Analytics – Role of Artificial Intelligence and IoT in Modern SCM – Block chains in Supply Chain.

Unit V: Global Supply Chains and Challenges

Globalization and Supply Chain Integration – Sourcing and Procurement Strategies – Risk Management in Global Supply Chains – SCM in Retail, FMCG, Pharma, and E-Commerce – Current Trends: Omni-channel, Cloud SCM, Drones, Automation – Case Studies of Global and Indian Supply Chains.

Student-Centric Activities

- Analyze real-time supply chain models (e.g., Amazon, Flipkart).
- Industry visits to logistics companies or warehouses.
- Group assignment on mapping a local product's supply chain.
- Seminars on emerging technologies in logistics.
- Mini projects on warehouse design, route optimization, etc.

Recommended Textbooks and References

1. **Sunil Chopra & Peter Meindl** (2022). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
2. **Ailawadi, C. & Singh, R.S.** (2021). *Logistics and Supply Chain Management*. PHI Learning.
3. **Ballou, R.H.** (2020). *Business Logistics/Supply Chain Management*. Pearson.
4. **Bowersox, D.J., Closs, D.J., & Cooper, M.B.** (2021). *Supply Chain Logistics Management*. McGraw Hill.
5. **DCSC (Delhi Chapter of Supply Chain Council)** Reports & Case Studies (online resources).

SEMESTER-V

COURSE 13 A: FINANCIAL INSTITUTIONS & MARKETS

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce students to the structure and functioning of financial institutions and markets in India.
- Provide an understanding of the roles of regulatory authorities like RBI, SEBI, and IRDAI.
- Familiarize students with various financial instruments and services.
- Explain the operations of money and capital markets.
- Equip students with knowledge of recent trends in financial systems and global linkages.

Course Outcomes (COs)

On successful completion of this course, students will be able to:

CO1: Understand the structure and role of financial institutions in the Indian economy.

CO2: Analyze the functions and instruments of money and capital markets.

CO3: Evaluate the regulatory framework governing financial markets in India.

CO4: Identify the features of various financial services and instruments.

CO5: Interpret recent developments and challenges in financial systems.

Unit I: Introduction to Financial Systems

Structure of Indian Financial System – Functions and Components – Financial Institutions vs. Financial Markets – Classification: Banking and Non-Banking Institutions – Role of Financial System in Economic Development – Financial Sector Reforms in India.

Unit II: Financial Institutions

Commercial Banks – Co-operative Banks – Regional Rural Banks – Non-Banking Financial Companies (NBFCs) – Development Financial Institutions (DFIs): NABARD, SIDBI, IFCI, EXIM Bank – Insurance Companies – Mutual Funds – Credit Rating Agencies.

Unit III: Money Market

Meaning and Features – Functions and Participants – Instruments: Call Money, Treasury Bills, Commercial Paper, Certificates of Deposit, Repurchase Agreements (Repos) – Role of RBI in Money Market – Limitations of Indian Money Market.

Unit IV: Capital Market

Structure and Features – Primary Market: IPO, FPO, Book Building – Secondary Market: Stock Exchanges – BSE, NSE – Role of SEBI – Instruments: Equity Shares, Debentures, Bonds, Derivatives (Introductory) – Merchant Banking, Underwriting, Stockbroking.

Unit V: Recent Developments in Financial Markets

Financial Inclusion – Fintech Innovations – Crypto currency and Block chain – Green Bonds – Role of Technology in Market Operations – Global Financial Markets – Integration of Indian Financial Markets with World Markets – Case Studies of Financial Market Reforms.

Student-Centric Activities

- Case study on recent IPOs or mergers.
- Group discussion on RBI and SEBI roles in market stability.
- Visit to a local bank or stock trading simulation.
- Seminar on financial instruments.
- Analyze financial news and reports for market movements.

Recommended Textbooks and References

1. **Bhole, L.M., & Mahakud, J.** (2022). *Financial Institutions and Markets: Structure, Growth & Innovations*. McGraw Hill.
2. **Gordon, E., & Natarajan, K.** (2021). *Financial Markets and Services*. Himalaya Publishing.
3. **Khan, M.Y.** (2022). *Indian Financial System*. McGraw Hill.
4. **Pathak, B.V.** (2022). *The Indian Financial System: Markets, Institutions and Services*. Pearson.
5. RBI, SEBI, and IRDAI Annual Reports (latest editions).

SEMESTER-V

COURSE 13 B: ORGANIZATIONAL BEHAVIOR

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- provide foundational knowledge of individual and group behavior in organizational settings.
- explore key psychological variables such as perception, learning, personality, and motivation that influence behavior.
- analyze group dynamics, conflict management, and team functioning in organizations.
- examine the role of leadership and management of organizational change and development.
- understand the influence of organizational culture, politics, and power on organizational effectiveness.

Course Outcomes

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

CO1: Understand the evolution, importance, and influencing factors of organizational behavior.

CO2: Explain individual-level concepts such as perception, personality, values, and learning theories.

CO3: Analyze the nature of group behavior, decision-making, conflict, and team dynamics using models like Johari Window and Transactional Analysis.

CO4: Evaluate various leadership styles and theories, and understand their effect on organizational groups and performance.

