Sushant University

Key Indicator – 1.3 Curriculum Enrichment (50)

1.3.1 Institution integrates cross-cutting issues relevant to Professional Ethics, Gender, Human Values, Environment & Sustainability and other value framework enshrined in Sustainable Development goals and National Education Policy – 2020 into the Curriculum

(15)

Criterion 1 – Curricular Aspects (150)

MBA 2023-25				
SEMESTER-I				
Category	**Course Code**	**Course Title**	**Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics**	**Activity**
Skill Development / Entrepreneurship / Employability	23MBA-0AC11T	Accounting for Business Decision Making	Professional Ethics	Case studies on ethical dilemmas in accounting, group discussions on ethical financial decisions
Employability	23MBA-0EM11T	Economics for Managers		
Skill Development	23MBA-0PB11T	Dynamics of People's Behaviour in an Organization	Gender / Human Values	Group Discussions on organizational behavior, case study on gender equality in workplaces
Entrepreneurship	23MBA-0MM11T	Marketing Management	Environment and Sustainability / Professional Ethics	Industrial Visit to Companies like Coca-Cola and Yakult
Skill Development	23MBA-0QA11T	Quantitative Applications in Management		
Skill Development / Entrepreneurship / Employability	23MBA-0HM11T	Human Resource Management	Gender / Human Values	Role plays on HR policies
Employability	23MBA-0MI11T	MIS & Decision Making	Professional Ethics	Case Study disussed on Ethical implications of management information systems
Skill Development	23MBA-0IT11L	Excel for Management Decisions		
Skill Development	23MBA-0PC11T	Professional Communication	Human Values/Professional Ethics	Sessions Conducted by Corporate Resourse Centre on Profession Communication and Work Environment

MBA 2023-25				
SEMESTER-II				
Category	**Course Code**	**Course Title**	**Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics**	**Activity**
Skill Development / Entrepreneurship / Employability	23MBA-0FM12T	Financial Management		
Skill Development / Entrepreneurship / Employability	23MBA-0RM12T	Research Methods in Business		
Entrepreneurship	23MBA-0PO12T	Production and Operations Management	Environment and Sustainability	MSME Industrial visit to Footwear Park to get invaluable exposure to the assembly line, witnessing the seamless flow of processes from raw materials to finished goods.
Entrepreneurship	23MBA-0ED12T	Entrepreneurship Development	Gender / Environment and Sustainability / Professional Ethics	Sushant School of Business hosted an inspiring entrepreneurship session in collaboration with SUIC (Sushant University Incubation Cell).
Skill Development / Entrepreneurship / Employability	23MBA-0DM12T	Digital Marketing	Professional Ethics	Case Study on Responsible online communication and
Employability	22MBA-0BA12T	Business Analytics & Data Science	Professional Ethics	
Skill Development / Employability	22MBA-0FT12T	Fundamentals of FinTech	Professional Ethics	Hands-on assignments Identifying ethical issues in data
Skill Development / Entrepreneurship / Employability	23MBA-0LB12T	Legal Aspects of Business	Professional Ethics	Labour Court Visit to enhance theoretical knowledge with practical insights
Employability	23MBA-DT12T	Design Thinking		
	TDCC	Trans Disciplinary Certificate Course		
	18MBA-0SI12I	Social Internship	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Social Intership Project and Visit to NGOS

MBA 2023-25 SEMESTER-III				
Category	**Course Code**	**Course Title**	**Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics**	**Activity**
Skill Development / Entrepreneurship / Employability	23MBA-0SB21T	Strategic Management	Environment and Sustainability / Professional Ethics	Industrial Visit
		Discipline Elective 1		
		Discipline Elective 2		
		Discipline Elective 3		
		Discipline Elective 4		
		Discipline Elective 5		
		Discipline Elective 6		
	TDCC	Trans Disciplinary Certificate Course		
	23MBA-0ST21I	Summer Internship Project Viva Voce	Professional Ethics	Presentations on Project & Report Designing
Skill Development	23MBA-0IT21L	Computer Application for Business Decision Making	Environment and Sustainability	Workshops and Seminar
Skill Development / Employability	23MBA-0OE21L	Personal Effectiveness and Employability	Gender / Human Values	Event organized by HR & Marketing Club of SoB Like "Talent Hut"

SEMESTER-III (Electives – Choose any three courses)				
Marketing				
Category	**Course Code**	**Course Title**		
Skill Development	23MBA-0CB21E	Consumer Behaviour		
Skill Development / Entrepreneurship / Employability	23MBA-0BM21E	Product & Brand Management		
Skill Development / Entrepreneurship / Employability	23MBA-0SM21E	Services Marketing		
Skill Development	23MBA-0CR21E	Customer Relationship Management	Professional Ethics	Competition Organized by Marketing Club
Employability	23MBA-0RM21E	Retail Marketing		
Finance				
Skill Development / Entrepreneurship / Employability	23MBA-0SA21E	Security Analysis and Investment Management		
Skill Development / Entrepreneurship / Employability	20MBA-0WC21E	Working Capital Management		
Skill Development / Entrepreneurship / Employability	23MBA-0PF21E	Project Finance and Appraisal		
Skill Development / Entrepreneurship / Employability	23MBA-0WM21E	Wealth Management	Environment and Sustainability	Guest Lecture by Finance Club on Sustainable Wealth Practices
Skill Development / Entrepreneurship / Employability	23MBA-0MA21E	Merger, Acquisition & Corporate Restructuring	Professional Ethics	Case Studies on latest mergers and acquisitions
Human Resource Management				
Skill Development / Entrepreneurship / Employability	23MBA-0PC21E	Performance Management & Competency Mapping	Professional Ethics	Role Play and Group Project
Skill Development	23MBA-0OD21E	Organization Development and Change	Gender / Human Values / Professional Ethics	Case studies on ethical organizational changes
Skill Development / Entrepreneurship / Employability	23MBA-0IR21E	Industrial Relations & Labour Law	Human Values/Professional Ethics	Group Discussions on gender-sensitive labor laws
Entrepreneurship	23MBA-0SH21E	Strategic Human Resource Management	Human Values	Case studies on integrating diversity in HR strategies
Skill Development	23MBA-0LT21E	Leadership Through Indian Values	Human Values/Professional Ethics	Role plays on leadership styles inspired by Indian values
Logistics & Supply Chain Management				
Entrepreneurship	23MBA-0SC21E	Strategic Supply Chain Management		
Skill Development / Entrepreneurship / Employability	23MBA-0PM21E	Project Management	Professional Ethics	Students Competitions on Business Project
Employability	23MBA-0SF21E	Supply Chain Finance		

Entrepreneurship	23MBA-0GS21E	Green Supply Chain Management	Environment and Sustainability	Projects on designing sustainable products
Employability	23MBA-0MQ21E	Managing Quality for Competitive Advantage	Environment and Sustainability	Workshops on ensuring ethical quality control
International Business				
Skill Development	23MBA-0IO21E	International Trade Operations and Documentation		
Employability	23MBA-0WR21E	WTO and Regional Trade Agreements		
Employability	23MBA-0IM21E	International Marketing	Environment and Sustainability	Guest Lectures by MNC marketeer
Employability	23MBA-0II21E	International Investment and Portfolio Management	Professional Ethics	Case studies on ethical and sustainable investment portfolios
Employability	23MBA-0IS21E	International Sales Promotion and Brand Management		
Business Analytics				
Employability	23MBA-0DW21E	Database Management System & Data Warehouse		
Employability	23MBA-0PY21C	Data Analytics Using Python		
Skill Development / Entrepreneurship / Employability	23MBA-0DV21C	Data Visualization using Tableau		
Skill Development / Entrepreneurship / Employability	23MBA-0WA21E	Social Media & Web Analytics		
Employability	23MBA-0PA21E	Predictive Analytics for Business Decision -I	Professional Ethics	Practical exercises
Digital Marketing				
Employability	23MBA-0OR21E	SEO & Organic Ranking Techniques		
Skill Development / Entrepreneurship / Employability	23MBA-0SO21E	Social Media Marketing		
Skill Development	23MBA-0CA21E	Content and affiliate marketing	Professional Ethics	Desiging a Blog for Yourself
Entrepreneurship	23MBA-0BD21E	Building Digital Brands		
Skill Development	23MBA-0MM21E	Mobile Marketing		
Fintech				
Skill Development	23MBA-0FS21E	FinTech Services & Management	Professional Ethics	Workshop on Sustainable FinTech solutions
Employability	23MBA-0ML21E	Foundations of Machine Learning		
Skill Development / Entrepreneurship / Employability	23MBA-0BI21E	Business Intelligence & Data Visualization		
Skill Development / Entrepreneurship / Employability	23MBA-0FC21E	Fintech for Capital Markets		
Entrepreneurship	23MBA-0FL21E	Fintech Laws & Regulations	Human Values/Professional Ethics	Discussions on sustainability-focused FinTech policies
Hospitality Management				
Skill Development / Entrepreneurship / Employability	23MBA-0AO21C	Accommodation & Operations		
Skill Development / Entrepreneurship / Employability	23MBA-0FB21C	F & B Service & Control		
Skill Development / Entrepreneurship / Employability	23MBA-0HI21C	Hotel Interiors Designing & Furnishing	Environment and Sustainability	Industrial Visit to hotel to understand the use of sustainable materials in hotel interiors
Skill Development / Entrepreneurship / Employability	23MBA-0ME21C	Menu Engineering & Designing		
Skill Development / Entrepreneurship / Employability	23MBA-0RB21C	Restaurant & Banquet Management		

MBA 2023-25
SEMESTER-IV

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development /	23MBA-1BE22T	Business Ethics and Corporate Governance	Environment and	Debates on real-life ethical
		Discipline Elective 1		
		Discipline Elective 2		
		Discipline Elective 3		
		Discipline Elective 4		
		Discipline Elective 5		
		Discipline Elective 6		
	22MBA-0DP22D	Dissertation Project	Professional Ethics	Term Paper Design and Viva
	p	TOTAL CREDITS		

SEMESTER-IV (Electives- Choose any three courses from the specilaization opted in previous Semester)

Category	Course Code	Course Title		
Marketing				
Employability	23MBA-0MA22E	Marketing Analytics		
Skill Development	23MBA-0RM22E	Rural Marketing		
Skill Development / Entrepreneurship / Employability	23MBA-0SD22E	Sales and Distribution Management		
Skill Development / Entrepreneurship / Employability	23MBA-0GM22E	Global Marketing	Environment and Sustainability	Projects on culturally and ethically sensitive global campaigns
Employability	23MBA-0IM22E	Industrial Marketing		
Finance				
Skill Development / Employability	23MBA-0MS22E	Management of Financial Services		
Skill Development / Employability	23MBA-0BF22E	Behavioural Finance	Human Values	Workshops on ethical investment behavior
Skill Development / Entrepreneurship / Employability	23MBA-0FR22E	Financial Risk Management		
Skill Development / Entrepreneurship / Employability	23MBA-0FE22E	Financial Econometrics		
Skill Development / Entrepreneurship / Employability	23MBA-0TP22E	Tax Planning & Management	Professional Ethics	Session on Current Budget
Human Resource Management				
Employability	23MBA-0HA22E	HR Analytics		
Skill Development / Entrepreneurship / Employability	23MBA-0IH22E	International Human Resource Management		
Skill Development / Entrepreneurship / Employability	23MBA-0HC22E	Compensation and Benefits	Professional Ethics	Group discussions on gender pay gap
Skill Development	23MBA-0WP22E	Workforce Planning	Professional Ethics	Event Oragnized by HR Club Students
Skill Development	23MBA-0MW22E	Managing Workforce Diversity	Gender / Human Values	Interactive workshops on diversity management, case discussions

Logistics & Supply Chain Management				
Employability	23MBA-0SC22E	Supply Chain Analytics		
Employability	23MBA-0RE22E	Regulatory Environment and Compliances		
Skill Development / Entrepreneurship / Employability	23MBA-0ET22E	Emerging Technologies in Supply Chain and Logistics Management	Environment and Sustainab	Projects on sustainable tech in supply chains
Employability	23MBA-0GL22E	Global Logistics & Supply Chain Management		
Skill Development / Entrepreneurship / Employability	23MBA-0DS22E	Digital Supply Chain Management		
International Business				
Employability	23MBA-0IF22E	International Finance		
Employability	23MBA-0CC22E	Cross Cultural and Global HR Management	Gender / Human Values	Group activities on cultural and gender sensitivity in HR practices
Employability	23MBA-0GL22E	Global Logistics & Supply Chain Management		
Skill Development / Entrepreneurship / Employability	23MBA-0IL22E	International Laws and Arbitration	Professional Ethics	Moot court on gender equality and environmental disputes in arbitration
Employability	23MBA-0IP22E	Intellectual Property Rights	Professional Ethics	Guest Lecture on Ethical practices in IPR
Business Analytics				
Employability	23MBA-0AI22E	AI & ML for Business		
Employability	23MBA-0DA22E	Big Data Analytics		
Employability	23MBA-0DR22C	Data Analytics Using R		
Entrepreneurship	23MBA-0EG22E	E-Governance and Framework of ICT		
Employability	23MBA-0PA22E	Predictive Analytics II	Professional Ethics	Data storytelling challenges—analyze real-world
Digital Marketing				
Skill Development / Entrepreneurship / Employability	23MBA-0SE22E	Search Engine Marketing & Display Ads		
Skill Development	23MBA-0MO22E	Measurement & Optimization of Digital Marketing		
Entrepreneurship	23MBA-0LE22E	Lead Nurturing and Email Marketing		
Entrepreneurship	23MBA-0DE22E	Digital Entrepreneurship	Professional Ethics	Creating an E-commerce Website
Skill Development / Entrepreneurship / Employability	23MBA-0DL22E	Digital Media Laws	Professional Ethics	Develop a code of conduct for ethical digital content creators
Fintech				
Skill Development / Entrepreneurship / Employability	23MBA-0RA22E	Fundamentals of Robotics Process Automation (RPA)		
Skill Development / Entrepreneurship / Employability	23MBA-0BM22E	Banking, Mortgage & Insurance		
Skill Development / Entrepreneurship / Employability	23MBA-0BC22E	Block Chain & Cryptocurrency	Professional Ethics	Session on Ethical considerations in blockchain use
Skill Development / Employability	23MBA-0FS22E	Financial Information System with Big Data		
Skill Development / Employability	23MBA-0FI22E	Financial Information Security & Privacy		

Hospitality Management				
Skill Development / Entrepreneurship / Employability	23MBA-0BM22C	Bar Management		
Skill Development / Entrepreneurship / Employability	23MBA-0DH22C	Disaster Management in Hotels	Environment and Sustainab	Case Studies on ethics in disaster management
Skill Development / Entrepreneurship / Employability	23MBA-0EM22C	Event Management		
Skill Development / Entrepreneurship / Employability	23MBA-0FO22C	Front Office Managerial Operations		
Skill Development / Entrepreneurship / Employability	23MBA-0SP22E	Strategic Branding & PR Management	Human Values	Design PR campaigns that focus on diversity and sustainability

Sushant University

Accounting for Business Decision Making

Course Code: 23MBA-0AC11T **Credits:3**

Course Objectives:

To give an understand accounting fundamentals, theory and concepts of Financial Accounting.

- To understand various Accounting Standards used in preparation of financial statements.
- To familiarize the students the techniques of preparing Financial Statements.
- To give insights to the students in analyzing and interpreting the financial statements.

Course Outcomes:

Students, who successfully complete this course, should be able to:

CO1: Comprehend the accounting process and fundamental accounting principles and concepts.
CO2: Prepare and present financial information as per required standards of reporting.
CO3: Read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance of a company.
CO4: Apply analytical skills in different managerial issues of an organization.

Course Contents:

Module I: Introduction to Accounting

Meaning, Scope and Nature of Accounting, Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting. Accounting Principles and Standards, Accounting Equation, Accounting Framework and Introduction to IFRS. Accounting Cycle, Introduction to Forensic Accounting and Human Resource Accounting. Depreciation Accounting.

Module II: Preparation of Financial Statements

Preparation of Financial Statements: Income Statements, Balance Sheet (with adjustments) and Cash Flow Statements. Statement of Retained Earnings.

Module III: Financial Statement Analysis

Discussion on Corporate Annual Reports with Annexure, Common Size, Comparative analysis, Trend Analysis and Ratio Analysis. Interpretation of Financial Statements. Inventory valuation.

Module IV: Decision Making Techniques

Variance Analysis; Balanced Scorecard; Responsibility Accounting Cost Volume Profit Analysis; What if Analysis, Management Accounting for Decision Making and Control- buy or make, process or sell.

agogy

als, Interactive sessions, Home assignments, Case studies-the course is covered by adopting a ation of lecture methods, class presentation by groups of students, self-study sessions. Cases are also lyzed, discussed in groups (teams) outside the class as preparatory work.

ks:

handran,N & Kakani, R.K., Financial Accounting for Management, TMC
swamy, R., Financial Accounting: A Managerial Perspective, PHI.

- Shah, P., Basic Financial Accounting for Management, Oxford University Press
- Bhattacharyya, A.K., Financial Accounting for Business Managers, PHI
- Hilton, Ronald. W; Ramesh, G; Madugula, Jayadev, Managerial Accounting Creating Value in a Dynamic Business Environment, TMH
- Weetman, P., Management Accounting, Pearson Education Limited
- Rajasekaran, V & Lalitha R. Financial Accounting: Pearson Publications
- Khan, M.Y & Jain, P.K., Management Accounting Text, Problems and Cases, TMH

Online Resources:

- www.moneycontrol.com
- www.accountingcoach.com/
- www.bseindia.com/
- www.nseindia.com
- www.capitalmarket.com
- www.equitymaster.com

Periodicals:

- American Accounting Association, The Accounting Review
- Institute of Chartered Accountant of India, The Chartered Accountant
- The Institute of Cost and Works accountants of India, The Management Accountant

Program Outcomes (POs)-At the end of the Program the students will be able to:

PO1	Communicate effectively in the business context, using ICT and digital tools.
PO2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO3	Use rational and ethical judgment while analyzing business problems.
PO4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Sushant University

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 tc 75%); L=Low (covers up to 10-50% of the desired outcome)

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Dynamics of People's Behaviour in an Organization

Course Code: 23MBA-0PB11T **Credits:3**

Course Objectives

- The course is designed to expose the students to fundamental concepts, practices, processes in managing organisations and its workforce.
- Students would be introduced to the practice and theory of organisational behaviour with some of its complexities.
- Course will focus on understanding organization behaviour and design including the recent advancements in the field

Course Outcomes

After completion of this course, students will be able to

CO1: Explain the fundamental principles of Organisation behaviour and relate it with other business functions.

CO2: Demonstrate and apply different concepts related to organizational behaviour and human perception to situations.

CO3: Draw conclusions and demonstrate inferences about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

CO4: Critically think and analyse organizational and management issues relating to leadership, motivation, team work and change.

Course Contents

Module I- Introduction

Overview of Course Structure and its Significance, Assessment Plan, Course Flow Chart; Introduction to Organizational Behaviour: Concept, Nature, Scope and Functions.; Management Level, Management roles, Managerial skills.; Understanding Organizational Behavior and Foundations of Individual Behaviour.; Nature, Scope, Importance of Organizational Behaviour, OB Model

Module II-

Introduction to Individual Behaviour: Values, Attitudes, Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement, Adult Learning Theory (Andragogy);, and Emotions

Module III-

Motivation: Meaning, Nature ; Theories of Motivation. Group Dynamics- Concept, Types, Stages in Group Development Teams: Meaning and Definition; Nature of Teams. Group Cohesiveness, Group Think and Risky Shift Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window

Module IV-

Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership Conflict in Organizations, Concept, Functional versus dysfunctional conflict; Sources and forms of conflict; Conflict Management Styles. Thomas Kilman Model; Organizational Power, The concept of power, Classification of power. Two faces of power, Sources

of power, Influence and Politics, Nature, Approaches, Theories and Styles of Leadership, Evolution of leadership; Organizational Change Meaning, Definition and Importance; Forces of Change in the Organization; Resistance to Change; Overcoming Resistance to Change, Lewin's Three Step Model and organizational change model

Pedagogy

A blended learning pedagogy will be used to deliver the course. As the course requires a lot of readings along with the basic concepts. Activities, case studies and articles will be discussed. Practitioners in the form of guest lectures will also share additional inputs.

Text

- Robbins, S.,P., Judge and Sanghi "Organizational Behavior", Pearson Education
- McShane, Steven, "Organizational Behavior", Tata McGraw Hill (online Resource)

References

- Luthans, F., Organization Behavior, Latest Edition, Tata McGraw Hill
- K. Aswathappa, "Organizational Behaviour", Himalaya Publishing House
- Singh Kavita, "Organizational Behaviour: Text and Cases", Vikas Publishing
- Prasad, L. M., Organization Behavior, Latest Edition, Sultan Chand Publication
- Diwedi, R.S., Organization Behavior, Latest Edition, McMillan Publishing
- Jones, G., Organization Theory: Text and Cases, Latest Edition, Pearson Education

Online Resources

- www.citehr.com
- www.humancapitalonline.com
- www.peoplematters.com

POs (Programme Outcomes)-At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.

PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Marketing Management

Course Code: 23MBA-0MM11T **Credits: 03**

Course Objectives

This course deals with the theory and applications of marketing concepts, frameworks, tools and helps in managerial decision-making. The objectives of the course are:

- To acquaint the students with the key marketing concepts
- To gain an appreciation of the importance of effective marketing.
- To help learn and apply marketing skills to diverse products, services, and situations.
- To provide exposure to the latest trends in marketing

Course Outcomes

Students who successfully complete the course should be able to:

CO1: Identify basic principles and concepts of marketing and role of marketing in business and society

CO2: Demonstrate a clear understanding of interaction between micro and macro environments on marketing and It's impact on strategy

CO3: Interpret consumer behavior for implementation & application of marketing plans with four P's of Marketing

CO4: Develop a set of skills important to successful performance in marketing management positions, with latest trend in marketing including critical thinking.

Course Contents

Module I- Introduction to marketing- Definition of marketing, Evolution of various era's; Marketing myopia, marketing v/s selling, Core concepts and Marketing Mix, Developing Marketing Strategies and Plans, Capturing marketing insights, Conducting Marketing Research, Marketing environment components, Creating Long-term Loyalty Relationships, Consumer Behavior: Overview, types and buying decision making, Analyzing Business Markets.

Module II- STP- Segmentation: importance and levels, variable of segmentation; Geographic & Demographic variables, Psychographic & Behavioral variables of segmentation, VALS Model and Geo Clustering, Targeting: definition and strategies, Positioning: POD's & POP's, Perceptual Map, Re-positioning

Module III- Product and Price- Product: define, levels & types, Product Mix decisions, Product VS Services, Nature and characteristics of Service marketing, Service mix, New product development: adoption process and categories, Product Life Cycle: stages and strategies, Branding: importance, elements, packaging & Labeling. Price- Definition, Pricing strategies, Pricing methods and steps to set up a Price.

Module IV- Place and Promotion- Channel Types, Levels and Marketing systems, Channel Partners, process to set up a channel, Managing Retailing Wholesaling, and Logistics, Retailing in India, Promotion: mix and importance , Pull v/s Push strategy, Trends in marketing.

Pedagogy

A blended learning pedagogy will be used to deliver the course. As the course requires a lot of readings along with the basic concepts. Activities, case studies and articles will be discussed that make students appreciate the marketing domain in companies and how the marketing mix elements are related to one

another. Practitioners in the form of guest lectures will also share additional inputs.

Text

- Kotler, P., Keller, K., Koshy, A. and Jha, M. *Marketing Management: A South Asian Perspective.*
- Capon, N. and Singh, S. S. (2014). *Managing Marketing: An Applied Approach.* 1st

References

- Guiltinan, J. P. and Paul, G. W. (1996). *Marketing Management*. McGraw-Hill.
- Theodore, L. (1975). *Marketing Myopia*. Harvard Business Review. Sep-Oct.
- Ries, A. and Trout, J. (1981). *Positioning: The Battle for Your Mind*. McGraw-Hill.
- Ries, A. and Trout, J. (1986). *Marketing Warfare*. McGraw-Hill.

Course Assessment Components:
This course is of 100 marks and will have the following assessment components. Final Grades will be based on the relative performance of a student in the class.

POs (Programme Outcomes)-At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

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Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

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Human Resource Management

Course Code: 23MBA-0HM11T **Credits: 3**

Course Objectives

This course deals with fundamental concepts of human resource management. The primary objectives of this course is to enable the students:

- Develop knowledge of the basic concepts and practices of human resource management.
- Develop different aspects of managing people in an organization through the phases of acquisition, development and retention.
- Make the students understand the various areas of Human Resource Management
- Understand the business needs and aligning HR practices and Human Capital to enable business to achieve its vision mission and strategic goals.

Course Outcomes

By the end of the course, the student will:
CO1: Attain a clear understanding of the various HR processes and functions and their application in business organizations.
CO2: Explore and evaluate the competencies and skills required in positioning HR professionals and business leaders/managers to manage the human capital effectively as Strategic Business Partners.
CO3: Apply the interpersonal and human skills to deal people interactions in organizations.
CO4: Leverage HR to manage talent and get effective results and critically appraise the human resource practices of organizations.

Course Contents

Module I- Introduction to Human Resource Management

Human Resource Management - Concept, Scope, Functions, Objectives and Importance; Processes of HRM, Evolution of HRM, Approaches to HRM, HR Environment; Overview about SHRM; HR Policy and current environmental influences on Human Resource Management; HR and business leade.s/managers-An overview of competencies required. Perspectives; Contemporary issues and challenges in managing human resources.

Module II- Human Resource Planning & Placement
Human Resource Planning - Defining HRP; Objectives of HRP; Importance of HRP; Process; Factors affecting HRP; Barriers to HRP; Job Analysis – Definition, Objectives, Process, Methods, Job Description and Job Specification; **Recruitment and Selection** - Definition, Methods of Recruiting- Internal recruiting and External Recruiting; Alternatives to Recruitment, Selection Process; Methods; Employment Tests; Interviews

Module III- Employee Management & Development
Training and Development: Steps of Training Process; Training Need Assessment; Importance of Training; Types of Training; Methods of Training; **Career Planning** and Development: Career

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Planning Process, Career Development Strategies; **Performance Management**: Concept; Objectives; Process; Methods of Performance Appraisal; Limitations of Performance; Errors in performance appraisal; Potential Appraisal; **Compensation Management:** Bases of Compensation; Types of Compensation; Components of Employee Compensation; Compensation Management Process: Job Evaluation: Concept; Process; Significance; Methods

Module IV- Industrial Relations & Recent Trends in HRM

Industrial Relations - Industrial Relations, Role of Unions, Employee Grievance Management, Industrial Disputes, Collective Bargaining, Employee Participation; HR Analytics - Human Capital Accounting; New emerging trends in HRM - Ethics, Diversity, Changing workplace , Moonlighting

Pedagogy

Interactive sessions, Case studies, Role-plays, Management games. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, case discussions and self-study sessions. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. The case problems handed out should be read before coming to class for discussion.

Text

- Dessler Gary, Human Resource Management, Latest Edition, Prentice Hall
- Ivancevich, John. Human Resource Management, Latest Edition, Tata Mc Graw Hill
- Aswathappa, K. Human Resource Management, Latest Edition, Tata Mc Graw Hill.

References

- VSP Rao, Human Resource Management-Text & Cases, Latest Edition, Excel Books, New Delhi.
- Subba Rao, P. Essentials of Human Resource Management & Industrial Relations, Text, Cases, Latest Edition,
- Armstrong, M., Armstrong's Handbook of Human Resource Practice, Latest Edition, Kogan Page
- Cascio et al., Human Resource Management, Latest Edition, Tata McGraw Hill.
- Lepak, D. & Gowan M., Human Resource Management, Latest Edition, Pearson Education.
- Denisi, A S, Griffin, R W, Human Resource Management: An Introduction, Latest Edition, Cengage Learning.
- Mondy, R W (2009), Human Resource Management, Latest Edition, Pearson Education
- Snell et al (2010). Human Resource Management, Cengage Learning (India Edition).

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

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MIS & Decision Making

Course Code: 23MBA-0MI11T **Credits: 3**

Course Objective

The basic objective of this course is to introduce and implement Computer and information technology, resources, management, and end-user decision making, and system development.

Course Outcomes

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

CO1: Understand basic information system concepts as applied to business operations and management.

CO2: principles involved in planning, organizing, leading, and controlling; and recent concepts in management.

CO3: Diagnose the management issues in organizations.

CO4: Solve the management issues in real practice.

Course Contents:

Module I: Introduction

Data and Information, Relevance of Information in Decision making, Sources and Types of Information, Integration of Organization Systems and Information Systems, Challenges faced by managers in implementing Information Systems,

Module II: Basics of MIS

Purpose, Objectives and Role of MIS in Business Organization, MIS Growth and Development, Types of Information Systems and the recent developments in the field of MIS, MIS Applications in Business, Growth and Development of Information Systems.

Module III: System Development

Concept of System, Types of Systems, Relevance of choice of System in MIS, System Development Life Cycle, System Analysis, Design and Implementation, DSS and DSS concepts.

Module IV: Mutltimedia Approach of MIS

Recent Developments in the Field of Information Technology: Mobile Technologies and Commerce, Web 2.0 and Social Media, IT Strategy and Planning, Impact of IT on Enterprises, Adopting IT Projects, Implementing IT Projects.

Pedagogy

This is a first course in information technology, resources, management, and system development for the MBA aspirants. The course is covered by adopting a combination of Lectures/Interactive Sessions, handouts etc. Besides, there would be homework and short in-class tests. There would be case problem discussion and analysis. The homework/ case problems handed out should be attempted/ read before coming to class for discussion.

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Text

- O'Brien,J.(2004). *Management Information Systems; Managing information technology in thebusiness enterprise*, New Delhi: Tata McGraw-Hill.
- Stair, R.M. & Reynolds, G.W.(2001). *Principles of Information Systems*, %5e Singapore: Thomson Learning.

References

- Joseph,P.T.(2005). *E-Commerce: An Indian perspective*(2e), New Delhi : Prentice-Hall ofIndia
- Canzer, B(2005). *E-Business and Commerce: Strategic thinking and practice* (Indian adaptation), New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA)
- Eisenmann, T.R.(2002). *Internet business models : texts and cases*, New York: McGraw-HillIrwin.
- Rayport, J.F. &Jaworski, B.J.(2002). *Introduction to e-commerce*, New York: McGraw-HillIrwin.

Course Outcomes to Program Outcomes Mapping Matrix PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in theglobal arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary businessconcepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
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PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Professional Communication

Course Code:23MBA-0PC11T **Credits: 3**

Course Objectives

CO1: Enhance communication skills at professional environment
CO2: Comprehending and analyzing reading resources
CO3: Implement business writing skills
CO4: Incorporating Nonverbal skills to ace in professional setup
CO5: Overcome the nuances of presentation skills

Syllabus:

Module: I- Art of Communication

Effective Conversation, Managing Negative Responses, Avoiding Parallel Conversation, Using Reflection and Empathy, Applications of Conversation Control, Negotiating Through Conversation Control, Interpreting Signs and Signals

Module: II-Reading, Comprehending, and Summarizing

Reading styles, speed, valuation, critical reading, reading and comprehending shorter and longer technical articles from journals, newspapers, identifying the various transitions in a ext, SQ3R method, PQRST method, speed reading. Comprehension: techniques, understanding textbooks, marking and underlining, Note-taking: recognizing non-verbal cues.

Module: III- Writing Skills

Planning and Executing Business Messages, Interdepartmental Communications- Memos, Office Orders, Circulars, Notices, Representations and Requests, Reports, Proposals, Notification, Agenda, and Minutes of the Meeting, E-mail

Module: IV –Non-Verbal Skills & Presentation Skills

Non -Verbal Communication, Classification of Non-Verbal Communication, Power Posturing, Communication Breakdown, Errors to avoid in verbal Communication, 4 Ps of Presentation skills, public speaking skills, professional presentations, presenting visuals effectively

Text Book(s):

T1: Communication Skills and Business Communication- R. C. Sharma_ Krishna Mohan
T2: Essentials of Business Communication-Rajendra Pal and J.S. Korlahalli

Reference Book(s):

R1: Business Communication- Shalini Kalia_ Shailja Agarwal
R2: Business Communication - Meenakshi Raman and Prakash Singh
R3: E. H. McGraw, S. J.; Basic Managerial Skills for All. Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
R4: Stephen R. Covey; The seven habits of highly effective people.

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POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO- 1	Communicate effectively in the business context, using ICT and digital tools.
PO- 2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO- 3	Use rational and ethical judgment while analyzing business problems.
PO- 4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO- 5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes
PO- 6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

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Matrix 1- Mapping of COs with POs and PSOs

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Production and Operations Management

Course Code: 23MBA-0PO12T

Credits: 3

Course Objectives

The basic objective of this course is to familiarize the student with the concepts, theories and techniques of operations management. This will empower them to understand and apply the linkage of production & operations management with supply chain management, quality management and marketing management.

Course Outcomes

Students, who successfully complete this course, should be able to:

CO1: Grasp the production aspects of any firm, be it in physical products or services. (Understand)

CO2: Comprehend and compute productivity and wastivity indices (Understand/ Apply/ Implement)

CO3: Analyse relevant Cost-Volume-Profit data to find out the level of activity required to break even using CVP analysis (Analyse/ Apply)

CO4: Synthesize information about item requirement, price, carrying cost and ordering cost to arrive at optimum economic quantity (lot size) for the item using EOQ model (Synthesize)

Course Contents

Module I

Nature, Evolution and scope of Production and Operations management, Competitiveness strategy and design, Product design and services design, Location planning: Models and analysis.

Module II

Process design, Flow strategies, Lean operations systems, Cellular manufacturing and design of work systems, Aggregate production planning and scheduling

Module III

Statistical process control, Process capability and six sigma, Total quality management Systems, Supply Chain Management and its components, Inventory Management

Module IV

Productivity improvement systems: TPM, MRP, JIT; Environment and safety considerations in Production & Operations Management.

Pedagogy

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Instructional design is based on creating situations in which the students have opportunities for active learning. Sufficient discussion and practice opportunities for understanding and implementing the concepts and tools learnt would be provided through in-class case discussions and quizzes. The methodology of flipped classroom would be adopted where the students are expected to go through the assigned reading materials outside classroom, while the class sessions would be utilized for discussion and reinforcement.

Text

- Kachru, Upendra (2011). Operations Management, Excel Books, New Delhi (abbreviated as UK in this document).
- Available at National Digital Library of India at http://ndl.iitkgp.ac.in/document/oFlL-FpT7FH-XTuorQEQ0wTeSLCC1-kuBgzR4BPUoM3-8mbBAfDiZ58AIKF5mPt4OixFegGn8_ObSDQPrYbr2g
- From SSB's McGraw online list (Available) ebook titled "Production and Operation Management" by Ajay k Garg
- Chary, S. N. (2013). Production and Operations Management, 5th Edition, ISBN: 9781259005107, 1259005100, McGraw Hill.

References

- Chunawala and Patil, Productions and Operations Management, Himalaya.
- Everest E. Adam & Albert, Productions and Operations Management, PHI Publications, 4th Ed.
- Monks, Joseph G. Operations Management (Theory & Problems), McGraw-Hill Intl.
- Vonderembse, Mark, White, Gregory, Operations Management, Concepts, Methods and Strategies, John Wiley & Sons, 2004.
- Asaka, Tetsuichi and Kazuo Ozeki, Handbook of Quality Tools: The Japanese Approach, Cambridge, MA: Productivity Press, 1997.
- Besterfield, Dale H., Quality Control: Upper Saddle River, NJ: Prentice Hall, 1997.
- Burr, Adrian and Malcolm Owen, Statistical Methods for Software Quality: Using Metrices to Control Process and Product Quality, Cincinnati, OH: International Thomson Publishing, 1996.
- Carlyle, W. Mathew, Douglas C. Montgomery, and George C. Runger, Optimization Problems and Methods in Quality Control and Improvement, Journal of Quality Technology 32, no. 1 (January 2000): 1-17.
- Evans, James R, The Management and Control of Quality, Cincinnati, OH: South-Western

College Publishing, 1999

- Juran, Joseph M., and A. Blanton Godfrey. eds. Juran's Quality Handbook, 5th ed. New York: McGraw-Hill, 1990.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO- 1	Communicate effectively in the business context, using ICT and digital tools.
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PO- 3	Use rational and ethical judgment while analyzing business problems.
PO- 4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO- 5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO- 6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
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Entrepreneurship Development

Course Code: 23MBA-0ED12T **Credits: 3**

Course Objectives

- Entrepreneurial Capability Building is an introductory course intended to give students a basic understanding of the stepping stones in starting a business.
- The course elaborates on current insights in the field of entrepreneurship to provide a framework for understanding how to identify, create, evaluate and execute entrepreneurial opportunities.
- To develop an understanding of entrepreneurship concepts
- To provide ways and means to start up an enterprise
- The course aims to provide theoretical insight and practical knowledge about entrepreneurship and develops the entrepreneurial skills of the students and motivate them to apply the skills to plan a business.

Course Outcomes

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

CO1: Demonstrate through discussion boards, written assignments, and classroom presentation the ability to effectively apply the principles and practices of management (planning, organizing, leading, and controlling) to a real-world.

CO2: Showcase working knowledge of and understanding of the discipline that constitutes principles of management.

CO3: Diagnose the management issues in organizations, across levels and disciplines.

CO4: Solve the management issues in real practice in various industry segments.

Course Contents

Module I- Entrepreneurial Management Concept and Model of Entrepreneurship Entrepreneur

Functions, Qualities Entrepreneur vs Manager Professionals vs Family Entrepreneurs Entrepreneurs vs Intrapreneur Types of Entrepreneurs Women Entrepreneurs Definition and concept of Enterprise Evolution of Entrepreneurship Theories of Entrepreneurship Innovation theory & theory of high achievement. Characteristics and Skills of Entrepreneurship Role of Entrepreneurship in Economic Development Factors affecting Entrepreneurship Problems of Entrepreneurship Entrepreneurial Motivation Process of entrepreneurship.

Module II- Family Business in Entrepreneurship & Business Plan

Introduction, Role & importance of the family business Contributions of family business Roles & responsibilities and rights of family members in the family business the three-circle model of

family Business Challenges faced by family businesses. Meaning of Business plan, Significance and Contents of a Business Plan, developing Business Plan.

Module III- Entrepreneurial Motivation

Entrepreneurial Qualities, concept nature, attitudes, essential attitude, Motivation: concept and theories, Maslow's Need Hierarchy Model, Mc Cleland's Theory, factors Motivating Entrepreneurs, concept of competency developing entrepreneurial competencies, Invention and Innovation, nature and cases of business risks, Social Responsibility of Entrepreneur.

Module IV- Entrepreneurial Development and Training, Finance & Support agencies

Sources of Finance, Support to Entrepreneurs by DIC, SIDBI, SIDCO, SSIB, NSIC, SISI, Other Institutions etc, Development of EDP, Need and relevance of EDP's Phases/steps in EDP, Problems in conducting EDP's. Barriers to Entrepreneurship, and emerging opportunities for entrepreneur.

Pedagogy

Tutorials, Interactive sessions, Case studies, Seminars. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, case discussions and self-study sessions. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. The case problems handed out should be read before coming to class for discussion.

Text

- T.N. Chhabra Entrepreneurship Development
- Trehan, A. (2011). Entrepreneurship. Dreamtech Press.
- Charantimath, P. M. (2009). Entrepreneurship Development and Small Business Enterprises. Delhi: Pearson Education.
- Dr. Dilip Sarwate, Entrepreneurship Development and Project Management, Everest Publishing house
- Vasant Desai, Dynamics of Entrepreneurship development and Management, Himalaya Publishing House
- David H Holt, Entrepreneurship and New Venture Creation, Prentice Hall
- Paul Ajit Kumar, Paul, Entrepreneurship Development, Himalaya Publishing House Mumbai

References

- Bygrave, W., & Zacharaki, A. (2011). Entrepreneurship. Moduleed States of America: John Wiley& Sons.
- Hatten. (2009). Small Business Management Entrepreneurship and Beyond. Canada: Cengage Learning.

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POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
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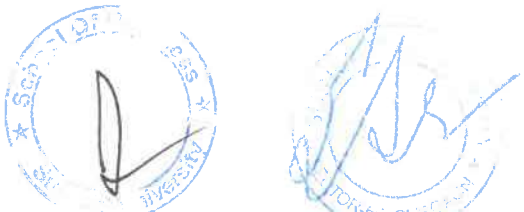
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

*** 23MBA-0SP21D- 4 Credit- Summer Training Report and Viva (Projects)- Detailed Syllabus/Guideline are attached in Annexure 3**



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Digital Marketing

Course Code: 23MBA-0DM12T **Credits: 3**

Course Objectives

This is a primary core paper of digital marketing and it gives a flavor of the marketing practices in the digital age. After reading the course the students will be able to make students understand the basics of digital marketing and its advantage over traditional marketing. Studenst will be able to make them apply the key elements of building an effective digital marketing campaign and also optimizing it using digital marketing analytics. Also, to cover best practices of digital marketing by using case studies, research papers and business articles and to abreast students with core techniques in digital marketing thereby offering a practical guide. To help students gain extensive expertise in the application of modern marketing's most powerful tool – online and digital marketing.

Course Outcomes

After fully completion of the course the student should be able to:

CO1: Understand basics of digital marketing and their associations with the basic marketing principles.
CO2: Demonstrate a clear understanding of consumers' buying behavior and designing effective marketing strategies for the digital media.
CO3: Apply various dimensions of the marketing mix in the digital marketing environment.
CO4: Analyze the efficiency and effectiveness of the digital marketing campaign and develop critical thinking skills for optimizing digital marketing techniques that help in enhanced performance in management positions.

Course Contents

Module I- Digital Marketing Overview

Introduction to Digital Marketing- the changing landscape, Traditional versus digital marketing. Consumer journey: Marketing Funnel; Non-linear consumer funnel in digital marketing; Moment of truth, STP in the Digital Era: Hyperlocal targeting & brand building through digital tools, Digital Marketing mix, Aligning Internet with Business Objectives

Module II- Web Architecture

Website Design & Architecture: Information flow, Elements of web designing, information flow, Hook's Framework.

Module III- Search Engine Optimization (SEO) & Search Engine Marketing (SEM)

SEO: introduction, advantages. PPC: campaigns. Organic and inorganic ranking. Crawling and rank optimization, Keyword planning: long tail and short tail keywords, Introduction to Moz, Keyword Planner Tools, best practice in SEO

SEM: Display advertising, Ad ranks, understanding ad placement. Enhancing ad campaign; keyword targeting, ad formats.

Module IV- Social Media Marketing (SMM)

Introduction to social media platforms, social media marketing vs social media optimization, Understanding the social media mix, relevance, and objectives of each- Facebook, LinkedIn, Twitter and Instagram. Designing the social media calendar. Creating the right social media ad copy, overview of social media metrics.

Pedagogy

A blended learning pedagogy will be used to deliver the course. As the course requires a lot of latest readings along with the basic concepts. Activities, case studies and articles will be discussed that make students appreciate the dependence of organizations on digital marketing and the amount of enhanced ROI marketing as a function is delivering to companies today. Guest speakers will be called from the industry to explain hands-on techniques and tell the latest practices that are the best of fortune 500 companies.

Text

- Digital Marketing, Seema Gupta, Tata Mcgraw Hill, 2018 ed.
- The Art of Digital Marketing, Ion Dodson, Wiley Publications, 2018 Ed.
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan and Calvin Jones

References

- Chaffey, D; Chadwick, F E; Johnston, K and Mayer, R (2009) Internet Marketing, Pearson, UK
- Strauss, J and Frost, R (2012), E-Marketing, 6th Edition, PHI, New Delhi
- Barker, M; Barker, D, Bormann, N and Neher, K (2013) Social Media Marketing: A strategic approach, Cengage learning, New Delhi
- Gay, Richard; Charlesworth, Alan and Esen, Rita (2007), Online Marketing a customer-led approach, Oxford Unviersity Press, New York
- Ahuja, Vandana (2018) Digital Marketing, Oxford University Press, New Delhi
- Digital Marketing for Dummies, Ryan Deiss and Russ Hennesberry, 2017

Course Assessment Components

This course is of 100 marks and will have the following assessment components. Final Grades will be based on the relative performance of a student in the class

Mid Semester Examination	Quiz(s)/ Presentation (s)	Assignment(s)	Total Internal Component	End Semester Examination
15	15	10	**40**	**60**

PO's (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analysing business problems.

PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Fundamentals of FinTech

Course Code: 22MBA-0FT12T **Credits: 3**

Course Objective

Financial technology (FinTech) is revolutionary and rapidly changing the financial services industries. This graduate course provides an introduction to FinTech such as blockchain, cryptocurrencies (e.g., Bitcoin and Ethereum), alternative lending, machine learning, and robo-advising. Students are expected to develop a broad understanding of the recent FinTech development and its impact in the financial industries. Students will also have hands-on and problem solving experiences that can be useful in FinTech applications and innovation. Topics may include but are not limited to: blockchain and cryptocurrencies, Bitcoin, Ethereum, Altcoins, smart contracts, decentralized applications, markets for smart contracts, applications of blockchain technologies in various finance areas, alternative and P2P lending and crowdfunding, machine learning and its applications in FinTech such as robo-advising.