CO5: Examine the role of organizational culture and change in ensuring long-term effectiveness, including resistance management and power structures.

Unit I: Organizational Behavior – Introduction

Organizational behavior – Meaning, significance, and evolution – Factors influencing organizational behavior – Concept and process of perception – Factors influencing perception – Values and attitudes – Personality: Meaning, stages of development, and determinants – Classical conditioning, operant conditioning.

Unit II: Group Dynamics

Meaning of groups and group dynamics – Stages of group formation – Characteristics and types of groups – Factors influencing group effectiveness – Group cohesiveness – Group decision-making – Concept of teams – Groups vs. Teams – Types of teams – Conflicts in groups: Causes and types.

Unit III: Leadership

Definition and concept of leadership – Importance and characteristics of an effective leader – Styles of leadership: Autocratic, Democratic, Laissez-faire – Theories of leadership: Trait theory, Behavioral theory, Contingency theory, Transformational and Transactional leadership – Managerial Grid – Role of leadership in group effectiveness and organizational success.

Unit IV: Management of Change

Meaning and importance of organizational change – Internal and external factors driving change – Individual and organizational responses to change – Role and qualities of change agents – Resistance to change: Reasons and types – Strategies to overcome resistance – Organizational Development (OD): Concept, significance, and steps in OD process.

Unit V: Organizational Culture and Effectiveness

Concept and components of organizational culture – Significance of understanding organizational culture – Organizational culture vs. organizational climate – Factors influencing organizational culture – Organizational effectiveness: Meaning, indicators, and measures – Approaches to achieve organizational effectiveness

Student-Centric Activities

- Conduct a role-play or simulation to demonstrate group dynamics and conflict resolution using Johari Window or Transactional Analysis.
- Prepare a personality assessment report using self-assessment tools (MBTI, Big Five) and reflect on behavioral tendencies.
- Case study analysis of leadership styles in successful organizations and their outcomes.
- Group debate on managing organizational change versus maintaining cultural stability.
- Create a presentation comparing organizational cultures of two companies and their impact on effectiveness.

Reference Books

1. Robbins, S. P. (2022). *Organizational behaviour: Concepts, controversies, and applications* (18th ed.). Prentice Hall of India.
2. Luthans, F. (2022). *Organizational behavior* (13th ed.). McGraw-Hill Education.
3. Rao, V. S. P., & Narayana, P. S. (2020). *Organizational theory and behaviour* (3rd ed.). Konark Publishers.
4. Prasad, L. M. (2021). *Organizational theory and behaviour* (11th ed.). Sultan Chand & Sons.
5. Newstrom, J. W., & Davis, K. (2019). *Organizational behavior: Human behavior at work* (12th ed.). McGraw Hill.

SEMESTER-VI

COURSE 14 A: MICRO, SMALL & MEDIUM ENTERPRISES MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the structure and economic importance of MSMEs in India.
- Understand the regulatory and policy framework for MSME development.
- Provide knowledge about entrepreneurship development and MSME operations.
- Examine challenges and growth strategies for MSMEs.
- Promote innovative thinking and self-employment among students.
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Course Outcomes (COs)

After completing the course, students will be able to:

CO1: Understand the classification, contribution, and characteristics of MSMEs.

CO2: Analyze the support ecosystem including schemes, policies, and institutions.

CO3: Prepare business plans and feasibility studies for small enterprises.

CO4: Evaluate operational and financial challenges faced by MSMEs.

CO5: Apply innovation and digital tools to enhance MSME sustainability.

Unit I: Overview of MSMEs

Definition and classification – Evolution of MSMEs in India – Role in GDP, employment, and exports – Comparison with large-scale industries – MSMEs in rural and inclusive development – Advantages and limitations

II: Institutional and Policy Framework

MSME Development Act 2006 – Role of Ministry of MSME – Udyam Registration – SIDBI, NSIC, NABARD, KVIC, DICs – Central and state government schemes: PMEGP, CGTMSE, MUDRA, SFURTI, ZED – Cluster development.

Unit III: Setting Up and Managing MSMEs

Business opportunity identification – Feasibility analysis – Business plan preparation – Ownership types – Legal and regulatory compliance – Working capital and credit sources – Digital tools and tech adoption – E-Governance.

Unit IV: Challenges and Solutions

Major problems: finance, marketing, HR, technology, compliance – Delayed payments – Risk management – Innovation and digitalization – Branding, quality certification, export potential – Role of Start-Up India and incubation.

Unit V: Case Studies and Contemporary Issues

Women and SC/ST entrepreneurs – Green and sustainable MSMEs – MSMEs post-COVID recovery – Case studies of successful Indian MSMEs – Vision for MSMEs in India @2047 – Use of AI and digital marketing in MSMEs.

Student-Centric Activities

- Preparation of business plan for a small venture
- Field visit to a local MSME
- Seminar on government schemes for MSMEs
- Group presentation on successful MSME case studies
- Guest lecture by a local entrepreneur

Recommended Textbooks

1. **Desai, V.** (2022). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing.
2. **Charantimath, P. M.** (2021). *Entrepreneurship Development and Small Business Enterprise*. Pearson Education.
3. **Krishnamacharyulu, C.S.G., & Lalitha, R.** (2021). *Entrepreneurship Development and Small Business Enterprises*. Pearson.
4. Annual Reports – Ministry of MSME, Government of India.
5. MSME Handbooks – SIDBI, NSIC, NIMSME (online resources).