Course Outcomes: The student will be able to:

CO1: Understand recent FinTech developments and analyze their impact on the financial services industries
CC2: Describe the technologies underlying cryptocurrencies and blockchains, Design smart contracts and decentralized applications
CO3: Understand alternative lending, P2P technologies, and assess their impact on traditional banking and payment industries
CO4: Apply machine learning in robo-advising and FinTech

Module I

FinTech: Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology - Emerging
Economics: Opportunities and Challenges

Module II

Recent developments, Major areas in FinTech, Future prospects and potential issues with FinTech, Cryptographic Hash Functions, Merkle Tree, Digital Signature, Public and Private Keys, Blockchains, Proof of Work, Mining

Module III

Bitcoin, Ethereum, Other Altcoins, Wallets, Exchange Markets, Payments, Transaction Fees, Anonymity, Mining, Ecosystem, Politics, Regulation, Ethereum platform and Smart Contracts, Decentralized Applications, DAOs, Solidity Language, Geth Language.

Module IV

Digital Finance and Alternative Finance - Introduction – Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds- Crowd funding– Regards, Charity and Equity - P2P and
Marketplace Lending – New Models and New Products - What is an ICO

Text

- Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press, ISBN-13: 978-0691171692.
- Ethereum: Blockchains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations by Henning Diedrich, CreateSpace Independent Publishing Platform, ISBN-13: 978-

1523930470.

- Blockchain Applications: A Hands-on Approach. by Arshdeep Bahga and Vijay Madisetti, Vpt, ISBN-13: 978-0996025560.
- An Introduction to Statistical Learning: with Applications in R (Springer Texts in Statistics) by Gareth James , Daniela Witten , Trevor Hastie , Robert Tibshirani, Springer, ISBN-13: 978-1461471370.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Legal Aspects of Business

Course Code: 23MBA-0LB12T

Credits: 3

Course Objectives

- To provide an overview of important laws that have a bearing on the conduct of business in India.
- To comprehend practical legal knowledge of general business law issues and topics to help them become more informed, sensitive and effective business leaders.
- To encourage critical thinking in order to examine all sides of a discussion.
- Understand the significant relationship that exists between business and legal environment as its application can provide the prospective managers and their organizations, immediate and long-term benefits and can help in avoiding costly mistakes.

Course Outcomes

After completion of this course, students will be able to

CO 1: Identify the legal issues that apply to the facts of a described situation or problem.
CO 2: Apply basic legal knowledge to the business transactions.
CO 3: Analyse and examine the positions of the parties to a legal conflict.
CO 4: Critically evaluate the consequences of decisions from the light of law.

Course Contents

Module 1- Indian Contract Act, 1872

Essentials of Valid Contract, Discharge of Contract, Remedies for Breach of Contract; Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

Module II- Sale of Goods Act, 1930

Sale and Agreement to Sell, Goods–Different types of Goods,Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat Emptor, Auction Sale, Rights of an unpaid Seller,Rights of a Buyer.

Module III- The Negotiable Instruments Act 1881

Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsements, Crossing of a Cheque and Dishonour of a Cheque

Module IV- Companies Act, 2013

Meaning and types of companies, Incorporation of a company, Doctrine of Indoor Management, Memorandum and Articles of Association, Prospectus, Piercing the CorporateVeil, Company Meetings and Proceedings, Accounts, Audit, Oppression and Mismanagement, Powers and Liabilities of Directors, Winding up of Company.

Sushant University

Pedagogy

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Text

- Kuchhal, M.C., Mercantile Law, Vikas Publishing House Pvt. Ltd., New Delhi, 6th edition,
- Kuchhal, M.C., Business Law, Vikas Publishing House Pvt. Ltd., New Delhi, 7th edition
- Kapoor, N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi,2017

References

- Kapoor, N.D., Company Law, Sultan Chand & Sons, New Delhi, 6th edition,2014
- Tulsian, P.C., Business Law, Tata McGraw-Hill Publishing Company Limited, New Delhi,2015
- Ashok K bagrial, Company Law,12th edition

Online Resources

- www.indialawsite.com
- www.India Corporate Advisor.com
- www.Indianlegaleagle.com
- www.indiaitlaw.com

POs (Programme Outcomes)-At the end of the Programme the students will be able to:

PO- 1	Communicate effectively in the business context, using ICT and digital tools.
PO- 2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO- 3	Use rational and ethical judgment while analyzing business problems.
PO- 4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO- 5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO- 6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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SEMESTER III

Strategic Management

Course Code:23MBA-0SB21T

Credits: 3

Course Objectives

- To equip participants with clear understanding of the key concepts of strategies.
- Aid students for useful analytical skills, tools and techniques for analyzing a company strategically
- To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes
- To encourage students to think critically and strategically.
- Help participants to identify strategic issues and design appropriate courses of action for the growth process of the firm.

Course Outcomes

CO 1: Describe and classify organizational vision, mission, goals, and values.
CO 2: Demonstrate strategies and action plans to achieve an organization's vision, mission, and goals.
CO 3: Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
CO 4: Implement and evaluate strategies to achieve organizational goals.

Course Contents

Module I- Introduction
Concept of strategy, Evolution of Strategic Management, Strategic Intent: Vision, Mission, Business definition, Goals and Objectives Characteristic of Strategic Management; Introduction to Business policy, Strategic decision-making, Strategic Management Process, Levels and types of Strategy, Mintzberg's 5Ps of Strategy

Module II-Environment Appraisal and Organizational Appraisal
Environment Appraisal: Environmental factors and approaches, SWOT Analysis, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation), Internal environment analysis: IFE matrix (Internal Factor Evaluation), VRIO Framework, Gap Analysis.
Organizational Appraisal: Porter's Five Forces Model, Organizational Capability Factors, Resource Based View (RBW) Analysis, Porter's Value Chain Model, Framework for developing Strategic Advantage, Competitor's analysis framework.

Module III- Strategy Formulation & Strategy Analysis
Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies.
Strategy Analysis: Process, Analyzing Strategic alternative, Evaluating and choosing among Strategic Alternative, Strategic Choice, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE

Nine Cell Planning Grid

Module IV-Strategy implementation, Monitoring, Evaluation & Control

Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategy Evaluation & Control: Nature, Importance, Organizational systems and Techniques of strategic evaluation & control,Recent Trends in Strategic Management

Pedagogy

Primarily class lectures followed by question-answer session/assignments/ case study/ Mini projects/ group projects/videos/role plays/etc. at the end of each Module/ course. Citing live examples and linking it with topics are used as an important pedagogy

Text

- Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education
- Chandrasekaran, Ananthanarayanan; Strategic Management; Oxford University Press
- Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education

References

- Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGrawHill Education
- Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGrawHill Education
- Grant, R. M. (2010). Cases to accompany contemporary strategy analysis . New York: John Wiley.

POs (Programme Outcomes of MBA)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
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PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research

	and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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Matrix 1- Mapping of COs with POs and PSOs

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Computer Application for Business Decision Making

Course Code: 23MBA-0IT21L

Course Description: **Credits: 1**

Course Objective

The purpose of this course is to help students understand the basic applications of Tableau and Power BI. The course will enable students to use Tableau and Power BI for scalable access to computing resources and IT services in management.

Course Outcomes

The course would attempt to help a participant in:

CO1: Understand the basics of Tableau.

C02: Identify the primary components of the Power BI interface.

C03: Import Excel data and build basic visuals.

CO4: Publish a desktop report to the Power BI Service.

Course Contents:

Module 1

Getting Started with Tableau working with Tableau, Tableau Introduction and Products, Tableau Features & Advantages, Installation of Tableau Desktop/Public, Interface of Tableau (Layout, Toolbars, Data pane, Analytics pane etc) , Working with workbook data and Worksheet , Tableau feature "show me", Exploring Tableau File Types, Dimensions vs Measure , Understanding Green and Blue Pills, Creating basic graphs.

Module 2

Introduction to Power BI, Power BI Tools, Installing Power BI & Connecting to Data, Power BI Components, working with the query Editor, working with the data model and creating a visualization, Cloud Based BI, Power BI Products, Data Transformation.

Module 3

Canvas Visual Interactions, Interaction Type (Filter, Highlight, None), Changing the Interaction, Fields Pane, Visualizations pane, Ribbon, Views, Pages Tab Types of Reports, Creating New Reports in Cloud, CSV and PDF Exports, Report Publish and Report Uploads.

Module 4

Creating Hierarchies in Power BI, Show Data and See Records, Filters, Independent Drill-Down Options, Dependant Drill-Down Options, Conditional Drilldowns, Data Points, Drill Up Buttons and Operation, Cross Report Filters.

Textbook & References:

1. Sinha, C. (2017). *Tableau 10 for Beginners, Ohio Computer Academy.*
2. Anthony, T.V., Toby, J. V., Elsenpeter, R.(2010). *Cloud computing a practical approach.* TATA McGraw- Hill.
3. Roberts, B. (2020). *Beginner's Guide to Google Drive.* Amazon Digital Services LLC - KDP Print US.
4. Roberts, B. (2021). *Step-by-step Guide to Google Forms.* Amazon Digital Services LLC - KDP Print US.

5. Ferrari, A. (2016). *Introducing Microsoft Power BI.* Microsoft Press.
6. Aspin, A. (2016). *Pro Power BI desktop.* Apress.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Personal Effectiveness and Employability

Course Code: 23MBA-0OE21L **Credits: 2**

Course Objectives- The purpose of this course is to:

- Know the norms of professional attire, grooming, positive attitude
- Apply critical thinking and argumentation to real world problems and issues.
- Stimulate creative ways of thinking within the businesses.
- Develop the ability to face interviews and to showcase personality, strengths, skills and abilities to potential employers

Course Outcomes - On completion of this course, the students will be able to:

CO1 Raise one's personal profile and impact

CO2 Develop professional behaviour for entry into the professional world.

CO3 Apply critical thinking and solve problems in professional life.

CO4 Understand components of emotional intelligence and identify them within behaviour.

CO5 Prepare for the campus Interviews and group discussions.

Module: I- Personal Effectiveness

Practicing Good grooming, Assertiveness and Confidence, Positive Attitude

Module: II- Critical Thinking, Problem Solving and Decision Making

Application of Critical Thinking at Workplace, Implementing Problem Solving Skill, Decision-Making Strategies

Module: III- Emotional.Intelligence and Conflict Management

Need for Emotional Intelligence, Explore strategies to build emotional intelligence into strengths to improve leadership performance, Handling Conflict with constructive approach and Communication strategies

Module: IV – Campus to Corporate

GD Protocol, Discussion Techniques, Resume, CV, Biodata, and Job Application or Cover Letter, Types of Interviews, Preparatory steps for Job interview, Post interview self-evaluation, Practice Sessions, Mock interviews, Industry specific interview drives

Pedagogy- Mock Interviews, Group discussions, extensive practice sessions, role-playing, in class activities.

Text Book(s):

- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning
- McLean, S. (2005). The basics of interpersonal communication. Boston, MA: Allyn & Bacon

2. Reference Book(s):

- E. H. McGraw, S. J.; Basic Managerial Skills for All. Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Stephen R. Covey; The seven habits of highly effective people..

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
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PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
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*** 23MBA-0ST21I- 4 Credit- Summer Internship Project Report and Viva (Projects)- Detailed Syllabus/Guideline are attached in Annexure 3**

Discipline Specific Elective

(Marketing Management)

Sushant University

Customer Relationship Management

Course Code: 23MBA-0CR21E

Credits: 4

Course Objectives

The Course enables marketing managers to design marketing strategies, build relationships with customers, and communicate clearly with target markets. The objectives of the course are;

- To understand the Customer Relationship Management (CRM) concept, the advantages it offers, the settings in which it is employed, the technology used, and the implementation methods.
- To Understand the operational CRM that enables better marketing planning & product decisions alike.
- To Implement CRM strategies and technologies helping companies reach their overall goals while improving the achievement of marketing, sales, and service objectives throughout the customer life-cycle stages of customer acquisition, retention, and development.
- To develop a conceptual understanding of CRM planning and implementation process

Course Outcomes

Following are the outcomes that the students are expected to achieve:
CO1: Understand the basic concept of Customer Relationship Management with underlying core marketing concepts
CO2: Identify and evaluate the knowledge strategy and customer data management that affect operational customer relationship management.
CO3: Understand analytical customer relationship management to create a customer information database
CO4: Evaluate the major stages of CRM Planning and Implementation and understand the reporting methods

Course Contents

Module I- Introduction to Customer Relation Management
Customer Relation Management Introduction: Need, Importance, Elements of CRM, Schools of thoughts on CRM, CRM Process, Evolution, CRM as a strategic marketing tool: Issues and Strategies, Customer-Supplier Relationships, CRM Architecture; The Value Pyramid; Customer Interaction Cycle; Customer Profiling; Effective CRM through Customer Knowledge Management; Customer Centricity, Customer touchpoints, Customer life cycle Management: Concept of CLV ; CRM Success Factors

Module II- Knowledge Strategy and Operational CRM

Customer Knowledge Strategy: Value System; Customer Data Management: data as an asset, Privacy Policies, Personal Data Protection Policy, Communication Channels, The Individual Customer Proposition: Customization, Individualization of the product offering, Individualized pricing policy; Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation; call center operations.

Module III- Analytical CRM
Analytical CRM – Handling and sharing customer data: customer information database, ethical and legal practice of data use, data warehousing and data analysis and data mining for CRM: types of data analysis,

online analytical processing, click stream analysis, Personalization and collaborative filtering, business intelligence and collaborative CRM

Module IV- CRM Planning and Implementation

CRM Planning Process; CRM Implementation; CRM performance monitoring, readiness assessment, system, change management, project management, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment; Retention and cross-sell analysis Management reporting: measurement, learning and optimization

Pedagogy

The Lecture / Discussion method; Assignments; Individual / Group Presentations; Case study method; Management games; Research projects; Scenario analysis; Role plays. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

Text

- Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
- Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
- Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
- Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata McGraw Hill
- Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008

References

- Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson
- Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK

Sushant University

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Sushant University

Discipline Specific Elective (Finance)

Sushant University

Course Code: 23MBA-0WM21E **Wealth Management**

Credits: 4

Objective

To equip students for delivering customized financial solutions to clients. It would cover all investment avenues tax planning, estate planning etc to suit the particular needs of potential clients.

Course Outcomes

At the completion of this subject, students will be able to:
CO1: To provide an overview of various aspects related to wealth management
CO2. To study the relevance and importance of insurance in wealth management
CO3. To acquaint the learners with issues related to taxation in wealth management
CO4. To understand various components of retirement planning

Course Contents:

MODULE I: Financial Planning and risk Management
Scope of Wealth Management field, Introduction to Professional Financial Advisory. Understanding Financial Planning Process, Investor categories, Life Stages, Introduction to Risk Management, Insurance Contracts, Life Plans, General Insurance-Medical, Property, Auto, others. Defined Benefit Plans, Defined Contribution Plans, Superannuation and other Retirement Benefits, New National Pension.

MODULE II: Insurance Planning and Investment Planning
Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT. Types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies.

MODULE III: Personal Taxation
Taxation Basics, Residential Status, Income from Salaries, Income from Capital Gains, House Property, Agriculture and other sources, Allowable Deductions and filing of Returns.

MODULE IV: Retirement Planning & Tax Saving Schemes
Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Post-retirement Strategies – Tax Treatment. Pension Schemes, Annuities – Types of Annuities, Various Income Tax Savings Schemes

Note: Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

Pedagogy

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Sushant University

Text:

1.Introduction to Financial Planning, Indian Banks Association, Taxmann Publications.
2.The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets – by Harold Evensky and Thompson R. Robinson, CFA Institute Investment Series.
3.Personal Wealth Management, Himalaya Publication House.
4.Personal Financial Planning, Himalaya Publication House.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Merger, Acquisition & Corporate Restructuring

Course Code: 23MBA-0MA21E

Credit: 4

Course Objective:

To equip students for analysis of M & A fuelled by capital rich Private Equity Funds & Hedge Funds. This will enable the students to analysis different strategic alliances to Expand Diversity & Reorganise. it will also discuss the issues and challenges faced during Merger, Acquisition & Corporate Restructuring.

Course Outcomes:

CO1: Understand the importance and relevance of Merger, Acquisition & Corporate Restructuring For a Company.

CO2: Understand the various methods of strategic alliances to Expand Diversity & Reorganise.

CO3: Students are able to understand the practical application of different Indian Companies Merger and Acquisition

CO4: Students are able to understand the Accounting Issues in M&As.

Course Contents

Module I- Introduction to M&A and Valuation Process

Overview, Insights and types of M&A , Methods of choosing right valuation method - DCF, Synergy, Cost & Gains, Exchange Swap Ratio, Option Pricing, Hubris Hypothesis.

Module II- Restructuring and Structuring the M&As

Sell offs and divestitures, Share buyback and exchange offers, ESOPs, MLPs, Entry and Exit Options and SEBI Takeover code, Legal procedures for M&As, Implications of ITax Act, Managing Risks in M&A

Module III- International Mergers and Takeover Models

Multinational Enterprise, Value creation globally, Free Rider Problem, Takeover Methods, Takeover Defence

MODULE IV: Accounting Issues in M&As

Difference between Merger and Purchase, Pooling of Interest Method, Purchase method, Reasons for growth in Junk Bonds, Inter Company Holdings

Pedagogy

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Text Book:

1. Rajendra S. Arora, Mergers & Acquisitions, Oxford Publications

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Reference Books:

1. Rajesh Kumar, Mergers & Acquisitions
2. A.P. Dash, Mergers & Acquisitions, ICFAI
3. Enrique R. Arzac, Valuation for Mergers & Acquisitions & Restructuring

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

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PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

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PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
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Sushant University

Discipline Specific Elective (Human Resource Management)

Sushant University

Performance Management & Competency Mapping

Course Code: 23MBA-0PC21E **Credits: 4**

Course Objectives

This course deals with fundamental concepts of human resource management. The primary objectives of this course is to enable the students:

- The main objective of this course is to examine the importance of an effective performance management system.
- This course explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process. This includes planning, facilitating, assessing and improving individual and organizational performance.
- It will enable students to understand the fundamentals of competency mapping and to analyze competencies required to perform successfully a given job or role or a set of tasks at a given point of time.

Course Outcomes

By the end of the course, the student will:

CO1: Attain conceptual clarity of the Performance Management function and its process in competitive business environment.

CO2: Develop an understanding of the various methods of performance appraisal and analyze their applicability in different types of organizations

CO3: Explore and comprehend the various integral factors in Performance Management Systems.

CO4: Develop awareness on Competency mapping practices in organization

Course Contents

Module I-Introduction to Performance Management

-Historical review of performance appraisal, Issues and challenges in performance appraisal, Criticism of performance appraisal system -Evolution of Performance management, objectives of PM, Role of job description & job analysis in performance management, challenges in implementing PM systems - Process of PM, Role of PM in strategic management, Performance management overtaking performance appraisal -Current research and trends in performance management in Industry

Module II-Performance Appraisal and Consulting

-Determinants of Job Performance, Goal setting, KRA, KPI's -Performance appraisal methods, Bell curve concept, Types of rating scales, Biases in PA, Appraisal forms and formats -Performance linked career planning & promotion policy, Performance feedback discussion, counselling -Implication of management styles on PM

Module III- Introduction to Competency Mapping

-Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of competencies, Generic/Specific, Threshold/Performance, Differentiating/Technical -Need for competency framework, Competency development process, Challenges and limitations of competency-based HR system - Gaining competitive advantage through competency management system

Module IV- Developing competency models

-Development of competency framework, HR Generic Competency Model, Supervisory Generic Competency Model, Lancaster Model of managerial competencies, mapping the competencies to positions, Competency Dictionary -Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, -Competency based Recruitment and Selection, Competency Based Performance Appraisal, Competency Based Succession & Career Planning, Competency Based Compensation and Benefits, Competency based Training & Development, Reassess competencies and evaluate ROI.
-Management and Competency mapping practices in Indian organizations

Pedagogy

Tutorials, Interactive sessions, Case studies, Role-plays, Management games, Seminars. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, case discussions and self-study sessions. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. The case problems handed out should be read before coming to class for discussion.

Text

- Armstrong, M. and Berron, A. *Performance Management and Development*. Jaico Publications
- Shermon, G. *Competency Based HRM*. Tata McGraw Hill
- Sanghi, S. *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Publications Pvt. Ltd

References

- Agunis, H., Performance Management: International Edition. Latest Edition, Pearson Education
- Rao,T.V. , Performance Management and Appraisal Systems. Latest Edition, Sage.
- Dwivedi, R.S. , Managing Human Resources and Personnel Management in India Enterprises. Latest Edition, Galgotia Publishing Company.
- Dessler, G., Human Resource Management. Latest Edition, Pearson Education.
- Armstrong, Sharon ., The Essential Performance Review Handbook, Latest Edition, Career Press
- Stacia Sherman Garr., Performance Management Framework, Bersin & Associates

Online Resources

- www.businesscasestudies.co.uk
- www.mindtools.com
- www.businessballs.com
- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com

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POs (Programme Outcomes)- At the end of the Programme MBA students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Organization Development and Change

Course Code: 23MBA-0OD21E

Course Objectives **Credits: 4**

- To define and demonstrate the basic key concepts of Organizational Development and Change.
- To classify the procedure and application of the different OD techniques utilised to solve organizational issues on change management and team work.
- To interpret the various ODC concepts in business parlance.

Course Outcomes

After completion of this course, students will be able to

CO1: Describe appropriate terminologies and techniques for organizational development and change management.

CO2: Classify the models and theories of change management.

CO3: Interpret the various interventions of organizational development.

CO4: Examine the various strategies utilised for conflict resolution within the organization.

Course Contents

Module I- Introduction to OD

Introduction to OD; Definitions & Characteristics, Perspectives of change; Organizational Change: Concept, Need, Forces of Change, Types of Change.

Module II- Organizational Structure, Design and Culture

Culture, Leadership and Politics of Change; Different types of organizational structures; Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Planned Change ; Types of planned change, Diagnosing organizations; Collecting and Analysing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Module III- OD Interventions

OD Interventions: Meaning, characteristics, Classifications of OD interventions, Sensitivity Training, Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Strategic Interventions of Change; Mergers & Acquisitions; Knowledge Management; Quality Circles etc.

Module IV- Implementing Change

Implementation of Change; the Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Action planning tools; Contingency planning; Surveys; Critical path methods; Force Field and Stakeholder Analysis, Leverage Analysis; Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model; Lewin's Change Model; Implementing Change.

Pedagogy

Interactive sessions, Case studies, Role-plays. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, case discussions and self-study sessions. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. The case problems handed out should be read before coming to class for discussion.

Text

- Wendel l, L. French., Cecil, H. Bell Jr., Organization Development, 6th Edition, Pearson Education.
- Cummings, Thomas G., & Edgar F. Huse., Theory Of Organization Development And Change, Latest Edition, Cengage Learning(available in Library)

References

- Srivastava, B. K., Organization Design & Development(Concepts & Applications), Latest Edition, Biztantra
- Singh, Kavita., Organisation Change and Development, Latest Edition, Excel Book India(library)
- Burke, W.W., Organization Change- Principles & Practice, Latest Edition, Sage Publication
- Bhattacharya, D. K., Organizational Change And Development, Latest Edition, Oxford Press
- Beckhard, Richard., Organization Development Strategies & Models, Latest Edition, Tata Mc Graw Hill
- Palmer, Managing Organizational Change, Latest Edition, McGraw-Hill Education India Pvt. Ltd - New Delhi
- Paton, Robert A., & McCalman James., Change Management: A Guide to Effective Implementation, Latest Edition, Sage Publications

Online Resources

- www.businesscasestudies.co.uk
- www.mindtools.com
- www.businessballs.com
- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com

PO's (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

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CO3	H	H	M	H	H	H	M	H	L	M	M
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Sushant University

Industrial Relations & Labour Law

Course Code: 23MBA-0IR21E

Credits: 04

Course Objectives

This course is designed to enhance l To gain basic knowledge regarding provisions pertaining to industrial relations and labour laws applicable in the Indian context. To develop an understanding of the interaction pattern among labour, management and the State. To build awareness of certain important and critical issues in Industrial Relations.

Course Outcomes

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

CO1: Develop a clear understanding of contemporary industrial relations principles and techniques as practiced in Organizations.

CO2: Apply various conceptual and practical aspects of employee relations at macro and micro levels

CO3: Analyse the current issues in Labour Legislation and Industrial Relation Policies.

CO4: Critically evaluate the nature of labour legislations, administrations and judiciary in the sphere of social security, insurance and wage legislations.

Course Contents

Module I- Introduction

Introduction to Industrial Relations (IR); The Concept of Industrial Relations, Background to IR, Evolution of IR in India, Current scenario of IR in India; Constitutional Framework on Industrial Relations, Changing Profiles of Major Stakeholders of IR in India.; Collective Bargaining: Concept, , Approaches, Importance, Techniques, Types and Processes, Negotiation, Positive Employee Relations.

Module II-Labour Problems

Discipline and Misconduct, Grievance Handling Procedure, Labour turnover, Absenteeism, Workers' Participation in Management (WPM),; Industrial Disputes: Nature and Causes, Prevention and Settlement of Industrial Disputes,; Industrial Disputes Act 1947: Main Provisions.; Trade Union in India: Concept;
Evolution, Functions and Role of Trade Unions in Collective Bargaining; The Trade Unions Act 1926

Module III-Acts

The Factory Act 1948; The Minimum Wages Act 1948 ; The Payment of Wages Act 1936

Module IV- Controlling

Contemporary Trends in Industrial Relations; Industrial Relations and Technological Change, , International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member; Managing without Unions, International Dimensions of Industrial Relations; The Future Direction of Industrial Relations.

Pedagogy

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Primarily class lectures followed by question answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used as an important pedagogy.

Text & References

Text:

- Venkatarantnam, C.S., Industrial Relations, Oxford University Press, New Delhi.(Library)
- E I Ravindranath, Industrial Relations in India Tata Mc Graw Hill (Online) (link) http://mcgrawhilleducation.pdn.ipublishcentral.com/epubreader/industrial-relations-inindia

References:

- Monappa, Arun; Nambudiri, Ranjeet & Selvaraj, Patturaja. Industrial Relations & Labour Laws– Tata Mc Graw Hill.
- Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson.
- Dynamics of Industrial Relations, Mamoria, Gankar – Himalya Publishing House
- HRM & Industrial Relations, P. Subba Rao, Himalya Publishing House

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes) At the end of the program the students will be able to:

PO1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO2	Apply management concepts and approaches in real life scenarios.
PO3	Convey ideas and information effectively
PO4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO5	Inculcate professionalism for long term sustainable growth.
PO6	Integrate various functional areas of business to guide innovation and solve complex business problems

Program Specific Outcomes

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Sushant University

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 23MBA-0SH21E

Credits: 04

Course Objectives

This course intends to impart knowledge about the strategic aspect of human resource management. This paper also intends to make the students understand the linkage between human resource strategies and corporate strategies.

Course outcomes:

- Identify & understand the concept of strategic and competitive benefit linked to good HRM practises.
- Demonstrate clear understanding of factors affecting business environment & related HR challenges.
- Evaluate the dimensions of team culture and role of teams in change management.
- Critically view the latest workforce trends and analyse their impact

Module 1: Introduction to SHRM

Sources of sustainable competitive advantage, Factors influencing competitive business landscape, Prominent HR issues- Ulrich's HR roles in building competitive advantage- RBV view of the organization- SHRM: Definition, overview & approaches; SHRM in VUCA environment

Module 2: Managing HR processes strategically

- Business strategy & Human resource planning: Job Analysis & SHRM, Latest HRP trends in Industry - Business strategy & acquiring human resources: New approaches to executive selection, hiring consideration s for diverse workforce - Business strategy & Learning & development: Future of seamless learning and development in organizations -adding business value, role of technology, data-driven approach, inculcating agility and resilience in future leader - Business strategy & performance management: Tools for performance assessment & diagnosis, Performance mentoring & feedback, Latest trends in PM -Compensation & benefits linkage with strategy: Employee compensation trends & strategies, Pay plans tied to ESG goals

Module 3: High performance strategic team culture & change management

- Empowering teams, Types of high performing teams - Creating cross-cultural teams, Managing virtual teams, challenges and benefits of global teams - Change management concept in organizations, Role of HR in managing organizational change, process of change management & challenges - Case study : Eastern Airlines

Module 4: Contemporary issues in SHRM

- GIG economy & contemporary challenges for workforce - Application of emerging technologies to SHRM processes- AI, Chatbots - Data driven decision making, significance of HR Analytics - Employer branding concept using Social media tools

Suggested Readings:

1. Das P., Strategic human resource management: A resource driven perspective, Cengage Learning India.
2. Greer, C.R., Strategic human resource management: A general managerial approach, Pearson Education.
3. Paul B., Strategic human resource management, McGrawHill Education.
4. Armstrong, M., Armstrong's handbook of strategic human resource management, Kogan Page.
5. Mello J. A., Strategic management of human resources, South Western.
6. Schuler, R. S., and Jackson, S. E., Strategic human resource management, Wiley India.

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Sushant University

LEADERSHIP THROUGH INDIAN VALUES

Course Code: 23MBA-0LT21E

Credits: 4

Course Objectives

The objective of the course is to unleash the power from within to handle managerial actions and organisation leadership to foster excellence . The course would expose students explore deeper abilities they have and how could they use them have power and leadership in a more meaningful way. The course contents are based on the principles and values in the Indian values – spiritual philosophies, wisdom traditions, epic literature and folklore and draws from Indian Vedanta , epics and Buddhism .

Course Learning Outcomes:

1. Use Indian concepts to become self-aware of strengths and discover innate potential which is the source of personal power.
2. Learn methods and techniques to overcome weakness and foster holistic development that encompasses physical, mental, social and spiritual self.
3. Unleash creativity and attention
4. Understand and practise value-based leadership and create sustainable and prosperous organizations through Indian concepts

Contents

Module 1:Introduction to Values and Ethics: What are human Values & Professional ethics ; The Importance of Values in Human Resource Management – Values on Individual behaviour, group and organisation culture, Indian ethos; understand the role of Indian ethos . Ontology and epistemology of existence and its functioning, difference between values and skill,

Module **II: Self Harmony and Co-existence :**To understand the harmony in the self-coexistence of self - understand the harmony in nature , work and self .Distinguish between ethical and unethical practices working on harmonizing the environment;

Module **III: Model and structure of human existence:** Panch Kosh model from Taittirya Upanishad Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhism . Developing personal power through yoga (Patanjali Yoga Sutra). Managing constructive & destructive emotions – Rasa theory.

Module **IV: Enhancing power of creative attention** – approach of Buddhism. Value based leadership – dharma – danda model illustrated through heroes of Mahabharata. Aligning People Product and Processes (A3P) model for strategic change and development in organizations – Vedanta approach.

Text Books:

1. . Nikam, R. K. (1973). *Some Concepts of Indian Culture*. Shimla: Indian Institute of
2. Kao, H.S.R., & Sinha, D. (1997). *Asian Perspectives on Psychology*. New Delhi: SAGE.
3. Capra, F. (2003). *The Hidden Connections*. Harper Collins
4. Griffiths, B. (1995). *Universal Wisdom*. Indus.

Advanced Studies.

5. Iyengar, B.K.S. (2005). *Light on Life*. Rodale.
6. Hanh, T.N. (2007). *Understanding our mind.* Harper Collins.
7. Watt, A. W. (1957). *The Way of Zen*. Penguin Books.

8. Wong, E. (2000). *The Shambala Guide to Taoism*. Shambala, South Asian editions.

10. Roy, R. (1960). *Beyond Egos Domain*. New Delhi: Shipra Publications.
11. Ross, N. W. (1960) *The World of Zen*. New York: Random House
12. Vinoba, B. (2003). *Talks on Gita*: Gram Sewa Mandal.
13. Aurobindo, S. (1993). *Essays on Gita*. Pondicherry, Shri Aurobindo Ashram.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Discipline Specific Elective (Logistic & Supply Chain Management)

Sushant University

Project Management

Course Code: 23MBA-0PM21E

Credits: 4

Course Objectives

- To understand project planning, identification of a project, feasibility analysis including market, technical and financial appraisal of a project.
- To provide conceptual and practical insights on the nuances of project finance both from financing and borrowing perspectives.
- To understand the relevance of alternative project appraisal techniques and learn to apply appraisal techniques for evaluating live projects.
- To learn various administrative aspects of managing projects.

Course Outcomes

After completion of this course, students will be able to

CO1: Identify and understand various project ideas and sources of project generation.

CO2: Estimate the cost and outline various means for financing the projects and select the appropriate one.

CO3: Develop the profitability projections and project network.

CO4: Implement the project and review the project performance.

Course Contents

Module I- Introduction to Project Management

Concepts of Project Management: Project – Meaning, Nature, Types of project and project life cycle. Project management – Nature and scope of project management – Project management as a profession, Role of project manager. Project Identification and Formation: Project environment – Identification of investment opportunities.

Module II- Idea Generation & Project Appraisal

Project Idea generation, Project screening, feasibility study, preferability study, Project selection, Project formulation - Stages in project formulation. Project report preparation. Project Appraisal: Objectives, essentials of a project methodology – Market appraisal, Technical appraisal, Financial appraisal, Socio-economic appraisal and Managerial appraisal

Module III- Financing & Technical Analysis of Project

Means of Financing: Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions); Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.). Technical Analysis of Project: Manufacturing Process/ Technology, Technical Arrangements, and Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries

and Equipment, Structures and Civil Works, Environmental Aspects and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

Module IV- Project Execution, Administration, & Control

Project Execution and Administration – Project contracting: Contract pricing, Types – Project organization: Forms of organization – Project direction – Project communication – Project coordination – Factors influencing effective project management – Project time monitoring and cost monitoring, Project Control: Development of Project Network: Time Estimation (Simple Practical Problem with EST, EFT, LST, LFT, Total Float), Determination of the Critical Path, Scheduling when Resources are limited, PERT Model, CPM Model (Simple Practical Problem of Crashing)

Text

- Chandra Prasanna, Projects Planning, Analysis, Financing, Implementation and Review; Tata McGraw Hill, 8th Edition.
- Meredith Jack R., J. Mantel Jr. Samuel, Project Management: A Managerial Approach, John Wiley & Sons, 8th Edition.

References

- Desai Vasant; Project Management; Himalaya Publishing House
- Gupta Ambrish; Project Appraisal and Financing; Prentice Hall of India
- Choudhary S.; Project Management; McGraw Hill
- Esty, Benjamin. John Wiley & sons, Modern Project Finance: A Casebook, Inc. 2003
- Shrivastav Vikas, V. Rajaraman, Project and Infrastructure Finance; Oxford University Press, 2017.

Online Resources

- www.adb.org
- http://projects.worldbank.org
- http://assets.kpmg.com
- www.finance-monthly.com
- International Journal of Project Management By Elsevier (Published in collaboration with the Association for Project Management-APM and the International Project Management Association-IPMA)

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Program Specific Outcomes

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Sushant University

Green Supply Chain Management

Course Code: 23MBA-0GS21E

Credits: 4

Course Objectives:

This course in Green Supply Chain Management will focus on the fundamental strategies, tools and techniques required to analyze and design environmentally sustainable supply chain systems. Topics covered include: Closed-loop supply chains, reverse logistics systems, carbon footprinting, life-cycle analysis and supply chain sustainability strategy.

Course Outcomes

C01: Learn about green supply chain management from multiple perspectives.
C02: Gain an awareness of the different stakeholders involved in green supply chain management.
C03: Engage in informed conversations about green supply chain management, using the vocabulary and tools central to this domain.
C04: Analyze various drivers of Green procurement and understand their practical implications

Module I

Introduction : Supply Chain and Green Supply Chain: Definition, Importance, Environmental Issues, Closed-loop Supply Chain, SDGs and GSCM Practices

Module II

DFE : Design for the Environment, Eco-Design : Definition and Importance, Tools of Product Eco-Design, Participation of form's suppliers, Challenges and opportunities

Module III

Green Procurement and Manufacturing Processes: Definition and Importance, Strategies for Green procurement and purchasing, Supplier relations and performance appraisal, Drivers of Green procurement, Definition, Importance and Evolution of Green Manufacturing processes, Life Cycle Analysis, ISO14000

Module IV

Green Logistics : Definition and Importance, Drivers of Green Logistics, Green Logistics practices, Reverse Logistics, Environmental impact analysis.

Pedagogy:

The course is covered by adopting a combination of Lectures/Interactive Sessions, handouts etc.. Besides, there would be homework and short in-class tests. There would be case problem discussion and analysis. The homework/ case problems handed out should be attempted/ read before coming to class for discussion.

Required Readings

1. Guide, V., Kumar Neeraj, et al. "Cellular Telephone Reuse: The ReCellular Inc.
2. Case." Managing Closed-Loop Supply Chains. Case: Part 6, (2005): 151–56.
3. Mark, K. "Whirlpool Corporation: Reverse Logistics." Richard Ivey School of Business. Case: 9B11D001, August 8, 2011.
4. "The Guide to PAS 2050:2011 (Annex B through G)." (PDF - 2.9MB) British Standards, 2011. Green SCM Book. MIT Center for Transportation & Logistics. Draft Manuscript.
5. Porter, Michael E., and Mark R. Kramer. "Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility." Harvard

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Sushant University

Managing Quality for Competitive Advantage

Course Code: 23MBA-0MQ21E **Credits: 4**

Course Objective

This course intends to acquaint the learners to the concept of Total Quality Management and how it can be used as a strategy to gain competitive advantage. Learners would appreciate elements TQM, TQM tools & Charts.

Course Outcome:

On completion of this TQM course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

CO1: Understanding quality and appreciate quality function deployment-QFD

CO2: Appreciate Quality models.

CO3: Understand performance measurement framework

CO4: Appreciate benchmarking as a strategic & operational tool.

Course Content:

MODULE I

Understanding quality: Quality & competitiveness, managing quality, quality chains; quality award models, the four Ps and three Cs of TQM- A new models for TQM; integrating TQM into the policy and strategy, the development of policies and strategies; quality design, innovation and improvement; TQM and the management of change, planning the implementation of tqm, sustained improvement.

Quality Function Deployment, QFD: The House of Quality, Specifications and Standards, Design in the Service sector; Failure Mode, Effect and Criticality Analysis (FMECA), the links between good design and Managing the Business.

MODULE II

Performance measurement framework: Performance measurement and improvement cycle, cost of quality, the process model for quality costing, implementation of performance measurement systems.

Benchmarking: Concept & purpose and need of benchmarking; role of benchmarking in change, Communicating, Managing stakeholders and lowering Barriers.

MODULE III

Process management: Process management design & process; Classification framework and process modeling; leadership, people and implementation aspect of process management. **Business process re-engineering, BPR:** Concept, need, purpose and process of BPR; re-engineering the organization; BPR-

the people and the leaders.

MODULE IV

Quality Management System: Meaning, need & significance of QMS; Improvements made to Quality Management Systems. **Continuous Improvement:** As a systematic approach, some basic tools and techniques, statistical process control, significant techniques for process design and improvement, Taguchi methods for process improvement, six sigma, The DRIVE Framework for continuous improvement.**Human Resource Management, HRM:** Strategic alignment of HRM policies, employee empowerment and involvement; teams and teamwork; communicating the quality strategy & quality message.

Pedagogy:
The course is covered by adopting a combination of Lectures/Interactive Sessions, handouts etc.. Besides, there would be homework and short in-class tests. There would be case problem discussion and analysis. The homework/ case problems handed out should be attempted/ read before coming to class for discussion.

TEXT BOOKS:

1. Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

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Sushant University

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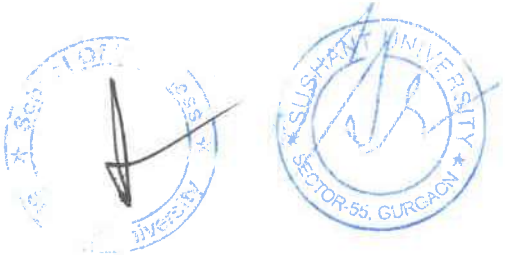
Sushant University

Discipline Specific Elective (Business Analytics)



Sushant University

Content and Affiliate Marketing

Course Code: 23MBA-0CA21E

Credits: 4

Course Objective

This course deals with fundamental concepts of content marketing. The primary objective of this course is to enable the students:

To understand the basics of content marketing

To infer content planning and the tools used for greater efficiency

To articulate the steps in a content strategy

To evaluate and apply tools to measure content effectiveness

Course Outcomes

By the end of the course, the student will:

CO1: Attain an understanding of content marketing principles.

CO2: Understand the differences between content marketing and advertisement.

CO3: Apply the knowledge gained in creating content for different stages of the funnel.

CO4: Develop a content marketing calendar and critically look at the metrics to evaluate content marketing effectiveness.

Course Contents

Module I: Introduction to Content Marketing

What is content marketing? Why do we need it? Current trends in content marketing, history of content marketing, Content Marketing vs Advertising, Role of content marketing in businesses. Challenges and opportunities; Content Differentiation Factor (CDF).

Module II: Content Planning

Brand Identity and Communication; Buyer Persona: Audience & an ROI Perspective; Content mapping, Types of Content- four types of strategic content: attraction content, affinity content, action content, and authority content; Planning your content calendar, Understanding Keywords & Researching Opportunities.

Module III: Content Strategy and Content Effectiveness

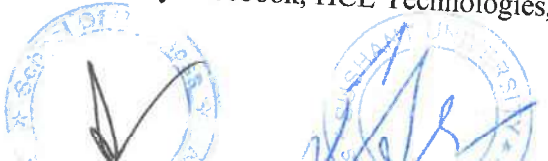
Content Marketing through the consumer funnel: Funneling the content- Content for the top of the funnel; content for the middle of the funnel; content for the bottom of the funnel. Content Promotion Techniques, setting a Budget, Preparing Your Editorial Calendar, & Maintenance, ways to write content for different platforms - social media content, website content. Measuring content effectiveness on the following channels: Optimizing content for search engines, various Social Media platforms, Email and Website.

Module IV: Fundamentals of Affiliate Marketing

Concept of Affiliate Marketing - Definition and working of affiliate marketing, parties involved in Affiliate Marketing, Pros and Cons of Affiliate Marketing, Compensation methods - The basis of Affiliate Marketing; Affiliate Marketing platforms; Setting up Affiliate Marketing Program - Hosting and implementing an affiliate program.

Pedagogy

Well-structured content designed by Industrial Experts by Facebook, HCL Technologies, Star India,



etc. Live sessions by Industrial Experts, Doubt solving sessions by Teaching Assistant, Discussion Forum & WhatsApp Group Support, Mentor will be provided to resolve academic as well as non-academic related queries
Recordings of the live sessions will be provided within 48 hours on the platform
Real world Projects, Case Study & Assignments

Textbooks and References:

Textbooks
Content Marketing Fundamentals by Sean R. Mitchell, Create Space, Independent Publisher.
Epic Content Marketing by Joe Pulizzi.
Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing by Kevin Ulaner.

References

- "Effective SEO and Content Marketing" By Nicholas Papagiannis.
- Handley, Ann and Chapman, CC (2012), Content Rules: How to Create Killer Blogs, Podcasts, Videos, EBooks, Webinars, (and more) That Engage Customers and Ignite Your Business 7th Ed. John Wiley & Sons, Inc. ISBN-10: 1118232607 ISBN-13: 978-1118232606.
- Content Machine: Use Content Marketing to Build a 7-Figure Business with Zero Advertising by Dan Norris and Neil Patel.
- The Content Code: Six Essential Strategies to Ignite Your Content, Your Marketing, and Your Business by Mark Schaefer.

Suggested Journals

- Journal of Digital and Social Media Marketing, Henry Stewart Publications.
- Internet Research by Emerald.
- Marketing Intelligence and Planning by Emerald.
- International Journal of Internet Marketing and Advertising by Inderscience.
- Digital Business by Elsevier.

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Sushant University

Fintech Laws And Regulations

Course Code: 23MBA-0FL21E

Credits: 4

Course Objective

The basic objective of this course is to help students understand the growth of the Fintech industry and the evolution of government regulations along the way. This course helps student understand the current laws in this sector, concept of sandbox and the evolving need for further regulations as changes in technology change the scope and role of the fintech sector. It equips students to understand the impact of the Fintech regulations on businesses and society.

Course Outcomes: By the end of the course, the student will:

CO1: Understand the evolution of Fintech laws and regulation.
CO2: Understand the regulations governing Fintech in India
CO 3: Understand the Regulatory sandbox
CO 4: Understand the challenges associated with adoption of RegTech

Module I: Introduction to FinTech laws and regulation and RegTech

FinTech Regulation, Evolution of RegTech- RegTech 1.0, RegTech 2.0, RegTech 3.0, RegTech ecosystem- Financial institutions, start-ups, and regulators. The future of Regtech and the technologies impacting it.

Module II: Regulations governing FinTech in India-I

Regulation of mobile money, Regulation of smart contracts, Regulation of Robo-Advisory services, legal and regulatory implications of cryptocurrencies, Payment and Settlements System Act 2007, Master direction on Issuance and operation of prepaid payments instruments. Risks and challenges of RegTech adoption

Module III: Regulations governing FinTech in India-II

NPCI guidelines governing UPI payments, Master direction-NBFC, Guidelines regulating P2P lending platforms, payment aggregators/intermediaries, payment banks, Anti money-laundering regulations, Data privacy and protection. Compliance, Identity management and control, risk management, Regulatory reporting, Transaction monitoring, Trading in markets

Module IV: Regulatory Sandboxes -I

Introduction, what is regulatory sandbox-Covered FinTech products and eligible participants, parameters, regulatory safe harbour, Post sandbox engagement. Benefits-Participant-regulator dialogue, reduced time and cost of market penetration, stronger appeal to stakeholders, market signalling. Shortcoming-Multi-tiered regimes, Pre-judging innovative value, scalability, race to the bottom. Regulatory sandbox in India, China, USA, Europe and other countries. The future of Regtech in India.