SEMESTER-VI

COURSE 14 B: CUSTOMER RELATIONSHIP MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Understand the foundations and strategic role of CRM in business.
- Explore the customer lifecycle and value management.
- Develop skills in managing customer retention and loyalty.
- Introduce CRM technologies, software tools, and analytics.
- Analyze CRM practices in various sectors like retail, banking, and services.

Course Outcomes (COs)

Upon successful completion, students will be able to:

CO1: Understand CRM principles, evolution, and benefits to organizations.

CO2: Apply techniques to acquire, retain, and engage customers effectively.

CO3: Analyze customer data and behavior to support business decisions.

CO4: Use CRM tools and platforms in business settings.

CO5: Design CRM strategies relevant to different industries.

Unit I: Introduction to CRM

Definition and importance – Evolution of CRM – Strategic framework – CRM process and cycle – Relationship marketing vs. transactional marketing – Benefits to customers and firms – Myths of CRM.

Unit II: Customer Lifecycle and Value Management

Customer acquisition, retention, and development – Customer Lifetime Value (CLV) – Customer satisfaction, loyalty, and delight – Complaint handling – Customer segmentation – Retention strategies.

Unit III: Technology and CRM Tools

CRM technologies – Operational, Analytical, and Collaborative CRM – Introduction to tools: Salesforce, Zoho, HubSpot – E-CRM and mobile CRM – CRM dashboards and performance metrics – Cloud-based CRM.

Unit IV: Customer Data and Analytics

Customer database – RFM (Recency, Frequency, Monetary) analysis – Data mining and warehousing – Predictive analytics in CRM – Ethical and legal issues in customer data – Personalization and profiling.

Unit V: CRM in Practice

CRM in banking, retail, telecom, and hospitality – CRM in B2B vs. B2C – CRM success stories and failure cases – Social CRM – Trends: AI in CRM, chatbots, omnichannel CRM – Customer Experience (CX) optimization.

Student-Centric Activities

- Case study analysis of CRM implementation in companies
- Demo session using CRM software (e.g., Zoho or Salesforce)
- Role-play: Handling a customer complaint
- Group project: Designing a CRM strategy for a start-up
- Guest lecture from CRM industry expert

Recommended Readings

1. Buttle, F. & Maklan, S. (2022). *Customer Relationship Management: Concepts and Technologies*. Routledge.
2. Kumar, V. & Reinartz, W. (2021). *Customer Relationship Management: Concept, Strategy, and Tools*. Springer.
3. Shainesh, G. & Sheth, J. N. (2021). *Customer Relationship Management: A Strategic Perspective*. Macmillan.
4. Dyche, J. (2022). *The CRM Handbook: A Business Guide to Customer Relationship Management*. Addison-Wesley.
5. Zikmund, W.G., McLeod, R., & Gilbert, F.W. (2021). *Customer Relationship Management*. Wiley India.

SEMESTER-VI

COURSE 15 A: MANAGEMENT & INFORMATION SYSTEMS

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the basic concepts, components, and types of information systems used in business management.
- Develop an understanding of how information systems support managerial decision-making, operations, and strategy.
- Explain the technological foundation of modern MIS including databases, networks, and enterprise systems.
- Evaluate the ethical and security aspects of managing information in organizations.
- Explore recent trends such as ERP, AI, cloud computing, and data analytics in MIS.

Course Outcomes (COs)

After completing this course, students will be able to:

CO1: Understand the role of information systems in enhancing business performance.

CO2: Analyze the components and types of information systems used in organizations.

CO3: Explain how MIS supports decision-making at different managerial levels.

CO4: Assess the security, ethical, and legal issues related to information systems.

CO5: Apply knowledge of MIS in practical business contexts and emerging technologies.

Unit I: Introduction to Management Information Systems

Definition and Characteristics of MIS – Role and Importance of MIS in Business – Components of MIS: People, Hardware, Software, Data, and Networks – Information vs. Data – Types of Information Systems: TPS, MIS, DSS, ESS – Strategic Role of MIS – Challenges in MIS Implementation.

Unit II: Information Systems and Business Processes

Business Processes and Information Systems Integration – Functional Information Systems: Marketing, Finance, HR, Production – Cross-functional Systems – Business Process Reengineering (BPR) – Enterprise Resource Planning (ERP): Concept, Benefits, and Challenges – Supply Chain and Customer Relationship Management Systems.

Unit III: Database and Network Fundamentals

Introduction to Database Concepts – Data Hierarchy – Database Management System (DBMS) – Types of Databases – SQL (conceptual overview) – Data Warehousing and Data Mining – Basics of Computer Networks – LAN, WAN, Internet, and Intranet – Network Topologies and Protocols – Cloud Computing Basics.

Unit IV: Decision Support and E-Business Systems

Decision-Making Process – Role of MIS in Decision-Making – Decision Support Systems (DSS) and Executive Information Systems (EIS) – Business Intelligence and Data Analytics – E-Commerce and E-Business: Models and Applications – Mobile Computing – Online Payment Systems – Social Media and MIS.

Unit V: Security, Ethics, and Trends in MIS

Information System Security Risks – Cybersecurity Threats – Risk Management and Disaster Recovery – Data Privacy and Protection – Ethical and Legal Issues in MIS – IT Governance and Compliance – Emerging Trends: Artificial Intelligence, Blockchain, Internet of Things (IoT), and Green Computing.

Student-Centric Activities

- Analyze the MIS structure of a real business through a company visit or virtual case study and present findings.
- Develop a flowchart or process map for a business function (e.g., HR recruitment) integrating MIS elements.
- Prepare a group presentation on emerging trends in MIS such as AI, ERP, IoT, or Cloud Computing.
- Conduct a role-play simulating a cyberattack scenario and demonstrate risk mitigation steps and ethical responses.
- Build a simple database using MS Access or Google Sheets to manage sample business data like sales or inventory.

Recommended Textbooks and Readings

1. Laudon, K. C., & Laudon, J. P. (2022). *Management Information Systems: Managing the Digital Firm*. Pearson Education.
2. O'Brien, J. A., & Marakas, G. M. (2021). *Management Information Systems*. McGraw Hill.
3. Jawadekar, W. S. (2022). *Management Information Systems*. Tata McGraw Hill.
4. Raymond McLeod & George Schell (2021). *MIS: Foundations of E-Business*. Pearson Education.
5. Alexis Leon (2021). *Enterprise Resource Planning*. McGraw Hill.

SEMESTER-VI

COURSE 15 B: WEB ANALYTICS

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the concepts, tools, and techniques of web analytics.
- Understand how to collect, measure, and analyze web data for business insights.
- Explore KPIs (Key Performance Indicators) and metrics relevant to online marketing and customer engagement.
- Equip students with the ability to use Google Analytics and other platforms for decision-making.
- Foster data-driven thinking for improving website performance and ROI.

Course Outcomes (COs)

Upon completion of this course, students will be able to:

CO1: Understand the fundamentals and importance of web analytics.

CO2: Identify and interpret web traffic sources, user behavior, and conversion data.

CO3: Use tools like Google Analytics for data collection and reporting.

CO4: Evaluate web performance and campaign effectiveness using KPIs.

CO5: Apply insights to optimize websites and digital marketing strategies.

Unit I: Introduction to Web Analytics

Definition, scope, and importance – Types of web data – Web Analytics 2.0 framework – Data vs. insights – Challenges in web analytics – Role in digital marketing strategy – Ethics and privacy issues in tracking.

Unit II: Metrics and Key Performance Indicators (KPIs)

Basic website metrics: page views, sessions, users, bounce rate, avg. time – Traffic sources: direct, referral, organic, social – Goal conversions – Event tracking – Micro and macro conversions – Setting KPIs for business objectives.

Unit III: Tools and Techniques

Introduction to Google Analytics – Account setup and dashboard navigation – Filters and segments – Goals and funnels – Campaign tracking using UTM parameters – Heatmaps, clickmaps, and A/B testing tools – Tag Manager overview.

Unit IV: User Behavior and Content Analysis

User journey and behavior flow – Site content reports – Landing pages and exit pages – Internal search behavior – Site speed and mobile responsiveness – Navigation analysis – Multichannel attribution modeling.

Unit V: Reporting and Optimization

Creating custom reports – Dashboards and data visualization – Real-time vs. historical analysis – Insights for SEO, PPC, and content marketing – Improving user experience and conversions – ROI measurement – Trends in web analytics: AI, predictive analytics, and automation.

Student-Centric Activities

- Hands-on Google Analytics demo with a sample website
- Group project: Analyze traffic data and present insights
- Assignment: Create a campaign with UTM tagging
- Quiz on KPIs and user behavior metrics
- Guest lecture from a digital marketing analyst

Recommended Readings

1. Kaushik, A. (2020). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. Wiley.
2. Clifton, B. (2022). *Advanced Web Metrics with Google Analytics*. Wiley.
3. Cutroni, J. (2021). *Google Analytics*. O'Reilly Media.
4. Ledford, J. L. (2020). *Web Analytics for Dummies*. Wiley India.
5. Marshall, G. W., & Johnston, M. W. (2021). *Contemporary Marketing Analytics*. Pearson.

SEMESTER-VII

COURSE 16: STOCK MARKET OPERATIONS

Theory

Credits: 4

4 hrs/week

Objectives of the course

This course is designed to:

- Impart knowledge of the structure and functioning of stock markets in India and globally.
- Introduce the concepts of securities, trading mechanisms, and market intermediaries.
- Provide practical insights into the regulatory environment and trading procedures.
- Develop skills for analyzing stock performance and investment decision-making.
- Familiarize students with technical and fundamental analysis in equity markets.

Course Outcomes (COs)

After completing this course, students will be able to:

CO1: Understand the role and structure of stock exchanges in capital markets.

CO2: Explain the processes of equity trading, settlement, and dematerialization.

CO3: Identify the functions of market intermediaries and regulatory bodies.

CO4: Apply tools for analyzing stocks and understanding investor behavior.