Pedagogy

This is a basic course that teaches Fintech laws and Regulations techniques for the MBA aspirants. The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a calculator and/or laptop. Each student must therefore bring his/ her own calculator and/ or laptop in every class. Besides, there would be homeworks and short in-class practice tests, demonstration of computing software Minitab/ Excel for data analysis and case problem discussion and analysis. The homeworks/ case problems handed out should be attempted/ read before coming to class for discussion.

Textbook(s):

- Jelena Madi(2019) FinTech: Law and Regulation: Publisher: Edward Elgar Pub
- Consultation paper on crowd funding in India. Available at https://www.sebi.gov.in/sebi_data/attachdocs/1403005615257.pdf
- Enabling Framework for regulatory sandbox Available at https://www.rbi.org.in /Scripts/PublicationReportDetails.aspx?UrlPage=&ID=938

Reference Books:

- Sethi, Vivek. Fintech & Regtech - your definitive guide on the convergence of finance, technology and regulation (p. 3). Max Krish Publishers. Kindle Edition.
- Douglas W. Arner, Jànos Barberis & Ross P. Buckley, FinTech, RegTech, and the Reconceptualization of Financial Regulation, 37 Nw. J. Int'l L. & Bus. 371 (2017). Retrieved from: https://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=1817&context=njilb
- Zetzsche, D. A., Buckley, R. P., Arner, D. W., & Barberis, J. N. (2017), From FinTech to TechFin: The Regulatory Challenges of Data-Driven Finance. University of Hong Kong Faculty of Law Research Paper No. 2017/007. Retrieved from http://dx.doi.org/10.2139/ssrn.2959925
- Ren, D. (2018). Tightening Regulations Make FinTechs Easy Takeover Targets for Banks Stepping Up Digitalisation Drive. SCMP. Retrieved from https://www.scmp.com/business/companies/article/2159718/tightening-regulations-make-fintechs-easy-takeover-targets-banks

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Sushant University

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CO4	M	M	H	H	M	M	L	H	L	H	M

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Discipline Specific Elective

(Hospitality Management)

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Hotel Interiors Designing & Furnishing

Course Code: 23MBA-0HI21C

Credits: 4

Course Objectives

The purpose of this course is to eexplain the foundation for excellence in the interior design profession by setting up the standards. Develop visual fluency as well as the acquisition of essential knowledge and skills in the elements and principles of design, drawing and color,), interior space planning, sustainability, materials and finishes, lighting, structures, surfaces and codes specific to both residential and non-residential situations

Course Outcomes

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

CO1 Develop a designing proposal based on designing and processes.
CO2 Demonstrate use of various design theories to problem solve design concepts
CO3 Demonstrate social responsibility by designing sustainable interior environments that support indoor environmental quality and improve the quality of life for occupants.
CO4 Carry out special Decoration by applying the elements of art in designing interiors. Design a room for especially abled guests.

Course Contents

Module 1- Objective of Interior designing
Basic Types of Design, Elements & Principles of Design, Principles of Design, Planning Trends in Hotels

Module 2 - II Interior Decorations
Colour: Dimensions of Colour, Prang's Colour Scheme, Colour harmonics, Association of colours & their application in the various areas of the hotel industry, Types of colour schemes. Floor furnishing: Floor Coverings & Types of Floor Coverings, Types of Floor Coverings, Cleaning of Floor Coverings, Cleaning of Hard and Semi Hard Floorings and Finishes, Importance of Floor Maintenance. Lighting: Importance of Lighting, Types of Light, Methods of Lighting, Lighting Fixtures. Windows and Window Treatment: Structure of Window, Types and Designs of Windows, Window Treatments, Care and maintenance of Windows. Wall Coverings and Ceilings: Ceiling and their Importance, Maintenance of Ceiling, Wall Coverings & Types of Wall Coverings, Maintenance of Walls and Wall Coverings. Carpets: Composition & Types of Carpets, Selection of Carpets, Installation of Carpet, Care and Maintenance of Carpets

Module 3 - Flower Arrangement & Horticulture
Flower Arrangement in Hotels, Japanese/Oriental Flower Arrangement, Common Flowers and Foliage's, Guidelines on preserving freshness of flowers and arrangement for different occasions, Landscaping, Indoor Plants & Bonsai in Hotel Properties

Module 4 - Special Decorations (Theme related to hospitality industry)
Indenting, Costing, Planning with Time split, Executing, Glossary of art forms. Guidelines for room layout and planning, Legislations for physically challenged guests, American Norms for Special

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Guests.

Pedagogy

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. & aimed to equip students with skills to apply the theoretical knowledge in Real practical situations. They will also be required to work on field projects. Students are especially encouraged to read hotel management news and articles and research papers to not only acquire a better understanding but also to be well informed of the current business scenario and its challenges and possible solutions.

Text

- Kaushal, S., & Gautam, S. (1994). *Accommodation Operation Management* (4th ed.). Noida: Frank Bros & Co.
- Andrews, S. (1990). *Hotel Housekeeping Management and Operations* (3rd ed.). Noida: Tata McGraw Hill Companies.
- Margaret, M. K., Aleta, N., & Patricia, B. (2002). *Housekeeping Management* Educational Institute of the American Hotels & Motels Association.
- Raghubalan, G., & Raghubalan, S. (2009). Hotel Housekeeping Operations and Management (2nd ed.). England, UK: Oxford University Press.
- Jones, T. (2004). *Professional management of housekeeping operations* (4th ed.). New Jersey: John Wiley & Sons.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

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Business Ethics and Corporate Governance

Course Code: 23MBA-1BE22T **Credits: 3**

Course Objectives

- To understand the Business Ethics and to provide best practices of business ethics.
- To learn the values and implement in their careers to become a good manager.
- To develop various corporate social Responsibilities and practice in their professional life
- To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

Course Outcomes

CO1: Students will be able to understand the business ethics.
CO2: Assess the ethical basis of corporate organisation and governance, including the ethical arguments for and against the concepts of corporate social responsibility and stakeholder management.
CO3: Critically evaluate the concepts and mechanics of internal auditing that are applied determine and ensure compliance with corporate governance and ethical policies
CO4: Develop and demonstrate an ability to write and debate about aspects of business ethics and corporate governance in a manner that is analytical, logical and critical.

Course Content

Module I-Introduction to Business Ethics

Nature and Essence of Ethics, Business Ethics Concepts, Professional ethics, Organizational moral standards and the ethical dilemmas of decision-making, managing ethics in organization, Overview of Creative Accounting-Its role in business scandals, Corporate Ethical Leadership, Values, Perceptions of Values Influences on Ethical Decision Making, Moral Reasoning and Moral Development , The Individual in the Organisation – Rational Model and Political Models, Whistle-blowing

Module II- Corporate Governance: Indian and Global Scenario

Economics of Organization and Information, Theories of the Corporation that have a shaping influence upon Corporate Governance Practices, Evolution of Corporate Governance, Ancient and Modern Concept, Concept of Corporate Governance, Generation of Value from Performance, Principles of Corporate Governance, Beneficiaries of Corporate Governance, Shareholder Activism and changing role of Institutional Investors, Sarbanes Oxley Act of 2002, Reports and recommendations of Narayan Murthy & Ganguly Committee, Key Issues in CG, Corporate Governance in various organizations, Corporate Social Responsibilities and good corporate citizenship, Impact of Information Technology and Non-stop Media Coverage giving unbridled access to company information and violating privacy rights. Understanding of the shareholder vs stakeholder concept of governance

Module III- CSR: conceptual bases

The Meaning and Importance of Corporate Social Responsibility: Introduction to the concept of CSR; Historical Evolution of CSR (International and Indian perspective); Drivers of CSR; Moral and economic arguments for CSR, CSR expectations in advance countries and in developing countries, Success and failure with CSR initiatives, The Role of Stakeholders in CSR: The role of business in society, Role of various stakeholders of CSR including Civil Society Organizations, Implementation Agencies and NGOs; CSR and Corporate Governance; Brand Building and Corporate Image, Companies Act 2013; Schedule VII Globalization and CSR , Case Study: CSR in the Tata Group

Module IV-The Strategic Importance and policy formulation of CSR Implementation

The strategic lens: vision, mission, strategy, and tactics, Environmental and other global forces propelling CSR, Preparation of CSR Policy and Process of Policy Formulation; Monitoring Mechanism, Evaluation, Impact Assessment: Reporting Framework.

Pedagogy

The course will be taught through examples of industry practices and case studies. The students will be made to develop CSR policy for a dummy company, in order to give them hands-on-learning. Visit to a local NGO and meeting with the beneficiaries, will be organized.

Text

- A History of Corporate Social Responsibility: Concepts and Practices, Archie Carroll
- Corporate Social Responsibility – Concepts and Cases: The Indian Experience, Edited by C V Baxi and Ajit Prasad
- Implementing Corporate Social Responsibility, Indian Perspectives, Subhasis Ray, S. Siva Raju
- Corporate Social Responsibility in India: Past, Present and Future, Sanjay Kumar Panda

References

- Rane, A. and Matten, D., Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.
- Velasquez, M.G., Business Ethics, Concepts and Cases, Pearson Education, New Jersey, NJ.
- Blowfield, M. and Murray, A., Corporate Responsibility – A Critical Introduction, Oxford University Press.
- Ghillyer, A., Business Ethics – A Real World Approach.
- Duffy, D and McCarthy, J.. (2004), The Management of Management - A Practical Guide to Corporate Governance, Prospectus Ltd, Dublin.

POs (Programme Outcomes)-At the end of the Programme the students will be able to:

PO1	Communicate effectively in the business context, using ICT and digital tools.
PO2	Demonstrate the ability to work cohesively and effectively in teams and groups.
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PO4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO6	Develop a holistic personality for professional excellence and personal growth.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Matrix 1- Mapping of COs with POs

Course Outcomes (COs)	Programme Learning Outcomes POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	M	H	H	M	H
CO2	M	M	H	H	H	H
CO3	H	H	H	H	H	H
CO4	H	M	H	H	H	H

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Global Marketing

Course Code: 23MBA-0GM22E **Credits: 4**

Course Objectives:

The scale and scope of marketing have become global. Firms directly or indirectly participate in markets. This course is designed to make the participants learn about the challenges involved in marketing across borders. The environmental differences cause firms to adapt their marketing strategy and mix which requires a nuanced approach to dealing with changes.

Course Learning Objectives

CO1: To enable an understanding of what marketing is and how it operates in the international context.

CO2: To understand international markets and international issues.

CO3: Understanding of different markets and cultures as marketing opportunity

CO4: Apply theoretical frameworks to guide decision-making for marketing in global context

Module I: Global Marketing

Introduction to Global marketing; Domestic versus International Marketing; International Marketing – Scope and challenges; international Marketing process; Dynamic environment of international trade; Trade theories, Benefit of International Marketing.

Module II: Global Marketing Environment

Political and Legal environment, Cultural influences, Consumer behaviour in global context –Psychological and social dimension, Assessing global marketing opportunities, influence on marketing mix.

Module III: Planning for International Marketing

Marketing research and information systems – meaning, needs and scope in the global context; Market analysis and foreign market entry strategies; Organizing marketing effort for global competition.

Module IV: Development Global Marketing Strategies

Brands in the international markets, products and culture, product adaptation; Marketing consumer services globally; international marketing channels; Integrated marketing communication for global markets; Pricing for international markets.

Suggested Readings:

1. Cateora PR and Graham JL (2009). International Marketing. Boston: McGraw Hill/ Irwin.
2. Czinkota M. R. and Ronkainen (2010). International Marketing. Cin OH: South-Western Cengage Learning.
3. Hollis, N (2008). The Global Brands. NY: Palgrave Macmillan.
4. Johansson, J.K. (2009). Global Marketing. NY: McGraw Hill.
5. Keegan W.J. and Green M.C. (2005). Global Marketing. Upper Saddle River: Prentice Hall.
6. Onkvisit S and Shaw JJ (2009). International marketing: Strategy and Theory. NY: Rutledge.
7. Rajagopal (2007). International Marketing. New Delhi: Vikas publishing.

Text Books:-

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Global Marketing by J. Keegan Warren, C. Green Mark (2018)

Global Marketing by Gautam Dutta, Pearson (2016)

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analysing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Behavioral Finance

Course Code: 23MBA-0BF22E

Course Objectives **Credits: 4**

The purpose of this course is to introduce the student to the new field of behavioral finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioral finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioral finance is the study of how investors interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioral factors that influence investment behavior.

Course Outcomes

By the end of the course, the student will:

CO1: Understand and critically discuss the differences between a behavioral finance perspective and a traditional finance perspective and discuss the cognitive biases and errors of judgment that affect financial decisions

CO2: Critically evaluate behavioral influences involving individual's investment decisions

CO3: Critically evaluate behavioral influences involving corporate (executive) financial decisions

CO4: Critically discuss important developments in this new area and the associated practical insights they provide

Course Contents

Module I- Foundation of Behavioral finance

Nature, Scope, Objectives and Significance and Application, History of Behavioral Finance, Expected Utility Theory, Risk attitude, Allias Paradox, Framing, Pricing of Risk, Market Efficiency, Agency theory, and Rationality to psychology.

Module II- Marketing Strategies & Limits to Arbitrage

Behavioral Finance Marketing Strategies: Marketing Timing, Buy & Hold Strategy. Behavioral Indicators: Put-Call Ratio, Moving average. Prospect theory, Loss Aversion Theory, Framing and Mental accounting. Noise trading and limits to arbitrage, What limits arbitrage

Module III- Heuristic and Biases

Anamolies of Financial Markets, Behavioural Biases: Overconfidence, Representativeness, Achoring, Availability, Illusion of Control, Endowment, Confirmation, Recency, Framing. Perception, Memory and Heuristics, Familiarity and related Heuristics, Irrationality and Adaption, Emotional Foundation

Module IV-External Factor and Investor behavior

Implications of heuristics and biases for financial decision making, Implication of Overconfidence for financial decision making, Fear & Greed in Financial Market, Social forces: selfishness or altruism, Social Forces at work place: the collapse of an American Corporation, Enron.

Pedagogy

The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a calculator and/or laptop. Each student must therefore bring his/ her own calculator and/ or laptop in every class. Besides, there would be homework and short in-class practice tests, and case problem discussion and analysis. The homework / case problems handed out should be attempted/ read before coming to class for discussion.

Text

- Ackert and Deaves, Behavioral Finance: Psychology, Decision Making and Markets, Cengage Laerning
- Tvede, Lars, (2002), The Psychology of Finance: Understanding the Behavioural Dynamics of Markets, Weily
- Monitor, James, (2002). Behavioural Finance: Insights into Irrational Minds and Markets, Oxford University Press.

References

- Thaler, Richard H. (1993), Advances in Behavioral Finance, Russell Sage Foundation
- Shefrin, Hersh, (2000). Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Harvard Business School Press.
- Shleifer, Andrei, (2000). Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.
- Singhal, Vijay, Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing, Oxford University Press.

POs (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
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PO-3	Use rational and ethical judgment while analyzing business problems.

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PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

TAX PLANNING & MANAGEMENT

Course Code: 23MBA-0TP22E

Objective **Credits: 4**

The present course aims are familiarizing the participants with the principles & practices and structure of different types of taxes in Indian economy. It would cover a broad understanding or role of taxation in economic and industrial development of an economy.

Course Outcomes

CO1: Understand about various tax provision and planning
CO2: Understand the scope tax planning concerning various business and managerial and strategic activities can be explored
CO3: Have Knowledge of Financial Planning and its Process
CO4: Have knowledge about asset allocation and retirement planning process

Course Contents:

Module I: Financial Planning

Definition, Need of financial Planning and process of Financial Planning, Role of Financial Planner , Myths about Financial Planning, Factors that influence that influence the personal financial planning ,Investors life cycle, Financial goals of investors , Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

Module II: Asset Allocation

Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation ,Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

Module III: Introduction to Tax & Heads of Income

Definition, Canons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax, Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses-Principles, Meaning, Inter-sources & Inter-head Set Off.

Module IV: Tax Planning & Management

Tax Avoidance, Planning & Evasion, Income Tax Authorities-Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Pedagogy

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Text

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year.

Suggested Readings:

2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr. B. K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Compensation and Benefits

Course Code: 23MBA-0HC22E

Credits:4

Course Objectives

- To provide an understanding of the reward Management process which includes pay survey, job evaluation, and the design of pay structure.
- To promote understanding in issues related to compensation in corporate sector
- To impart skills in designing, analysis and restructure compensation management system, policies and strategies

Course Outcomes

After completion of this course, students will be able to

CO1: Interpret, differentiate and explain different compensation components

CO2: Evaluate the effectiveness of compensation and benefits programs.

CO3: Develop compensation & benefits programs in alignment with the organization strategic direction.

Course Contents

Module I- Introduction

Introduction to Compensation- Definition of compensation, Pay Models ; Strategic Perspectives of Pay, Strategic Pay Decisions,; Internal Alignment, Internal Pay Structures, Strategic choices in Internal Alignment Design ; Best Practices vs. Best Fit Options; Legal requirement relating to Compensation ; Terms of employment. Analytics for compensation

Module II

Global methods of compensation (Hays model); Nature of employment (flexible, permanent (Hey Model), contractual and consultants) and on that basis designing of compensation.; ob Evaluation- Definition, Need, Methods, Major Decisions in Job Evaluation Pay Structure ; Determining External Competitiveness- (Wage Surveys, Interpreting Survey Results, Pay Grades, Pay for Performance, Rewarding Desired Behaviors,; Individual vs. Group Incentives, Long Term Incentives,

Module III

Performance Appraisals Benefits- Importance of Benefits, Benefits Determination Process, Retirement, Medical Insurance,; (group and insurance) & Other Benefits,; Legal & Administrative Issues in Compensation- (PF, ESI and pension) ; Legal Issues, Pay

Discrimination,

Module IV-Controlling

Global Compensation-Culture & Pay Strategic Choices, Expatriate Pay, offshore and virtual working, tax ; Alignment of HR and finance.

Text

- Milkovich, Compensation, Latest Edition, Latest Edition, Tata McGraw-Hill Publishing Company Ltd. (Library) .
- Martocchio, Joseph, Employee Benefits, Tata McGraw-Hill Publishing Company Ltd. (Online)

References

- A M Sarma and N Sambasiva Rao, Compensation System and Performance Management, Himalaya Publishing House
- Venkatratnam, C.S. Rethinking Rewards and Incentive Management. Latest Edition, Latest Edition, Excel Books
- Charles E. Merril, & London Sud D.C., Incentives Industry, Latest Edition, Tata McGraw-Hill Publishing Company Ltd
- Richard Henderson, Compensation Management, Latest Edition, Pearson
- Armstrong, Michel and Murks Hellen Reward Management – A Handbook of Salary Administration, Latest Edition, Kogan Page

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PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Workforce Planning

Course Code: 23MBA-0WP22E **Credits: 04**

Course Objective:

The course intends to equip students with conceptual knowledge of human resource planning and aims to develop their basic expertise in this area. This course also focuses on some of the important aspects of human resource information system to give the students detailed insights into contemporary human resource planning.

Course Outcome:

- Describe the strategic importance of staffing.
- Evaluate the impact of the external environment on staffing.
- Develop a workforce and recruitment plan.
- Recommend retention strategies and discuss current issues in staffing.

Course Content

Module 1: Introduction to Manpower Planning: Concept, Scope, Objectives & significance, Manpower planning at different levels, Business approach to Human Resource Planning, Aspects of HRP and Evaluation, HRP as a Tool to Enhance Organizational Productivity Impact of Globalization on HRP.

Module II: The Manpower Environment: Relevance of External and Internal Environment in context of Human Resource Planning, Determining Manpower Requirements: Methods and Tools for Human Resource Planning: Quantitative and Qualitative Models.

Module III: HRP Process: Determination of objectives, Steps of Human Resource Planning, Manpower Inventory, Determining HR Demand and Ascertaining HR Supply forecasting & Gap Analysis, Work Load Analysis, Manning Norms, Concepts, Benefits and Steps of Job Analysis, Concepts, Objectives, Process, Advantages and Limitations of Job Evaluation.

Module IV: HR Audit& HR Accounting: Concept, Objectives, Importance & Scope of HR Audit, Approaches to Human Resource Audit, Downsizing and Restructuring, Definition & Objectives, Development of HRIS.

Text Books:

1. Bhattacharyya D. K, (2006) Human Resource Planning 2nd ed Excel Books, New Delhi.
2. McBeyo Kenneth J et al, strategic Human Resource Planning 2nd ed, Cengage Learning

Reference Books:

3. Chhabra. T.N, (2011) Human Resource Planning 5th ed Dhanpat Rail & CO. (P) Ltd., New Delhi.
4. Mamoria ,C.B, Gankar S. V, (2004) *Personnel Management*, 24th ed Himalaya Publishing House.

POs (Programme Outcomes)-At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.

PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Managing Workforce Diversity

Course Code: 23MBA-0MW22E **Credits: 04**

Course Objectives

The course educates the students on the value of workforce diversity. Students' understanding of cultures will improve as a result of the module. Students will be better equipped for a varied job and will be able to engage more effectively with people of other cultures and social groups.

Course outcomes:
The goal of this course is to build leadership abilities necessary to effectively manage a diverse workforce among the students. It also aims to increase student awareness of the value of diversity and how to manage it.

CO1. To inculcate understanding of the notion of diversity and concerns relating to diversity in a global environment.
CO2. To facilitate understanding of relationship between diversity management initiatives, strategies, and policies and leadership.

CO3. To acquaint students with the techniques for coping with workplace diversity.

CO4.To be able to connect HRM activities and workforce diversity in global organizational setup.

Course contents:

Module I: Workforce diversity- An overview

Workforce Diversity: Definition, Aspects, and Implications, Workforce Diversity Dimensions: Benefits and Drawbacks of a Diverse Workforce, Role of HR in Managing diversity: Hiring diverse & multicultural workforce, engaging diverse workforce, building rapport & relationships across differences

Module II: HRM perspectives on diversity

Theoretical perspectives on diversity in the workplace, Workforce Diversity and HRM Functions: - Diversity and Recruitment - Diversity and Training - Diversity and Compensation - Diversity and Performance Management - Diversity and Work life balance, Managing Diversity-Key to sustainable organizational performance

Module III: Workforce diversity management strategies in global environment

Global demographic & socio-economic trends, Organizational Strategies for Managing Workforce Diversity: -Creating an inclusive workplace - Culture & communication in global workplace - Workforce diversity management programs - Diversity training and mentoring Techniques of Managing Work Force Diversity, Approaches to Diversity Management System

Module IV: Contemporary trends in Diversity management

Best Practices in workforce diversity: - Role of technology in managing workforce diversity, Multi-culturism & diversity - Diversity & innovation - Ethical and legal Issues in diversity management - Cultural intelligence, Building value through diverse & multicultural global teams

Suggested Readings:

1. Barak, M. E. M. (2014). Managing diversity: Toward a globally inclusive workplace

(3 rd ed.). Sage Publications.