CO5: Evaluate market trends using technical and fundamental indicators.

Unit I: Introduction to Stock Market

Overview of Capital Markets – Role of Stock Markets in Economic Development – Primary vs. Secondary Market – History and Growth of Stock Exchanges in India – Functions and Significance of BSE, NSE, and Other Stock Exchanges – SEBI: Objectives and Regulatory Framework – Introduction to Global Stock Markets (NYSE, NASDAQ, LSE).

Unit II: Trading Mechanism and Settlement

Dematerialization and Depositories – Role of NSDL and CDSL – Types of Market Orders: Market Order, Limit Order, Stop Loss – Trading Systems and Platforms – Clearing and Settlement Process – T+2 Settlement Cycle – Margin Trading – Role of Clearing Corporation and Custodians.

Unit III: Market Instruments and Intermediaries

Types of Securities: Equity Shares, Preference Shares, Bonds, Debentures, ETFs, Mutual Funds – Derivatives: Futures and Options (Basic Concept) – Market Intermediaries: Stock Brokers, Sub-brokers, Depository Participants, FIIs, AMCs – KYC and Client Onboarding – Investor Grievance Redressal Mechanism.

Unit IV: Fundamental and Technical Analysis

Introduction to Investment Analysis – Fundamental Analysis: Economic, Industry, and Company Analysis – Financial Ratios and Valuation Metrics – Technical Analysis: Dow Theory, Chart Types, Candlestick Patterns – Moving Averages, RSI, MACD – Use of Stock Screeners and Trading Software.

Unit V: Stock Market Indices and Investment Strategies

Meaning and Importance of Indices – Major Indian Indices: BSE Sensex, NSE Nifty – Sectoral Indices – Index Calculation Methods – Trading Strategies: Intraday, Positional, Swing Trading, Long-term Investment – Behavioral Aspects of Investing – Risks in Stock Market – Role of News, Events, and Announcements.

Student-Centric Activities

- **Virtual Trading Simulation:** Students participate in mock trading using platforms like Moneybhai or NSE Paathshala to understand live market operations.
- **Stock Analysis Project:** Each student selects a listed company and conducts both fundamental and technical analysis over a period.
- **Industry Expert Talk:** Organize a guest lecture/webinar by a stockbroker, SEBI official, or portfolio manager to discuss current market trends.
- **Group Presentation on SEBI Regulations:** Students present key SEBI rules and recent reforms in capital market regulation.
- **Case Study on Market Crash/Volatility:** Analyze historical market events (e.g., 2008 crash, COVID-19 market impact) and their lessons for investors.

References

1. Bhalla, V. K. (2021). Investment Management: Security Analysis and Portfolio Management. S. Chand.
2. Avadhani, V. A. (2022). Investment and Securities Markets in India. Himalaya Publishing.
3. Kevin, S. (2021). Security Analysis and Portfolio Management. PHI Learning.
4. Punithavathy Pandian. (2022). Security Analysis and Portfolio Management. Vikas Publishing.
5. NSE Certification Study Material – NISM Series VIII: Equity Derivatives and NISM Series VII: Securities Operations and Risk Management (SORM).

SEMESTER-VII

COURSE 17: SERVICES MARKETING

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Develop a foundational understanding of the service sector and its significance in marketing.
- Analyze the structure and management of the service marketing mix.
- Understand customer expectations and perception of services.
- Evaluate service failure incidents and apply service recovery strategies.
- Examine marketing applications across various service industries such as banking, healthcare, and hospitality.

Course Outcomes

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

CO1: Understand the growth, types, and nature of services and the role of the service sector in India's economy.

CO2: Apply the extended marketing mix (7Ps) in designing service marketing strategies.

CO3: Evaluate factors influencing customer expectations and perceptions in service encounters.

CO4: Design effective service recovery mechanisms and understand the quality dimensions in services.

CO5: Analyze and apply marketing concepts to specific service industries like banking, healthcare, hospitality, and BPO.

Unit I: Introduction to Services

Role of services in the Indian economy – Nature and characteristics of services – Reasons for growth in the service sector – Classification of services – Differences between goods and services – Importance of service marketing – Challenges and obstacles in service marketing – Global and Indian scenario of service sector growth.

Unit II: Service Marketing Mix

Marketing management process for services – Segmentation, targeting, and positioning in service marketing – Elements of the services marketing mix: Product, Price, Place, Promotion, People, Process, and Physical Evidence – Strategies for managing the service marketing mix – Controlling and evaluating service marketing performance.

Unit III: Customer Expectations of Service

Definition and types of customer expectations – Factors influencing customer expectations of service – The role of past experiences, personal needs, and word-of-mouth – Issues related to understanding and managing customer expectations – Customer perception of service: Service encounters, service evidence, and customer satisfaction.

Unit IV: Service Quality and Service Recovery

Understanding service failure and its impact – Customer response to service failures – Service recovery: Need, types, and strategies – Designing effective service recovery systems – Service guarantee as a tool for managing failures – Service quality: Dimensions, measurement, and human elements influencing service quality.

Unit V: Marketing of Services

Application of service marketing in key sectors – Marketing of financial services: Banking and Insurance – Marketing in healthcare services – Hospitality and tourism services – Retail and distribution services – Emerging service sectors: Business Process Outsourcing (BPO) – Marketing challenges and strategies in each sector.

Student-Centric Activities

- **Field Visit and Service Audit:** Students visit a local bank, hospital, or hotel to observe service delivery and evaluate service quality using SERVQUAL model.
- **Case Study Analysis:** Analyze real-world service failure and recovery cases from companies like Jet Airways, ICICI Bank, or Apollo Hospitals.
- **Role-Play Activities:** Simulate service encounters (front-office interactions) and practice managing customer expectations and complaints.
- **Mini Project:** Students design a complete service marketing mix (7Ps) for a hypothetical service start-up (e.g., online tutoring, cloud kitchen).
- **Customer Satisfaction Survey:** Conduct and analyze primary data from users of local services (e.g., food delivery apps or salons) to understand customer perception.

Reference Books

1. Rao, K. R. M. (2021). *Service marketing*. Pearson Education.
2. Venugopal, V., & Raghu, N. (2021). *Services marketing*. Himalaya Publishing House.
3. Reddy, P. N. (2022). *Services marketing*. Himalaya Publishing House.
4. Jha, S. M. (2020). *Services marketing*. Himalaya Publishing House.
5. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw-Hill Education.

SEMESTER-VII

COURSE 18: TRAINING & DEVELOPMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Provide conceptual clarity on training and development as strategic HR functions.
- Familiarize students with methods of training need assessment, program design, and delivery.
- Develop skills in evaluating training effectiveness and return on training investment.
- Explore various modern methods of learning including e-learning and competency-based training.
- Equip students to design customized training and development programs for diverse organizations.

Course Outcomes (COs)

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

CO1: Understand the strategic role of training in human resource development.

CO2: Conduct training needs analysis and design training programs effectively.

CO3: Apply various training methods suited to employee roles and organizational goals.

CO4: Evaluate training outcomes using scientific models and ROI metrics.

CO5: Design learning interventions using modern tools including e-learning and coaching.

Unit I: Introduction to Training and Development

Definition, Scope, and Objectives of Training – Importance of Training in HRD – Difference between Training, Education, Learning, and Development – Principles of Adult Learning – Role of HR Manager in Training – Training as a Strategic Function – Learning Organizations and Organizational Learning.

Unit II: Training Needs Assessment and Planning

Concept of Training Need Analysis (TNA) – Levels of TNA: Organizational, Task, and Individual – Methods of Identifying Training Needs – Designing the Training Plan – Setting Training Objectives – Identifying Target Audience – Budgeting and Scheduling for Training.

Unit III: Training Methods and Techniques

On the Job Training Methods: Coaching, Mentoring, Job Rotation, Job Instruction Technique
Off the Job Methods: Lectures, Case Studies, Role Plays, Simulation, Sensitivity Training, Outbound Learning – E-Learning, Blended Learning – Training Delivery: Trainer Qualities, Training Aids, Learning Environment.

Unit IV: Management Development and Career Planning

Concept and Importance of Management Development – Techniques of Executive Development – Succession Planning – Competency Mapping – Career Planning and Development – Career Anchors – Counseling and Mentoring – Training for Soft Skills, Leadership, and Managerial Competencies.

Unit V: Evaluation of Training Effectiveness

Purpose and Process of Training Evaluation – Criteria for Evaluation – Kirkpatrick’s Four-Level Model – ROI on Training – Designing Feedback Mechanisms – Post-training Support – Use of Technology in Evaluation – Common Pitfalls in Training Evaluation.

Student-Centric Activities

- **Training Need Analysis (TNA) Project:** Students conduct a mock TNA in a chosen organization (real or hypothetical) and prepare a needs assessment report.
- **Design a Training Module:** Groups develop a complete training program (including objectives, methods, schedule, and evaluation) on topics like leadership, sales skills, or time management.
- **Role Play and Simulation:** Practice training delivery techniques such as role plays, mock coaching sessions, and feedback drills.
- **Case Study Discussion:** Analyze successful and failed training initiatives from companies like Infosys, Tata Steel, or Google and identify key takeaways.
- **E-learning Tool Demo:** Students explore and present modern e-learning platforms (e.g., Coursera, Udemy, Moodle) for workplace training scenarios.
- **Kirkpatrick Evaluation Application:** Apply the four-level evaluation model to assess the effectiveness of a recent training program (actual or simulated).

Recommended Textbooks and Readings

1. Noe, R. A. (2022). Employee Training and Development. McGraw Hill.
2. Rao, P. L. (2022). Training and Development. Excel Books.
3. Blanchard, P. N., & Thacker, J. W. (2021). Effective Training: Systems, Strategies, and Practices. Pearson Education.
4. McGrath, E. H. (2021). Training for Life and Leadership in Industry. Prentice-Hall of India.
5. Goldstein, I. L., & Ford, J. K. (2022). Training in Organizations: Needs Assessment, Development, and Evaluation. Cengage Learning.

SEMESTER-VIII

COURSE 19: BEHAVIOURAL FINANCE

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to

- Introduce the fundamental principles of behavioural finance and how they differ from traditional financial theories.
- Understand the psychological factors and cognitive biases that affect investor decision-making.
- Examine the role of emotions, heuristics, and framing in financial behavior.
- Analyze market anomalies, bubbles, and investor irrationality using behavioural concepts.
- Prepare students to apply behavioural insights in portfolio management, financial advisory, and risk management.