2. Ozbilgin, M, A Tatli& K. Jonsen. (2015). Global diversity management an evidence - based approach(2nded.). Palgrave.

3. Clements, P., & Jones, J. (2008). The diversity training Handbook. Kogan Page.

4. Bendl, R. I., Bleijenbergh, E. Henttonen& Mills A. J. (ed) (2015). The Oxford Handbook of Diversity in Organizations. Oxford University Press.

5. Kossek, E. E., &Lobel, S. A. (1997). Managing diversity: Human Resource Strategies for Transforming the Workplace. Oxford/Blackwell Publishers.

6. Ruffino, N. C. (1999). Diversity success strategies. Butterworth.

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PO-1	Communicate effectively in the business context, using ICT and digital tools.
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PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Emerging Technologies in Supply Chain and Logistics Management

Course Code: 23MBA-0ET22E **Credits: 4**

Course Objectives

The field of Supply Chain and Logistics management has been progressing continuously over the last few decades. The basic objective of this course is to familiarize the students to the major trends in supply chain management.

Course Outcomes

By the end of the course, the student will:

CO1: Understand the challenges and opportunities that internet and technology brings to supply chain management.

CO2: Understand and explore the role that the technology plays in supply chain synchronization and in the development of relationships with suppliers and customers.

CO3: Understand the importance of the basics of Business Analytics and Optimization

CO4: Apply supply chain management concepts to the design, analysis, and improvement of e-business.

Course Contents

Module I- Context of today's supply chains

Basic concepts of Supply Chain Management; why is technology important in a supply chain?; Relating Operations Management with Supply chain concepts; Contribution of technology to supply chain drivers.

Module II- Digital Manufacturing

Concept, Classification, Benefits and barriers in implementing of Digital Manufacturing, 3D Printing – Additive Manufacturing and Industries 4.0. Artificial Intelligence, Internet of Things, Electronic Data Interchange, Augmented and Virtual Reality.

Module III-Analytics

Introduction to basics of Business Analytics (BA), application and benefits of analytics in supply chain. Key issues in supply chain analytics, What involves in supply chain analytics. Advanced Analytics and role of Big Data.

Module IV- Latest Trends

Introduction to Blockchain, Robotics, Driverless Vehicles, Cloud Computing, Focus on supply chain visibility, Sharing economy, evolving customer channels.

Pedagogy

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This is a course in Emerging Technologies in Supply Chain and Logistics Management analytics for the MBA aspirants. The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems/cases. Besides, there would be homework's and short in-class practice tests, and case problem discussion and analysis.

Text

- Emerging Technologies for Supply Chain Management by Loo Saw Khuan and Santhiram R. Raman. WOU Press (2018)
- Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
- Trends in Supply Chain Design and Management: Technologies and Methodologies by Hosang Jung, Fengshan Frank Chen, Bongju Jeong. Springer (2010).
- Blockchain Meets Supply Chain: Rewiring Business Operations for the Digital Age by Ken Cottrill, Peter Harris. Amazon Asia-Pacific Holdings Private Limited (2019).

References

- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
- Shankar, V. and O'Driscoll T (2002). "How wireless networks are reshaping the supply chain", *Supply Chain Management Review*, July/August, 44-51.
- Anderson, D. L. & Lee, H. (2000). "The Internet-Enabled Supply Chain: From the First click to the last mile", Ascet Vol. 2.

POs (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Cross Cultural and Global HR Management

Course Code: 23MBA-0CC22E **Credits: 4**

Course Objectives

- Aims to develop a critical understanding of the role and functions of the various human resource activities within multinational corporations (MNC).
- It provides an overview of the impact of globalisation and varieties of capitalism in shaping international human resource management practices in MNCs.
- This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Course Outcomes

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

CO1: Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
CO2: Recognize, describe and value cultural differences
CO3: Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM
CO4: Obtain, an in-depth knowledge of specific IHRM-related theories, skills and practices and ethical issues.

Course Contents

Module I

Introduction: Defining and understanding culture, society and nationality; Influence of Social and Cultural Concepts on individual behaviour, managerial styles and organizational processes; Theoretical frameworks to cross-cultural analysis: Kluckhon and Strodtbeck, Murdock, Hall, Lewis, Hofstede, and Trompenaars; Cross-Cultural Research: Hermes and GLOBE studies;

Module II

International Staffing: Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems.

Module III

Training, Development and Compensation in International Perspective: Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context.

Module IV

Multinational performance appraisal – Criteria and process, Performance management; International control mechanism. Industrial Relations and Other Issues in IHRM: A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics

management; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs;

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent developments in the field. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics are used as an important pedagogy.

Text

- Dowling P. J., International human resources management, Cengage EMEA.
- Harzing, A. W. and Pinnington, A., International human resource management, Sage Publication, London.
- Saini, D. S. and Sami A. K., Human resource management – Perspectives for the new era, Response Books (A Division of Sage), New Delhi.

References

- Aswathappa, K. and Dash, S., International human resource management, McGrawHill Education India. 5. Hollinshead, G., International and comparative human resource management, McGrawHill Education India.
- Evans, P., Pucik, V. and Bjorkman, I., The global challenge: International human resource management, McGrawHill Education India.
- Tayeb, M.H., International human resource management, Oxford University Press, India.
- Dessler, G., and Varkkey, B., Human resource management, Pearson Education, Delhi.
- Decenzo, D.A., and Robbins, S. P., Fundamentals of human resource management, Wiley, India.
- Rao, V. S. P., Human resource management: Text and cases, Excel Books

POs (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

International Laws and Arbitration

Course Code: 23MBA-0IL22E **Credits: 4**

Course Objectives

The purpose of this course is to enable students to be able to understand the basic principles useful for international managers of in organizations with respect to International Business Laws and Arbitration.

Course Outcomes:
After completion of the course, the student will be able to:
C01: To expose the students to the legal and regulatory framework and their implications concerning global business operations
C02: To have a better understanding of the functioning and objectives of various world organizations.
C03: To enable students as managers to create reliable standard for companies to follow
C04: Learn the functioning and objectives of various Laws of world organizations.

Course Contents
Module I:
Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

Module II
Legal Framework Relating to: International Licensing; Franchising; Join Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Frame work relating to Electronic Commerce –
Intellectual Property Rights.

Module III:
Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral
treaties – Sharing of Tax revenues - Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in
endangered species and other commodities.

Module IV:
Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards; Non- administered and administered arbitration; Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent

developments in the field. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics are used as an important pedagogy.

Text Books:

1. Ray A. August, "International Business Law Text, Cases and Readings" (4th Edition) Amazon.com
2. Bansal. A.K., "Law of Commercial Arbitration", Universal law House, Delhi

Reference Books:

1. Daniels, John, Emest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
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Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
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Sushant University

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Sushant University

Intellectual Property Rights

Course Code: 23MBA-0IP22E **Credits: 4**

Course Objectives

The purpose of this course is to enable students to be able to understand the basic principles useful for international managers of in organizations with respect to intellectual Property rights such as copyrights, patents etc. and also to understand the role of international treaties in development of IPRs.

Course Outcomes:

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

C01: To acquire Basic knowledge in IPR to safeguard creators and other producers of intellectual goods and services
C02: To help the students to learn the process of getting various types of certificates.
C03: To understand the contemporary issues related to IPR with real time examples.
C04: To analyse the role of WIPO in understanding IPRs

Course Contents

Module I
Introduction to Intellectual Property Rights (IPR) – meaning, importance and origin of IPRs - concepts of intellectual property – Patent – Copy Right – Trade Marks – Industrial Design - Geographical Indication.

Module II
International Treaties and Conventions on IPRs – The TRIPS agreement – Patent Cooperation Treaty – The Patent Act of India – Patent Amendment Act (2005) – Design Act – Trade Mark Act – Geographical Indication Act.

Module III
Patent Introduction – filing of patent application – rights from patents - patent information and data bases - licensing and assignments – software licensing – general public licensing – compulsory licensing – infringements – patenting in foreign countries.

Module IV
Copy Right meaning – concepts - importance of copy rights – copy rights and its ownership - registration procedure - Universal copy right Convention – International Society on copy rights – piracy and remedies. Intellectual Property Management – Role of WIPO in management of IPRs - IP valuation – IP insurance - Contemporary issues – Case studies on Intellectual Property Rights.

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent developments in the field. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics are used as an important pedagogy.

Text Books:

1. Vinod V Sople (2012), "Managing Intellectual Property: the strategic imperative"

3rd Edition, PHI Learning Pvt. Ltd.,
2. Anurag K Agarwal (2016) "Business and Intellectual Property; Protect your ideas" Random House publication.

Reference Books:

1. Miller, A., and Davis, M. (2012) "Intellectual property: Patents, trademarks, and copyright in a nutshell" 5thEdition, St. Paul, MN: Thomson/West.
2. Dreyfuss, R., and Kwall, R. (1996) "Intellectual property: Trademark, copyright, and patent law: Cases and materials" Westbury, NewYork Foundation Press.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
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CO4	M	M	H	H	M	M	L	H	L	H	M

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Predictive Analytics II

Course Code: 23MBA-0PA22E **Credits: 4**

Course Description:
This course will introduce students to some of the most widely used predictive modelling techniques and their core principles. This course focus on imparting advance skills required for predictive analytics, which refers to tools and techniques for building statistical or machine learning models to make predictions based on data. The student will learn to prepare data for predictive modelling, an essential skill valued in the business.

Course Objective
The objectives of this course are to develop an understanding of how to formulate predictive analytics questions. The course will ae the students learn how to select the appropriate method for predictive analysis, and how to build effective predictive models. It will develop the skills to search, identify, gather and pre-process data for the analysis.

Course Outcomes:

After completion of this course, students will be able to
CO 1 Understand the process of formulating business objectives, data selection/collection, preparation and process to successfully design, build, evaluate and implement predictive models for a various business application.
CO 2 Compare the underlying predictive modelling techniques.
CO 3 Learn the various methods to build predictive classification models using decision trees, rather than regression models
CO 4 Apply predictive modelling approaches using a suitable package/software

Course content: **Total Lecture Hours (30)**

MODULE I: Prediction Methods
Logistic Regression: Discrete choice models, Logistic Regression, MLE Estimation of Parameters, Logistic Model Interpretation, Logistic Model Diagnostics, Logistic Model Deployment, Demo using software, Time Series Forecasting Models, Demo on Software.

MODULE II: Decision Trees
Decision Trees, Regression Trees, Growing Trees, Regression Tree Issues, Classification Trees, Pruning Trees, Bootstrap Aggregation (Bagging), Random Forest Models

MODULE III: Naive Bayes Classifiers
Probabilistic Models – Constructing a classifier from the probability model, Parameter estimation & event Model – Gaussian naïve bayes, Multinomial naïve bayes, Bernoulli naïve bayes.

MODULE IV Data Mining for predictive analytics
Data Exploration, Data Refinement & Data Mining Process, Importance of Data Mining, Data Mining functionalities, Classification of Data mining systems, Data mining architecture, Major Issues in Data Mining, Data mining metrics, Applications of Data Mining.

Note: Pre-requisites includes knowledge of Advanced Statistical Concepts: Descriptive statistics, Probability Distribution, Hypothesis testing. The recommended software are SPSS/ R/ Python.

Teaching Pedagogy

The course is covered by adopting a combination of hands-on, lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Course References

Text Book:

- Predictive Analytics: Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst by Dean Abbott

Reference Books

- Predictive Analytics Using R by Jefferry S. Strickland
- Data Mining: Concepts and Techniques, Second Edition Jiawei Han, Micheline Kamber (Elsevier Publications)
- Statistical Methods for Research: A Step by Step Approach Using IBM SPSS by K. Kalyanaraman (Author), Hareesh N. Ramanathan (Author), P.N. Harikumar (Author)

Course Assessment Components

This course is of 100 marks and will have the following assessment components. Final Grades will be based on the relative performance of a student in the class

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Individual Assignment (**IA**)	10
3	Assessment 2: Group Project (**GP**)	15
4	Assessment 3: Mid-Semester Examination (**ME**)	15
5	End-Term Examination (**EE**)	60
Total Marks		**100**

Course Outcomes to Program Outcomes Mapping Matrix

Program Outcomes (PO's): At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in theglobal arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary businessconcepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
PSO-3	Learn how to effectively manage people and build strong relationships
PSO-4	Enhance critical thinking and analytical skills in terms of decision making
PSO-5	Develop entrepreneurial skill to motivate towards start ups

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	L	M	L	H	M	H	H	H	L	M	L
CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Digital Entrepreneurship

Course Code: 23MBA-0DE22E **Credits: 4**

Course Objectives

The course, aims to equip about the future of digitally-enabled entrepreneurship and commerce, by designing and launching your own digital business. The course aims to enable you to be able to test and improve your own business ideas.

Course Outcomes

At the end of the course students will be able to:

CO1: Explain digital entrepreneurship and other forms of entrepreneurship.

CO2: Explain and Analyse the framework conditions and opportunities that affect digital entrepreneurship.

CO3: Explain what a business idea is and how digital services and products are developed.

CO4: Explain different sources of start-up financing, as well as the advantages and disadvantages associated with these.different management strategies in start-up companies.

Course Content

Module 1: Entrepreneurship and Start up

Entrepreneurship in the twenty-first century, social and civic –entrepreneurship, Innovation and entrepreneurship, Developing creativity, business idea and evaluation, Developing the business plan and launching the business, Financing the business, Growing the business, Exit: Failure and success , The Digital landscape for Digital Start-ups, Accelerators and Incubators in the 21st century, Cases and Synthesis

Module 2: Introduction to Entrepreneurship

Concepts and Overview of Entrepreneurship, Evolution and Growth of Entrepreneurship from a global perspective, The Role of Entrepreneurs in the economic developments and myths about entrepreneurs, Qualities, Nature, Types, Traits, Culture, Similarities and Economic and differences between Entrepreneur and Intrapreneur, The Entrepreneurial Decision Process, Skill Gap Analysis, and Role Models, Mentors and Support system, Entrepreneurial Success stories. (With special reference to Digital and Technology Entrepreneurs)

Module 3: Digital Entrepreneurship

Meaning, Definition of Digital Entrepreneurship and Digital Entrepreneurs, New Opportunities and Challenges; Reasons for entrepreneurs to turn into Digital Entrepreneurs, Entrepreneurship and Digital entrepreneurship – Difference and pillars of Digital Entrepreneurship, Reducing Barriers to Entrepreneurship in the digital era and the New entrepreneurial challenges in the digital era, The role of Market Orientation in Digital Entrepreneurship, Importance of Digital Entrepreneurship and ways Digital Entrepreneurship can be encouraged, Transformation and interrelationship between Digital Transformation and Digital Entrepreneurship, characteristics of Digital Transformation.

Module 4: Digital Business Design and Value Proposition

Definition of Digital Business Design, types of Digital Business and the importance of Digital Business Design for Digital Entrepreneurs, Preparing for the Digital Revolution, Value Proposition, Describing the purpose of Digital Business and Competitive advantage versus alternatives, The ABC's of Digital Business

Design (The Acquisition, BehaviourConversion Process)

Text and References

Text

- Entrepreneurship –Successfully launching new ventures –third edition – Bruce R. Bar ringer, R. Duane Ireland – Pearson
- Entrepreneurship & Small Business- Start –Up, Growth & Maturity, - Third Edition, Paul Burns – Palgrave Macmillan

References

- Product Management – Donald R.Lehaman, Russel.s. Winer, Tata McGrawhill edition

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PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
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CO4	M	M	H	H	M	M	L	H	L	H	M

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Digital Media Laws

Course Code: 23MBA-0DL22E *Credits:* 4

Course Objective
The objective of this course is to familiarize students with digital laws, compliances, rules and regulations to act responsibly in the digital age.

Course Outcomes
By the end of the course, the student will be able:

CO1: To Understand the conceptual understanding of Digital Media Laws and regulations
CO2: To help students to know about intellectual property law and its significance in protection of rights
CO3: To Understand the concept of Media Laws and Ethics to get clarity in communication regulations
CO4: Demonstrate a clear understanding of automation strategies for managing email marketing, lead nurturing and lead generation

Course Contents

Module I: Introduction to Digital Media Law

Meaning and Definition of Digital Media: History and Evolution of Digital Media; Different legislations and experiences, Media Infrastructure; E-Justice; Defamation and Media Law; Legislation in U.S. and Indian Context

Module II: Intellectual Property in Digital Media

Intellectual property: Types of Intellectual Property; Nature and Characteristics of Digital Rights Management; Copyright and Fair Use: Social Media Channels; Entertainment Laws, Broadcasting Laws; Ethics in Digital Media, Privacy and Electronic Media, Freedom of Information, Employment, Commercial contracts, Obscenity in Media Law; Concept of Censorship

Module III: Media Laws and Ethics

Legislation: Contract Laws, Crime laws, Employment issues, Tax Laws, Cyber Torts, Labour issues, and Insurance Regulations, Communication Regulation; Media and Ethics: Consumer Protection and Advertisement Ethics, Electronic Media, and Regulatory Law; Creative Commons: Importance and Types, digital media content ethics, Public Interest Litigation: Concept and ethics

Module IV: Media Practices
Introduction to Media Practices: Understand the dimensions of ethics philosophies; Media ethical code: Common elements, Interpretations and practices; Current media:

frameworks, concerns and Indian disputes; Freedom Expression; Media and Social Responsibility; Contemporary Issues

Pedagogy

A blended learning pedagogy will be used to deliver the course. Case studies and articles will be discussed that helps student to develop multi-faced understanding of lead nurturing in the real-life context. The students will be involved in using automation tools of email marketing to learn the right strategy and for right customer at right time.

Text

- Digital Media Law: A Practical Guide for the Media and Entertainment Industries by Christopher S. Reed (2023), Routledge and Taylor and Francis Publication
- Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
- Major principles of media law (2017 edition) By Genelle I. Belmas, Jason M. Shepard & Wayne E. Overbeck
- A Practical Guide to Media Law, Revised Edition (2019), Ashley Messenger, Pearson Publication
- S. K. Aggarwal, (2010) Media and Ethics, 1st edition, Shipra Publications.
- Neelamalar, (2011) Media Law and Ethics, 2nd Edition, PHI Learning Private Limited
- S. K. Aggarwal, (2010) Media and Ethics, 1st edition, Shipra Publications.
- Neelamalar, (2011) Media Law and Ethics, 2nd Edition, PHI Learning Private Limited
- 1. S. K. Aggarwal, (2010) Media and Ethics, 1st edition, Shipra Publications.
- Neelamalar, (2011) Media Law and Ethics, 2nd Edition, PHI Learning Private Limited
- S. K. Aggarwal, (2010) Media and Ethics, 1st edition, Shipra Publications.
- Neelamalar, (2011) Media Law and Ethics, 2nd Edition, PHI Learning Private Limited

References

- Thakurta, Paranjoy Guha, Media Ethics, Oxford University Press, 2009 Barrie mc Donald and
- Michel petheran Media Ethics,mansell,1998
- Austin Sarat Where Law Meets Popular Culture (ed.), The University of Alabama Press, 2011
- Vikram Raghvan, Communication Law in India, Lexis Nexis Publication, 2007
- IyerVekat, Mass Media Laws and Regulations in India-Published by AMIC, 2000

Sushant University
Erstwhile Ansal University Gurugram

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

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PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Block Chain & Cryptocurrency

Course Code: 23MBA-0BC22E

Credits: 4

Course Objectives

The objective of this course is to help students understand the concept of Blockchain Technologies, cryptocurrencies and bitcoin. The course explains the definition of blockchain technologies, it's applications, challenges and future growth The course explains how blockchain and cryptocurrency have evolved and what are the applications in various fields, including financial services.

Course Outcomes: By the end of the course, the student will:
CO1: Understand blockchain and cryptocurrencies technologies and the core components of it
CO2: Understand the challenging, innovative and disruptive aspects of blockchain technologies
CO 3: Understand the applications of blockchain technologies and emerging use cases
CO 4: Understand the risks of cryptocurrency in a modern investment portfolio

Course content:

Module I: Introduction to Blockchain technology

Introduction, Blockchain-Definition, Network view of blockchain, Generic structure of blockchain, Generic elements of blockchain, features of blockchain, how blockchain accumulates blocks, Tier of blockchain, Types of blockchain, CAP theorem in Blockchain, Decentralisation, Platforms for decentralization, Consensus in Blockchain, Benefits of blockchain, Challenges and limitations of blockchain- Scalability, Security, Privacy and confidentiality

Module II: How Blockchain, Bitcoin and Cryptocurrency Works

Define Bitcoin and understand its popularity as a currency, Discuss the methodology behind transacting with Bitcoin, definition of currency a shared common belief behind a unit of currency, why cryptocurrency and bitcoin is used as a cash-alternative method, and How Bitcoin derives its potential value in the current market. Hash functions, Puzzle friendly Hash, Collison resistant hash, digital signatures, public key crypto, verifiable random functions, Zero-knowledge systems. Bitcoin blockchain: how a cryptocurrency works, the challenges-crypto security, merchant acceptance of crypto-currency, regulatory status. Analyze what a decentralized currency must have and how Bitcoin meets these challenges using cryptology and blockchain technology, Bitcoin digital signatures to ensure privacy. Explore creation and concept of Distributed Consensus Protocol, Proof of Work incentivizes honest trading and stable currency creation.

Module III The Blockchain Contracts and the Ecosystem and applications in Industry

Explore the Blockchain Ecosystem and the numerous use cases for Blockchain in different industries. , Discover how Blockchain is built. Learn about the difference between Proof of Work and Proof of Stake, and the two interoperability of Blockchain. Through analysing the different types of crypto finance, explore the different use cases of Blockchain in business, gaming, and investing. Build a deeper understanding of the fundamentals of Blockchain, be able to utilize Blockchain in many different contexts, and assess how Blockchain will affect both business and society in the future. Entertainment, Food, Insurance, Hospitality, Financial Sector, Real Estate.

Trusted Data Transfer, Trade Markets, Capital Markets, Supply chain Financing, Insurance, Trade Finance. Hyperledger Project, Applications of blockchain in Science, Digital identity, Law, Governance, Healthcare, Online learning, Academic Publishing. Healthcare, Retail, Arts.

Module IV Cryptocurrency as an Asset Class

Examine Cryptocurrency as an asset class, and delve deeper into whether Cryptocurrency has a place in individual investment portfolios. Understand the risks and returns on Bitcoin and its place in a more stable and predictable portfolio. Learn about the Capital Asset Pricing Model, and key concepts of Modern Portfolio Theory such as Tangency Portfolio and the Sharpe Ratio. Estimate and analyse the values of Beta and Alpha in Cryptocurrency, and effectively optimize utility in incorporating Cryptocurrency as an asset for your portfolio.