Course Outcomes (COs)

Upon completion of this course, students will be able to:

CO1: Identify the limits of traditional financial theories in explaining market behavior.

CO2: Understand cognitive and emotional biases influencing financial decisions.

CO3: Evaluate empirical research in behavioural finance and recognize market anomalies.

CO4: Apply behavioural concepts to real-world investment and corporate finance decisions.

CO5: Incorporate behavioural insights into financial planning and advisory services.

Unit I: Introduction to Behavioural Finance

Definition, Scope, and Relevance of Behavioural Finance – Comparison with Traditional Finance – Evolution of Behavioural Finance – Foundations from Psychology and Cognitive Science – Bounded Rationality, Prospect Theory (Kahneman & Tversky), and Satisficing Behavior – Emergence of Neurofinance and Emotional Decision Making.

Unit II: Heuristics and Cognitive Biases

Heuristics: Availability, Representativeness, and Anchoring – Biases: Overconfidence, Confirmation Bias, Hindsight Bias, Self-attribution, and Optimism Bias – Loss Aversion – Framing and Mental Accounting – Escalation of Commitment – Disposition Effect – Practical Implications of Biases on Investor Behavior.

Unit III: Emotional and Social Forces in Finance

Role of Emotions: Fear, Greed, Regret, and Pride – Mood Effects on Market Behavior – Herding Behaviour and Groupthink – Social Influence and Peer Pressure – Behavioral Factors in Market Overreaction and Underreaction – Case Studies: Financial Crises and Investor Panic.

Unit IV: Market Anomalies and Asset Pricing

Efficient Market Hypothesis vs. Behavioural Views – Anomalies: Calendar Effects, Momentum, and Reversals – Noise Trading – Limits to Arbitrage – Bubbles and Crashes from a Behavioural Lens – Behavioural Asset Pricing Models – Role of Institutional Investors in Behavioral Shifts.

Unit V: Applications in Investment and Corporate Finance

Behavioural Portfolio Theory – Investor Profiling and Behavioural Risk Tolerance – Behavioral Aspects of Retirement Planning, Mutual Fund Choices, and IPOs – Behavioural Biases in Corporate Decisions: Capital Structure, M&A, and Dividend Policy – Behavioural Finance in Fintech, Robo-Advisory, and Financial Education.

Student-Centric Activities

- **Bias Identification Workshops:** Students identify and reflect on their own cognitive and emotional biases through structured activities and decision-making games.
- **Behavioral Experiment Simulation:** Conduct classroom experiments on loss aversion, framing effects, or overconfidence using real-time financial scenarios.
- **Case Study Analysis:** Analyze real-world market events (e.g., Dot-com Bubble, 2008 Financial Crisis, GameStop rally) from a behavioural finance perspective.
- **Investor Personality Profiling:** Administer behavioural risk tolerance and personality profiling tools to simulate advisory practice.
- **Book/Article Review Assignment:** Students read and critique key chapters from Kahneman's *Thinking, Fast and Slow* or Montier's *Behavioural Investing*.

Recommended Textbooks and Readings

1. Ackert, L. F., & Deaves, R. (2021). Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning.
2. Shefrin, H. (2020). Behavioral Corporate Finance. McGraw Hill.
3. Montier, J. (2021). Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance. Wiley.
4. Kahneman, D. (2011). Thinking, Fast and Slow. Penguin Books.
5. Statman, M. (2020). Finance for Normal People: How Investors and Markets Behave. Oxford University Press.

SEMESTER-VIII

COURSE 20: FINANCIAL PLANNING

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to;

- Introduce students to the concept and importance of financial planning in personal and professional life.
- Enable students to develop budgeting, saving, and investment strategies.
- Familiarize learners with insurance planning, tax planning, and retirement planning.
- Equip students with the knowledge to evaluate financial products and services.
- Instill financial discipline and help in creating short-term and long-term financial goals.

Course Outcomes

By the end of the course, students will be able to:

CO1: Understand the process and significance of personal and corporate financial planning.

CO2: Apply budgeting and saving strategies for effective money management.

CO3: Evaluate various investment avenues and develop appropriate investment plans.

CO4: Assess insurance, tax, and retirement planning needs.

CO5: Design a comprehensive financial plan tailored to different life stages.

Unit I: Introduction to Financial Planning

Concept of Financial Planning – Objectives and Importance – Steps in Financial Planning – Time Value of Money – Role of Financial Planner – Legal and Ethical Aspects of Financial Planning – Financial Goals and Risk Profiling.

Unit II: Budgeting and Savings

Budgeting Process – Types of Budgets – Creating a Household Budget – Importance of Savings – Emergency Fund Planning – Saving Instruments – Bank Deposits, Recurring Deposits, Fixed Deposits, PPF, NSC – Financial Discipline.

Unit III: Investment Planning

Investment Objectives – Risk-Return Analysis – Asset Allocation – Types of Investments: Equity, Bonds, Mutual Funds, Real Estate, Gold – SIPs and Portfolio Management – Factors Affecting Investment Decisions – Use of Robo-Advisors.