Texts

- Bitcoin and Cryptocurrency Technologies – A Comprehensive Introduction Hardcover by Arvind Narayanan (Author), Joseph Bonneau (Author), Edward Felten (Author), Andrew Miller (Author), Steven Goldfeder (Author). Publisher: Princeton University Press
- Bashir I. (2017) Mastering Blockchain. Packt Publishing.

References

- Swan M. (2015) Blockchain. Publisher O' Rielly.
- Mastering Bitcoin: Unlocking Digital Cryptocurrencies by Andreas M. Antonopoulos. Publisher:O'Reilly
- Crosby et al. (2015) Blockchain Technology, Sutardja Center for Entrepreneurship & Technology Technical Report. Available at: https://scet.berkeley.edu/wp-content/uploads/BlockchainPaper.pdf
- Yaga et al. (2018). Blockchain Technology overview. Available at: https://nvlpubs.nist.gov/nistpubs/ir/2018/NIST.IR.8202.pdf
- PwC(n.d.) Blockchain a new catalyst for insurance. Available at: https://www.pwc.com/gx/en/insurance/assets/blockchain-a-catalyst.pdf
- Deloitte (2016). What is Blockchain.? Available at: https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/Innovation/deloitte- uk-what-is-blockchain-2016.pdf
- Nakamoto, S. (2008). Bitcoin: A Peer-to-Peer Electronic Cash System. Available at: https://bitcoin.org/bitcoin.pdf
- Popper, N. (2018). Confused About Blockchains? Here's What You Need to Know. The New York Times. Retrieved from: https://www.nytimes.com/2018/06/27/business/dealbook/blockchains-guide-information.html
- Davies, S., & Likens, S. (2018). Blockchain is Here. What's Your Next Move? PwC. Retrieved from https://www.pwc.com/blockchainsurvey
- Blockchain the India strategy. https://niti.gov.in/sites/default/files/2020-01/Blockchain_The_India_Strategy_Part_I.pdf

- Cryptocurrencies: Looking Beyond the Hype. (2018). Bank for International Settlements Annual Report 2018, 91-109. Retrieved from https://www.bis.org/publ/arpdf/ar2018e.pdf

Pedagogy

This is a basic course that teaches Blockchain technologies and Cryptocurrencies for the MBA aspirants. The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a calculator and/or laptop. Each student must therefore bring his/ her own calculator and/ or laptop in every class. Besides, there would be homeworks and short in-class practice tests, demonstration of computing software Minitab/ Excel for data analysis and case problem discussion and analysis. The homeworks/ case problems handed out should be attempted/ read before coming to class for discussion.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

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PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

Program Specific Outcomes

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing and management
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

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CO2	M	H	H	H	M	H	M	H	H	M	L
CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Disaster Management in Hotels

Course Code: 23MBA-0DH22C

Credits: 4

Course Objectives

The purpose of this course is to provide the knowledge on different forms and types of disasters and familiarize and demonstrate students the disaster mitigation process.

Course Outcomes

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

CO1 Develop an understanding on the concept of Disaster and terminologies related to it.

CO2 Mitigate risks of disaster with the help of effective disaster planning.

CO3 List out Quantification techniques to deal effectively with disaster.

CO4 Explain barriers to successful disaster planning. Handle situations based on Disaster and crisis management.

Course Contents

Module 1- Disaster

Forms & Meaning, Immediate response team or first response team, Need for Disaster preparedness, Risk Assessment

Module 2 - Hotel Disaster planning

6 P's of disaster Hotel Disaster Planning, Handling Emergency Situations at hotel, Do's & Dont's / Crisis management, Disaster mitigation

Module 3 Best practices of Hotels in case of Disasters

Quantification techniques, Quarantine techniques

Module 4 - Concerns in planning for disaster

Issues and Reason for failures, Barriers to successful disaster planning. Situation handling: Disaster management in critical situations, Learning from the past and preparing for future emergencies.

Pedagogy

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in various situations. Students are especially encouraged to read hotel management news and articles and research papers to not only acquire a better understanding but also to be well informed of the current business scenario and its challenges and possible solutions.

Text

- Ismail, A. (2004). *Front office operations And Management* (3rd ed.). Broussard, Louisiana: Delmar Publications.
- Baker, S., Bradley, P., & Huyton, J. (1996). *Principles of Hotel Front office Operations* (3rd Ed.). London, UK: Cassell Publications.

- Andrews, S. (1982). *Hotel Front office Training Manual* (5th ed.). New Delhi, Delhi: Tata Mc Graw Hill publishing Company Ltd.
- Malhotra, P. K. (1998). *Fundamentals of hotel management and operations*. New Delhi, Delhi: Anmol publications Pvt Ltd.
- Foster, D. J. (1993). *Rooms at the inn: Front office operations and administration* (1st ed.). New York City, New York: Mc-Graw Hill publications.

POs (Programme Outcomes)- At the end of the Programme the students will be able to:

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Strategic Branding & PR Management

Course Code: 23MBA-0SP22E **Credits: 4**

Course Objectives

The purpose of this course is to introduce the students to the concepts, methods and processes of strategic Branding & PR Management. Develop skills and knowledge peculiar to brand & PR management. Understand the role and scope of PR in management, its various tools and the emerging importance of the discipline in varying areas.

Course Outcomes- On completion of this course, the students will be able to:
CO1 Understand the PR's Evolving role in business- Government, Politics, NGOs, Industry Associations, Media Tracking, Laws and Ethics in PR
CO2 Analyze the environments in various theories & models in brand management
CO3 Understand the basic concepts of strategy, its development and control in branding.
CO4 Assess the impact of individual and group behavior on organizational decision-making and strategy through public relations.
CO5 Create a basic branding portfolio of a product of their choice

Course Contents

Module I - Introduction to Brand Management
The Concept of a Brand, Characteristics of Brands (generic, expected, augmented, potential),The Importance of Brand Planning, Issues Influencing Brand Potential ,The Evolution of Branding in Today's World

Module II- Advertising **Perspective**
Brand Positioning, Brand Benefits, Consumer Benefits, Various Theories & Models in Brand Management, Brand Matrix and Media Matrix

Module III - Brand Audit – Exploratory Tracking
Co-branding/Licensing, Luxury Brands & B2B Brands ,The Making of Indian & Global Brands, Digital Brand Building: The FLIRT Model?, Various Case Studies

Module IV - PR Process and Practice
Defining, Media Selection, Feedback and Evaluation, Tools of PR, Customer Relationship Management, Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs etc.), The Public Relations Environment. PR's Evolving Role in Business, Government, Politics, NGOs, Industry Associations, Media Tracking, Laws and Ethics in PR

Practical

- Public Relation Management
- Managing Customers
- Soft Skills
- Body Language
- Basic Etiquettes

Textbooks

- Kotler, P., John, T., & Bowen, T. (1998). *Marketing for Hospitality and Tourism* (3rd ed.). Noida: Pearson India Education Services.
- Verma, H. (2006). *Brand Management: Text and Cases* (4th ed.). Noida: Excel Books.
- David, B., & Francis, B. (2013). *Hospitality Marketing Principles and Practice* (2nd ed.). New York: Routledge.
- Keller, K., Parameswaran, M. G. (2013). *Strategic Brand Management* (3rd ed.). Philippines: Phi Publication.
- Mathur, U. C. (2012). *Product Brand Management: Text And Cases* (2nd ed.). New Delhi: Excel Books.

Reference books

- Litvin, S. W., & Goldsmith, E. (2006). *Electronic Word-Of-Mouth In Hospitality And Tourism Management* (4th ed.). New York: Routledge.
- Ind, N. (2008). *Beyond Branding: How To New Values Of Transparency And Integrity Are Changing The World Of Brands* (3rd ed.). London: Kogan Page.
- Haig, M. (2008). *Brand Royalty* (5th ed.). London: Kogan Page.
- Millman, D. (2012). *Brand bible: The complete guide to building designing and sustaining brands* (5th ed.). New York: Rockport pub.
- Keller, K., & Parameswaran, M. G. (2013). *Strategic Brand Management* (3rd ed.). Philippines: Phi Publication.

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CO3	H	H	M	H	H	H	M	H	L	M	M
CO4	M	M	H	H	M	M	L	H	L	H	M

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Course Structure - B.Com.(Hons.) Financial Markets - Batch 2023

B.Com.(FMKT) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB101	Principles of Management & Organisational Behaviour	Human Values	Arrange visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
2	Skill Development/Entrepreneurship /Employability	CO101	Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
3	Employability	SB121	Business Economics	Enviornment and Sustainability	Guest Lectures by Environmental Economists
4	Skill Development	SU131	Communication in English	Human Values/ Professional Ethic	Public speaking events and Video/ Podcast Creation
5	Skill Development	SB141	Information Technology in Management		
6		SB151	Health & Wellness		
7			TDCC		

B.Com.(FMKT) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	CO102	Business Mathematics		
2	Skill Development/Entrepreneurship /Employability	CO122	Cost and Management Accounting	Professional Ethics	Conduct hands-on workshops where students analyze the variances between expected and actual costs
3		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
4	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
5		SB152	Indian Culture & Heritage	Human Values / Environment and Sustain	Participation in Traditional Festivals with Environmental Significance
6		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment an	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

B.Com.(FMKT) 2023 Batch - Semester-III

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	CO201	Business Statistics & Optimization Techniques		
2	Skill Development/Entrepreneurship /Employability	CO203	Corporate Accounting		
3	Skill Development/Entrepreneurship /Employability	C0205	Business & Corporate Law	Professional Ethics	Activity on Analyze famous corporate law cases, such as those involving mergers, acquisitions, or shareholder disputes
4	Entrepreneurship	FM221	Overview of Financial Systems		
5	Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
6	Skill Development	SB241	Essentials of Python		
7			TDCC		

B.Com.(FMKT) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
2	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
3	Skill Development/Entrepreneurship /Employability	CO206	Python for Finance		
4	Entrepreneurship	CO208	Principles of Marketing	Professional Ethics	Collaborate with local businesses to organize and promote launches for eco-friendly products
5	Skill Development/Entrepreneurship /Employability	FM222	Mutual Funds Management	Professional Ethics	Work in groups to research and present a comparative analysis of different mutual funds across categories like equity, debt, hybrid, and index funds.
6	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Conduct workshop on Professional Grooming
	Summer Internship 8 Weeks				

B.Com.(FMKT) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	CO303	Human Resource Management	Human Values/ Professional Ethic	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
2	Skill Development/Entrepreneurship /Employability	CO305	Working Capital Management		
3	Entrepreneurship	SB301	Production & Operations Management	Environment and Sustainability	Studetnts Industrial visit of Manufacturing and logistic units
4	Skill Development	CO307	Financial Modelling Using Excel		
5	Skill Development/Entrepreneurship /Employability	FM321	Marketing of Financial Services	Professional Ethics	Organize a visit to a merchant banking institution (e.g., ICICI Securities, Axis Capital) to learn about their operations, advisory services, and financial products.
6		SB381	Seminar (Term Paper)	Professional Ethics	Organize panels with experts to discuss current trends, challenges, or emerging issues in the relevant field
7		SB371	Summer Internship	Professional Ethics	students complete projects related to their internship tasks and present findings at the end of the program

B.Com.(FMKT) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	CO302	Entrepreneurship Development	Gender / Human Values / Environment an	Organising work shop on empowering women entreprenure
2	Employability	CO304	Management Information System		
3		SB306	Course Offered by Industry Experts		
4	Skill Development/Entrepreneurship /Employability	FM322	Stock Market Operations	Professional Ethics	Documentary Screening: Show and discuss documentaries on financial market crashes or success stories of portfolio strategies
5	Entrepreneurship	FM324	Capital Market Regulations		
6		**Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)**			

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

B.Com.(FMKT) 2023 Batch - Semester-VII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB401	Personal Financial Planning		
2	Employability	CO403	Business Analytics		
3	Skill Development/Entrepreneurship /Employability	CO405	Behavioural Finance	Human Values	Activity on Behavioral Finance Case Study Analysis
4	Skill Development/Entrepreneurship /Employability	CO407	Corporate Restructuring	Professional Ethics	Role-play scenarios where students act as HR professionals, managing employee concerns and morale during a corporate restructuring process.
5	Employability	FM421	Merchant Banking	Professional Ethics	Organize a visit to a Private banking institution to learn about their operations, advisory services, and financial products.

B.Com.(FMKT) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Case study competition Encourage students to analyze and present solutions for real-world ethical dilemmas or governance failures
2	Employability	CO402	Financial Analytics *		
3	Skill Development/Entrepreneurship /Employability	CO406	Derivatives and Risk Management *		
4	Skill Development/Entrepreneurship /Employability	FM422	Security Analysis & Portfolio Management	Professional Ethics	Documentary Screening: Show and discuss documentaries on financial market crashes or success stories of portfolio strategies
5	Skill Development/Entrepreneurship /Employability	FM424	Equity Research *	Professional Ethics	Assign students to track stock performance and news to evaluate market movements and trends.

Course Structure - B.Com.(Hons.) Banking and Insurance - Batch 2023

B.Com.(BI) 2023 Batch - Semester-I

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SBI01	Principles of Management & Organisational Behaviour	Human Values	Arrange visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
Skill Development/Entrepreneurship /Employability	CO101	Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
Employability	SB121	Business Economics	Enviornmetn and sustainability	Guest Lectures by Environmental Economists
Skill Development	SU131	Communication in English	Human Values/ Professional Ethic	Public speaking events and Video/ Podcast Creation
Skill Development	SB141	Information Technology in Management		
	SB151	Health & Wellness		
		TDCC		

B.Com.(BI) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	CO102	Business Mathematics		
2	Skill Development/Entrepreneurship /Employability	CO122	Cost and Management Accounting	Professional Ethics	Conduct hands-on workshops where students analyze the variances between expected and actual costs
3		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
4	Skill Development	SB142	Analysis Using Excel For Business Decision Making.		
5		SB152	Indian Culture & Heritage	Human Values / Environment and	Participation in Traditional Festivals with Environmental Significance
6		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment and Sustainability / Professional Ethics	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

B.Com.(BI) 2023 Batch - Semester-III

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
ill Development	CO201	Business Statistics & Optimization Techniques		
Skill velopment/Entre preneurship Employability	CO203	Corporate Accounting		
Skill velopment/Entre preneurship Employability	C0205	Business & Corporate Law	Professional Ethics	Activity on Analyze famous corporate law cases, such as those involving mergers, acquisitions, or shareholder disputes
Skill elopment/Entre preneurship mployability	FI221	Foundations of Fintech		
l Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
l Development	SB241	Essentials of Python		
		TDCC		

B.Com.(BI) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
2	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
3	Skill Development/Entrepreneurship /Employability	CO206	Python for Finance		
4	Entrepreneurship	CO208	Principles of Marketing	Professional Ethics	Collaborate with local businesses to organize and promote launches for eco-friendly products
5	Employability	BI222	Principles of Banking & Insurance	Professional Ethics	Invite professionals from banking and insurance sectors to discuss real-world practices and industry trends
6	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Conduct workshops on effective communication, time management, conflict resolution, and stress management.
Summer Internship 8 Weeks					

B.Com.(BI) 2023 Batch - Semester-V

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development/Entrepreneurship /Employability	CO303	Human Resource Management	Human Values/ Professional Ethic	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
Skill Development/Entrepreneurship /Employability	CO305	Working Capital Management		
Entrepreneurship	SB301	Production & Operations Management	Environment and Sustainability	Studetnts Industrial visit of Manufacturing and logistic units
Skill Development	CO307	Financial Modelling Using Excel		
Skill Development/Entrepreneurship /Employability	BI321	Management of Banks and Financial Institutions	Professional Ethics	Conduct workshops on loan processing, financial products, and non-performing asset (NPA) management
	SB381	Seminar (Term Paper)	Professional Ethics	Organize panels with experts to discuss current trends, challenges, or emerging issues in the relevant field
	SB371	Summer Internship	Professional Ethics	students complete projects related to their internship tasks and present findings at the end of the program

B.Com.(BI) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	CO302	Entrepreneurship Development	Gender / Human Values / Environment and Sustainability	Organising work shop on empowering women entreprenure
2	Employability	CO304	Management Information System		
3		SB306	Course Offered by Industry Experts		
4	Employability	BI322	Retail Banking	Professional Ethics	Conduct mock trials to understand the legal implications of unethical professional behavior.
5	Employability	BI324	Legal aspects of Banking	Professional Ethics	Encourage students to survey banking professionals about legal challenges and compliance measures
6		**Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)**			

Semester I to VI; Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

B.Com.(BI) 2023 Batch - Semester-VII

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill velopment/Entrepreneurship /Employability	SB401	Personal Financial Planning		
Employability	CO403	Business Analytics		
Skill velopment/Entrepreneurship Employability	CO405	Behavioural Finance	Human Values	Activity on Behavioral Finance Case Study Analysis
Skill velopment/Entrepreneurship Employability	CO407	Corporate Restructuring	Professional Ethics	Role-play scenarios where students act as HR professionals, managing employee concerns and morale during a corporate restructuring process.
mployability	FM421	Merchant Banking		

B.Com.(BI) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Case study competition Encourage students to analyze and present solutions for real-world ethical dilemmas or governance failures
2	Employability	CO402	Financial Analytics *		
3	Skill Development/Entrepreneurship /Employability	CO406	Derivatives and Risk Management *		
4	Employability	BI422	Treasury Management *	Professional Ethics	
5	Employability	BI424	International Banking	Professional Ethics	Invite experts in international banking, forex trading, or trade finance to share insights on global banking practices

Course Structure - B.Com.(Hons.) Taxation & Finance - Batch 2023

B.Com.(TF) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB101	Principles of Management & Organisational Behaviour	Human Values	Arrange visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
2	Skill Development/Entrepreneurship /Employability	CO101	Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
3	Employability	SB121	Business Economics	viornmetn and sustainabil	Guest Lectures by Environmental Economists
4	Skill Development	SU131	Communication in English	an Values/ Professional E	Public speaking events and Video/ Podcast Creation
5	Skill Development	SB141	Information Technology in Management		
6		SB151	Health & Wellness		
7			TDCC		

B.Com.(TF) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	CO102	Business Mathematics		
2	Skill Development/Entrepreneurship /Employability	CO122	Cost and Management Accounting	Professional Ethics	Conduct hands-on workshops where students analyze the variances between expected and actual costs
3		SU132	Environmental Studies	Environment and Sustain	Nature walk to Biodiversity parks
4	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
5		SB152	Indian Culture & Heritage	Human Values / Environment and Sustainability	Participation in Traditional Festivals with Environmental Significance
6		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment and Sustainability / Professional Ethics	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

B.Com.(TF) 2023 Batch - Semester-III

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	CO201	Business Statistics & Optimization Techniques		
2	Skill Development/Entrepreneurship /Employability	CO203	Corporate Accounting		
3	Skill Development/Entrepreneurship /Employability	C0205	Business & Corporate Law	Professional Ethics	Work shop to discuss business laws, contract law, and corporate governance
4	Skill Development/Entrepreneurship /Employability	TX221	Direct Tax	Professional Ethics	Invite tax professionals or experts to discuss direct tax laws, tax planning, and income tax filing processes
5	Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
6	Skill Development	SB241	Essentials of Python		
7			TDCC		

B.Com.(TF) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
2	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
3	Skill Development/Entrepreneurship /Employability	CO206	Python for Finance		
4	Entrepreneurship	CO208	Principles of Marketing	Professional Ethics	Collaborate with local businesses to organize and promote launches for eco-friendly products
5	Skill Development/Entrepreneurship /Employability	TX222	Indirect Tax	Professional Ethics	Invite tax professionals, chartered accountants, or tax officers to discuss the latest income tax laws
6	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Conduct workshops on effective communication, time management, conflict resolution, and stress management.
	Summer Internship 8 Weeks				

B.Com.(TF) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	CO303	Human Resource Management	an Values/ Professional E	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
2	Skill Development/Entrepreneurship /Employability	CO305	Working Capital Management		
3	Entrepreneurship	SB301	Production & Operations Management	vironment and Sustainabil	Studemts Industrial visit of Manufacturing and logistic units
4	Skill Development	CO307	Financial Modelling Using Excel		
5	Skill Development/Entrepreneurship /Employability	FN321	Micro Finance		
6		SB381	Seminar (Term Paper)	Professional Ethics	Organize panels with experts to discuss current trends, challenges, or emerging issues in the relevant field
7		SB371	Summer Internship	Professional Ethics	students complete projects related to their internship tasks and present findings at the end of the program

B.Com.(TF) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	CO302	Entrepreneurship Development	Gender / Human Values / Environment and Sustainability	Organising work shop on empowering women entreprenure
2	Employability	CO304	Management Information System		
3		SB306	Course Offered by Industry Experts		
4	Skill Development/Entrepreneurship /Employability	TX322	Auditing	Professional Ethics	Case study competition Encourage students to analyze and present solutions for real-world ethical dilemmas or governance failures
5	Skill Development/Entrepreneurship /Employability	TX324	Corporate Tax Planning	Professional Ethics	Analyze real-world tax cases, including corporate tax planning, tax evasion, and the impact of tax reforms on individuals and businesses
6		**Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)**			

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

B.Com.(TF) 2023 Batch - Semester-VII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB401	Personal Financial Planning		
2	Employability	CO403	Business Analytics		
3	Skill Development/Entrepreneurship /Employability	CO405	Behavioural Finance	Human Values	Activity on Behavioral Finance Case Study Analysis
	Skill Development/Entrepreneurship /Employability	CO407	Corporate Restructuring	Professional Ethics	Role-play scenarios where students act as HR professionals, managing employee concerns and morale during a corporate restructuring process.
	Skill Development/Entrepreneurship /Employability	TX421	Advanced Auditing		

B.Com.(TF) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Case study competition Encourage students to analyze and present solutions for real-world ethical dilemmas or governance failures
2	Employability	CO402	Financial Analytics *		
3	Skill Development/Entrepreneurship /Employability	CO406	Derivatives and Risk Management *		
4	Skill Development/Entrepreneurship /Employability	TX422	Financial Reporting and Analysis *	Professional Ethics	Invite finance professionals, auditors, or CFOs to discuss financial statement analysis, IFRS/GAAP standards, and transparency in reporting
5	Employability	TX424	International Finance		

Principles of Management & Organizational Behaviour

Course Code: SB101 **Credits: 3**

Course Objectives

1. The course aims to enhance contemporary knowledge and practices in the field of management.
2. Students would be introduced to key frameworks and methods, and develop analytical skills to solve management problems.
3. This course is designed to expose students to basic concepts of how organizations function and manage their workforce.
4. Students would be introduced to the practice and theory of organizational behaviour with some of its complexities.