Unit IV: Insurance and Tax Planning

Concept of Insurance – Types of Insurance: Life, Health, Property, Liability – Principles of Insurance – Tax Planning: Basic Concepts – Tax Saving Instruments under Sections 80C, 80D, 10(10D) – Filing Income Tax Returns – Tax Planning for Salaried and Business Professionals.

Unit V: Retirement and Estate Planning

Retirement Planning: Importance, Estimating Retirement Needs – Retirement Products: EPF, PPF, NPS, Annuities – Estate Planning: Wills, Trusts, Nomination – Succession Planning – Legal and Regulatory Framework.

Student-Centric Activities

- Know the importance of financial planning
- Set financial short term long term goals
- Prepare an investment plan and monitor your progress
- Invest for income under try to all of our income to rise with inflation
- Differentiate between needs and wants

Reference Books

1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2021). *Personal finance* (13th ed.). McGraw Hill Education.
2. Gitman, L. J., Joehnk, M. D., & Billingsley, R. S. (2020). *Personal financial planning* (14th ed.). Cengage Learning.
3. Sinha, M. (2022). *Financial planning: A ready reckoner*. Taxmann Publications.
4. Keown, A. J. (2022). *Personal finance: Turning money into wealth* (8th ed.). Pearson Education.
5. Bhargava, B. S. (2020). *Financial planning for individuals*. Himalaya Publishing House.

SEMESTER-VIII

COURSE 21: BUSINESS RESEARCH METHODOLOGY

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the fundamentals of business research and its role in decision-making.
- Equip students with the knowledge to design research studies and choose appropriate methods.
- Develop skills in data collection, analysis, and interpretation.
- Foster critical thinking and analytical skills in evaluating research findings.
- Enable students to prepare and present effective research reports.

Course Outcomes (COs)

On successful completion of the course, students will be able to:

CO1: Understand various research methodologies applicable to business studies.

CO1: Formulate research problems and hypotheses effectively.

CO1: Design and execute surveys and other data collection techniques.

CO1: Apply statistical tools for data analysis and draw valid inferences.

CO1: Prepare comprehensive research reports using academic standards.

Unit I: Introduction to Business Research

Meaning, Objectives, and Significance of Business Research – Characteristics of Good Research – Types of Research: Basic vs. Applied, Exploratory, Descriptive, and Causal – Research Process: Steps in Research – Ethical Issues in Business Research – Limitations of Research in Business Decision-making.

Unit II: Research Design and Formulation

Meaning and Importance of Research Design – Types of Research Designs: Exploratory, Descriptive, and Experimental – Identification and Formulation of Research Problem – Setting Objectives – Formulation of Hypothesis – Types of Hypotheses – Testing of Hypotheses – Concept of Variables.

Unit III: Sampling and Data Collection Methods

Sampling: Definition, Need, and Types – Probability and Non-Probability Sampling Techniques – Sampling and Non-sampling Errors – Primary and Secondary Data – Data Collection Methods: Questionnaire, Schedule, Interview, Observation – Scaling Techniques: Likert Scale, Semantic Differential Scale, Rating Scales – Pilot Testing and Pre-testing Tools.

Unit IV: Data Analysis and Interpretation

Data Preparation – Editing, Coding, Tabulation – Descriptive Statistics: Mean, Median, Mode, Standard Deviation – Inferential Statistics: t-Test, Chi-square Test, ANOVA (conceptual understanding only) – Use of Software Tools like MS Excel/SPSS (basic exposure) – Correlation and Regression – Data Interpretation and Validity.

Unit V: Research Reporting and Presentation

Essentials of a Good Research Report – Types of Reports: Technical, Popular, Interim, Summary Reports – Report Structure: Title Page, Table of Contents, Introduction, Body, Conclusions, Bibliography, Appendices – Guidelines for Writing a Research Report – Report Presentation: Tables, Graphs, Charts – APA/MLA Citation Styles – Oral Presentation and Viva Voce Preparation.

Student-centric activities

- **Research Problem Formulation Exercise:** Students identify a real-world business issue and frame a research problem with objectives and hypotheses.
- **Survey Design and Data Collection:** Design a questionnaire and collect primary data from at least 30 respondents.
- **Mini Research Project:** Carry out a short research study using any one method (survey, interview, etc.) and submit a brief report.
- **Data Analysis Practice:** Use Excel or SPSS to calculate basic statistics (mean, standard deviation, t-test) from sample data.
- **Research Report Presentation:** Prepare and present a structured research report including graphs, tables, and citations.

Recommended Textbooks

1. Kothari, C.R. & Garg, G. (2022). *Research Methodology: Methods and Techniques*. New Age International.
2. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2021). *Business Research Methods*. Cengage Learning.
3. Uma Sekaran & Bougie, R. (2022). *Research Methods for Business: A Skill Building Approach*. Wiley India.
4. Ranjit Kumar. (2022). *Research Methodology: A Step-by-Step Guide for Beginners*. SAGE Publications.
5. Krishnaswami, O.R. & Ranganatham, M. (2022). *Methodology of Research in Social Sciences*. Himalaya Publishing.