Course Outcomes

After completion of this course, students will be able to

CO1: Showcase working knowledge of and understanding of the management issues in organizations, across levels and disciplines.

CO2: Demonstrate and apply the principles and practices of management (planning, organizing, leading, and controlling) to a real-world.

CO3: Draw conclusions about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

CO4: Explain the fundamental principles of Organisation behaviour and relate it with other business functions.

Course Contents

Total Hours (40)

Module 1- Management concept overview

Definition, Nature, Process and Significance of Management; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

Module II- Management functions

Nature, Scope and Objectives of Planning; Types of plans; Steps in Planning; Limitations of Planning, Organizing: Concept and Significance; Principles of Organization; Organization Structure, Span of Control
Staffing: Concept, Nature and Scope of Staffing.
Controlling: Nature and Scope of Control; Types of Control; Control Process

Module III- Organizational behaviour overview

Definition, Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, Application of Organizational Behavior in Business. Values, Attitude, Personality, Motivation & its theories

Module IV- Groups and teams

Introduction to concept of group and team, Differences between Groups and Teams, Group Dynamics, Theories of Group Formation, Group Decision Making, Types of teams; Building and managing effective teams. Leadership concept, Power and Conflict

Texts and References

Textbooks

- McShane, Steven, "Organizational Behavior", Tata McGraw Hill (Online)
- K. Aswathappa, "Organizational Behaviour", Himalaya Publishing House (Library)
- Robbins, (2009). Fundamentals of Management: Essentials Concepts and Applications, 6th edition, Pearson Education.
- Stoner, Freeman and Gilbert Jr. ((2010)) Management, 8th Edition, Pearson Education.
- Tripathi, P.C.(2008).Principles of Management, McGraw-Hill

Reference Reading

- Luthans, F., Organization Behavior, Latest Edition, Tata McGraw Hill
- Robbins Stephen P.,Judge and Sanghi "Organizational Behavior", Pearson Education
- Singh Kavita, "Organizational Behaviour: Text and Cases", Vikas Publishing
- Booklet@Organizational Behaviour Asst. Prof. Meenakshi Dhingra
- Prasad, L. M., Organization Behavior, Latest Edition, Sultan Chand Publication
- Diwedi, R.S., Organization Behavior, Latest Edition, McMillan Publishing
- Jones, G., Organization Theory: Text and Cases, Latest Edition, Pearson Education

Helpful Websites/e-books/Journals / Magazines:

- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com
- www.peoplematters.com
- https://ndl.iitkgp.ac.in

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.

PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Course Outcomes to Program Outcomes Mapping Matrix

Mapping of COs with PO & PSO

Course Outcomes	Program Outcomes							Program Specific Outcomes					
	PO 1	PO 2	PO3	PO 4	PO 5	PO 6	PO7	PSO 1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1.	M	M	M	H	M	H	H	M	M	M	H	M	H
CO2	H	M	H	H	H	H	M		M	H	M	H	M
CO3	H	H	H	M	M	H	M	H	H		M	M	
CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

FINANCIAL ACCOUNTING

COURSE CODE: CO101

CREDITS: 4

COURSE OBJECTIVE:

The objective of this course is to familiarize the student with the basic concepts, standards and practices and preparation of financial statements. The focus of the course is to develop critical thinking skills and the ability to present a meaningful picture of financial information presented in the basic financial statements.

COURSE OUTCOMES:

The learning outcomes that students are expected to achieve in this course include:

CO1: Develop a clear understanding of the conceptual frameworks and definitions of specific terms that are integral to Financial Accounting.
CO2: Exhibit a clear understanding of how to prepare various accounts.
CO3: Develop a clear learning of accounting process including framework.
CO4: Construct financial Statements of Sole Proprietorship and Partnership incorporating all the necessary adjustments.

COURSE CONTENTS:

Module **I: Conceptual Framework**

Meaning and scope of accounting, Accounting principles, concepts and conventions. Introduction to Accounting Standards, US GAAP and IFRS. Book Keeping, Accounting Equation, Cash & Mercantile system of Accounting, Capital & Revenue Expenses and Incomes.

Module **II: Accounting Process**
Types of Accounts, Rules of Debit & Credit, Journal Entries, Opening entry, Sub division of Journals, Closing entry, Leger Posting & Trial Balance, Errors in trial balance, Rectification of errors. Bank Reconciliation Statement.

Module **III: Preparation and Presentation of Financial Statement**
Manufacturing Account, Trading and Profit & Loss Account, Balance Sheet with adjustments. Depreciation, Methods of Depreciation: Straight Line and Diminishing Balance Methods.

Module **IV: Partnership**
Partnership Accounts: Admission, Retirement, Dissolution and Death of partners. Insolvency of Partners.

PEDAGOGY:

The course is covered by adopting a combination of lecture methods, class presentation by groups of students and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

TEXT & REFERENCES:

Texts

- Tulsian, P.C., Financial Accountancy, Pearson Education.
- Advanced Accounting– Ashok Sehgal, Deepak Sehgal , Taxmann's Publications

References

- Advanced Accounts – Jain & Narang – Kalyani Publications
- Advanced Accounting – S.N. Maheshwari
- Advanced Accounts – Grewal

Web references:

- https://onlinelibrary.wiley.com
- https://www.icai.org/
- https://bookboon.com/en/accounting-ebooks
- http://misscpa.com/
- http://nptel.ac.in
- https://www.investopedia.com/

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.

PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Matrix - Mapping of CO's with PO &PSO

Course Outcomes	Program Outcomes							Program Specific Outcomes					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1	M	M	H	H	M	H	H	M	M	H	H	M	M
CO2	M	M	L	H	H	H	M	M	M		H	H	M
CO3	H	H	H	M	H	L	H	H	H	H	M		H
CO4	H	M	H	H	H	H	H	H	M	H	H	M	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

BUSINESS ECONOMICS

COURSE CODE: SB121 **CREDITS: 03**

Course Objective

The primary objective of the course is to help students develop an insight and understanding of various concepts of Business Economics. It will help students to develop a practical understanding of the economic theories and understand application of economic principles and theories in real life business decision-making.

Course Outcomes

Upon completion of the subject, students will be able to:
CO1: Understand Economic concepts, theories and their relevance in real life.
CO2: Evaluate the profit maximizing price and output for a firm, operating in a competitive and other markets environment.
CO3: Examine various Macro Economic concepts and their application in business organizations.
CO4: Relate economic concepts to decision-making process of managers in business.

Course Contents

Module I: Nature, Scope & Definitions of Economics, Introduction to Business Economics, Difference between Business Economics & Economics, Micro Vs Macro Economics, Opportunity Costs, Concepts of Marginal & Incremental Values, Importance of Marginal Values in Economics, Theory of Demand, Law of Demand, Elasticity of Demand – Types, Methods of Calculation, Practical importance of the concept of Elasticity

Module II: Meaning and Concept of Production, Factors of Production and Production Function, Law of Variable Proportions, Cost – Concept, Cost Function, Short Run & Long Run Cost, Economies & Diseconomies of Scale, Types of Costs, Market Equilibrium, Theory of Pricing – Perfect Competition (Equilibrium conditions and Diagram), Monopolistic Competition, Oligopoly & Monopoly, (Features only)

Module III: Definitions, Importance and Limitations of Macroeconomics, Circular Flow of Income in Two, Three and Four Sector Economy, National Income: Concepts, Definition, Methods of Measurement of National Income: Income Methods, Output Method, Expenditure Method. Numericals on all 3 methods, Concept of Double Counting.

Module IV: Definition of Money, Money –History, Functions and Forms, Measures of Money Supply. Monetary Policy- Concept, Objectives, functions, Instruments: CRR, SLR, OMO, Bank Rate etc; Fiscal Policy - Concept, Objectives, Functions, The Crowding Out Effect and Fiscal Policy in India.

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent developments in the field.
Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics,

will be used as an important pedagogy.

Text & References

Text

- Pindyck and Rubinfeld; Microeconomics, 8/e, Pearson's education, 2012
- Dwivedi, D.N; Managerial Economics, Vikas Publishing House, 2009
- Chaturvedi, D.D and S.L Gupta; Business Economics, Brijwasi Publishers, 2003
- Dornbusch, Fisher, & Startz: Macroeconomics, Tata McGraw Hill, 10e
- Mankiw N. Gregory, Macroeconomic, McMillan Worth Publishers, New York
- Dwivedi, D.N; Managerial Economics, Vikas Publishing House, 8e

References

- P.L Mehta; Managerial Economics, Sultan Chand & Sons., 2003
- Koutsoyiannis, A; Modern Micro Economics, Macmillan Press Ltd., 2003
- Salvator, Dominick, Managerial Economics, Mc Graw- Hill Book Company.
- Samuelson & Nordhaus, Economics; Tata Mc Graw Hill Book Company.2002
- J. V Vaishampayan, Managerial Economics; New Royal Book Company, 2008

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Matrix -Mapping of COs with Pos &PSOs

Course Outcomes	Program Outcomes							Program Specific Outcomes					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1	M	M	H	H	M	H	H	H	M	M	M	M	
CO2	M	M	L	H	H	H	M	H	M	M	M	M	M
CO3	H	H	H	M	H	L	H	M	M	H		H	M
CO4	H	M	H	H	H	H	H	H	M	H	H	H	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Communication in English

Course Code: SU131 **Credit: L1+P2=2**

Course Objectives- The purpose of this course is to:

1. Develop the ability to communicate effectively in English through regular practice in four language skills i.e. Reading, Listening, Speaking and Writing
2. Enhance knowledge of grammatical system of English language and explication of literary texts.

Course Outcomes- On completion of this course, the students will be able to:

CO1 Strengthen the correct usage of English grammar and their speaking ability in terms of both fluency and comprehensibility
CO2 Develop their vocabulary skills and its contextual function.
CO3 Develop proficiency in the basics of Professional Writing
CO4 Appreciate and understand Literature through reading and analysis of literary and cultural texts in multiple genres.
CO5 Communicate confidently and appropriately by extensive practice of communication skills for any intended audience.

Pedagogy- The course will be taught in an interactive manner. The concepts will be shared through slides, video clips, and further reinforced through individual or group activities such as role-plays, exercises, games, case discussions, presentations, textbook reading and review.

Course content **Total Lecture hours - 15**

Module I: Building vocabulary **4 Lecture hours**

- Vocabulary Extension Methods
- Antonym, Synonym, Homophones, Homonyms
- One-word substitution
- Idioms and phrases
- Words often confused
- British vs American Vocabulary

Module *II: Essentials of grammar* *4 Lecture hours*

- Common Errors
- Subject-verb Agreement
- Parallel Structure
- Conditional Sentences
- Question Tags

Module III: Writing Skills 4 Lecture hours

- Effective Sentence Structures

- Sentence Coherence, Use of Connectives
- Paragraph Writing and Precise Writing
- Five C's of Effective Business Writing
- Structure, layout and format of business letter
- Structure and nuances of e-mail writing

Module IV: Reading 3 Lecture hours

- Stopping by the Woods on a Snowy Evening-Robert Frost
- Wings of Fire by APJ Abdul Kalam- Book Review
- Of Studies- Francis Bacon

LAB- 25 Hours

Lab Session No.	Details
1.	Listening to short talks lectures, speeches (scientific, commercial and general in nature)
2.	Phonetics and Phonology – vowels and consonant, Word Stress, Intonation Patterns, Developing Voice quality, Developing Correct Tone
3.	Identifying the difference between British vs American vs Neutral Accent, MTI
4.	Role plays, Declamation
5.	Theatre, Poetry recitation and reading sessions
6.	Group discussions, Debates
7.	Movie Review
8.	Creative writing- poem, short story, articles for newspaper, fantasy
9.	Tell-a-tale, rendezvous, trail blazers

Text books

- Acevedo and Gower M (1999) Reading and Writing Skills. London, Longman
- Swan, Michael. (1980). Practical English Usage. Oxford, OUP
- Kumar, Sanjay and Pushp Lata. English for Effective Communication, Oxford University Press, 2015.
- Konar, Nira. English Language Laboratories – A Comprehensive Manual, PHI Learning Pvt. Ltd., 2011.
- Stopping by the Woods on a Snowy Evening-Robert Frost
- Wings of Fire, APJ Abdul Kalam
- Of Studies- Francis Bacon

Reference books

- Jolly, David (1984). Writing Tasks: Students' Book. Cambridge, CUP
- Klippel and Swan (1984). Keep Talking. Oxford, OUP
- Walter and Swan (1997). How English Works. Oxford, OUP
- Eastwood, John (2008). Oxford Practice Grammar.
- High School English Grammar & Composition by Wren & Martin

Modes of Evaluation

MID SEMESTER EVALUATION (40) – Theory (25 Marks) + Lab (15 Marks)			
THEORY (25)			
Mid Semester Examination	Quiz(s)/ Presentation (s)/Assignment/	Attendance	**Total**
10	10	5	**25**
LAB (15)			
Mid Semester Examination	Lab/ practical performed & Lab report	**Total**	
10	5	**15**	
END SEMESTER EXAMINATION (60)			
Theory **(35)**		Lab **(25)**	

COST AND MANAGEMENT ACCOUNTING

Course Code: CO122 **Credits: (3+1T)= 04**

COURSE OBJECTIVE

The primary objective of the course is to familiarize the students with the basics of cost accounting, various cost concepts, allocation and control of various costs and different methods of costing.

COURSE OUTCOMES

The learning outcomes that students are expected to achieve in this course include:

CO 1-Understand the conceptual frameworks and definitions of specific terms that are integral to Cost Accounting and Management Accounting.

CO 2- Develop clear understanding of conventional and contemporary costing systems.

CO 3- Apply the concepts and techniques of budgetary control of costs.

CO 4- Critically analyse relevant costs and provide recommendations for decision making

COURSE CONTENTS

Module I:

Cost concepts: , Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Overhead allocation, Overhead Apportionment.

Module II:

Contract costing: Concepts, Profits on ongoing contracts, Notional Profit, escalation clause. Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts

Module III:

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

Module IV:

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

PEDAGOGY

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

TEXT & REFERENCES

Text:

- Kishore Ravi, M., "Cost And Management Accounting", Taxmann Publishers.
- Arora, M. N. "Cost Accounting", 2nd Edition, Vikas Publishing.

References:

- Horngren, " Managerial Cost Analysis", 22nd revised edition, Prentice Hall, 2003.
- Gowda, J. Made, "Advanced Cost Accounting", 1st Edition, Himalya Publishing House, 2001.
- Maheshwari, S. N. and S. N. Mittal, " Cost Accounting – Theory and Problems", 22nd Revised
- Edition, Shri Mahavir Book Depot, New Delhi, 2003.
- S. P. Jain, "Cost Accountancy- Principles and Practice", Kalyani Publishers
- P. C. Tulsiyan, "Cost Accounting", Tata McGraw Hill.

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO2	Demonstrate ethical and socially responsible behavior.
PO3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO6	Demonstrate an appreciation of the broad environment in which business operates.
PO7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
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PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Course Outcomes to Program Outcomes Mapping Matrix

Matrix 2- Mapping of CO's with Pos & Psos

Course Outcomes	Program Outcomes							Program Specific Outcomes					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1	L	M	L	L	L	M	L	M	M		M		M
CO2	L	M	M	H	H	L	L	M	M	M	H		H
CO3	H	L	H	M	H	M	M	M	M	H	H	M	H
CO4	H	M	M	L	H	L	H	M	M	H	H	M	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

ENVIRONMENTAL STUDIES

Course Code: SU132 **Credit: 2**

1. Course Objectives

The broad objectives of this course are to

- Familiarize with the concepts fundamental to environmental studies
- Understand the complexity of ecosystems and possibly how to sustain them
- Identify the relationships between humans and the environment.
- Explain major environmental problems including their causes and consequences.
- Discuss current and controversial environmental issues and possible solutions to environmental problems and their pros and cons.

2. Course Outcomes

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

CO1: Gain knowledge on the importance of environmental education and ecosystem.
CO2: Discuss about environmental pollution- sources, effects and control measures of environmental pollution.
CO3: Understand the treatment of wastewater and solid waste management.
CO4: Find importance with respect to biodiversity, its threats and its conservation and appreciate the concept of interdependence.
CO5: Describe the national and international concern for environment for protecting the environment.

3. Syllabus:

30 Hours

Module 1: Introduction to environmental studies (2 lectures)

- Multidisciplinary nature of environmental studies
- Scope and importance; Concept of sustainability and sustainable development.

Module 2: Ecosystems (4 lectures)

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

Module 3: Natural Resources: Renewable and Non-renewable Resources (4 lectures)

- Land resources and land-use change; Land degradation, soil erosion and desertification.
- Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.
- Water: Use and over – exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state), Dams – benefits and problems.

- Food resources: World food problems, changes caused by agriculture and over-grazing, effects of modern agriculture, fertilizer-pesticide problems, waterlogging, salinity.
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies

Module 4: Biodiversity and Conservation **(3 lectures)**

- Levels of biological diversity: genetic, species and ecosystem diversity; Bio-geographic zones of India; Biodiversity patterns and global biodiversity hotspots.
- India as a mega-biodiversity nation; Endangered and endemic species of India, threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions.
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Module 5: Environmental Pollution **(5 lectures)**

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

Module 6: Environmental Policies & Practices **(4 lectures)**

- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Module 7: Human Communities and the Environment **(4 lectures)**

- Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management: floods, earthquake, cyclones and landslides.
- Water conservation, rain water harvesting, watershed management.
- Wasteland reclamation.
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Module 8: Field Work **(4 lectures)**

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

4. Course References

Text Book:

1. Chawla S., 2012. A Textbook of Environmental Studies, Tata Mc Graw Hill, New Delhi.

Reference Books:

1. Jadhav, H & Bhosale, V.M., 1995. Environmental Protection and Laws. HPHouse, New Delhi.
2. Gadi R., Rattan, S., 2006. Environmental Studies, KATSON Books, New Delhi.
3. Mckinney, M.L. & School, R.M., 1996. Environmental Science Systems & Solutions, Web enhanced edition.
4. Wanger K.D., 1998. Environmental Management. W.B. Saunders Co. Philadelphia, USA

Course Assessment Components

This course is of 100 marks and will have the following assessment components. Final Grades will be based on the relative performance of a student in the class

S.No	Exam	Marks	Duration	Coverage / Scope of Examination
1	Test -1 (Mid-Term)	15	1 hour	Syllabus covered up to Mid-Semester
2	Test -2 (End-Term)	60	2 hours	Entire Syllabus
3.	Tutorials / Assignments, Quizzes, Attendance/Field Work/Project	25	Entire Semester	Quiz(s)/presentation(s)/ Field Work- 15 Assignment - 5 Attendance - 5
Theory	*A student will need to get at least 40 marks out of a maximum of 100 to be considered passed.*			

INDIAN CULTURE AND HERITAGE

COURSE CODE: SB152 **CREDITS: 2**

Course Description:
This course aims to provide BBA students with an understanding of the rich cultural heritage of India. It explores various aspects of Indian culture, including its history, art, music, dance, literature, philosophy, religions, traditions, and societal norms. The course will delve into the diverse cultural fabric of India, emphasizing its significance in shaping Indian society and its relevance in contemporary business contexts.

Course outcomes: After completing the course, students would be able to:
CO1: To understand the impact of Indian culture on business practices and management.
CO2: To explore the historical development and evolution of Indian culture and heritage.
CO3: To analyze the role of Indian culture in shaping social structures, communication, and interpersonal relationships.
CO4: To develop an appreciation and respect for Indian culture and heritage.

Course Outline:

Module I:
Introduction to Indian Culture: Definition and scope of Indian culture, Evolution of Indian culture: Indus Valley Civilization, Vedic period, etc., Cultural diversity in India: languages, religions, regional variations, etc., Significance of culture in the Indian context; Indian Art and Architecture: Evolution of Indian art: prehistoric art, Buddhist art, Mughal art, etc., Major art forms: painting, sculpture, pottery, textiles, etc., Architectural styles: Indus Valley, Buddhist, Hindu, Islamic, colonial, etc., Famous Indian monuments and their cultural significance.

Module II:
Indian Music, Dance, and Theatre: Classical music traditions: Hindustani and Carnatic music, Classical dance forms: Bharatanatyam, Kathak, Odissi, Kathakali, etc., Folk music and dance forms across different regions, Traditional Indian theatre forms: Sanskrit drama, folk theatre, etc.; Indian Literature and Philosophy: Ancient Indian texts: Vedas, Upanishads, Ramayana, Mahabharata, etc., Notable literary works in different languages: Hindi, Sanskrit, Tamil, etc., Contribution of Indian philosophers and thinkers, Influence of Indian philosophy on ethical values and decision-making

Module III:
Religions and Beliefs in India: Major religions in India: Hinduism, Buddhism, Jainism, Islam, Christianity, etc., Religious practices, rituals, and festivals, Interfaith harmony and secularism in Indian society, Impact of religious beliefs on business practices; Indian Traditions and Customs: Social customs and rituals: marriage, birth ceremonies, funeral rites, etc., Traditional clothing and attire, Food and cuisine diversity, Festivals and celebrations: Diwali, Holi, Eid, Christmas, etc.

Module IV:

Indian Culture and Business: Influence of culture on business practices and etiquette, Role of Indian culture in consumer behaviour, Cultural sensitivity and cross-cultural communication, Cultural challenges and opportunities in the Indian market.

Books & References:

1. Basham, A. L. (2008). The Wonder That Was India: A Survey of the Culture of the Indian Sub-Continent Before the Coming of the Muslims. South Asia Books.
2. Majumdar, R. C., & Majumdar, A. K. (2017). An Advanced History of India. M.D. Publications Pvt. Ltd.
3. Nehru, J. (2014). The Discovery of India. Oxford University Press.
4. Thapar, R. (2018). A History of India. Penguin Random House India.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)
Matrix 1- Mapping of COs with POs

Matrix 2- Mapping of CO's with Pos & Psos

Course Outcomes	Program Outcomes						Program Specific Outcomes					
	PO1	PO 2	PO 3	PO 4	PO 5	PO6	PSO1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1	H	M	H	H	L	L	H	M	H	H	M	H
CO2	H	H	H	H	M	M	H		M	H	M	H
CO3	H	M	H	H	H	L	M	H	M		M	H
CO4	H	M	M	H	H	H	M	M	M	M	M	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

CYBER SECURITY

COURSE CODE: SB154 **CREDITS: 2**

Course Description:
This course aims to provide management students with an understanding of cyber security principles, practices, and challenges in the modern business landscape. The course will cover various aspects of cyber threats, risk management, legal considerations, and strategic planning for cyber security. It will equip students with the knowledge and skills to make informed decisions regarding cyber security strategies and mitigate cyber risks in organizations.

Course outcomes: After completing the course, students would be able to:
CO1: Introduce management students to the concept of cyber security and its importance in business.
CO2: Develop strategies for effective cyber security risk management.
CO3: Equip students with the knowledge and skills to make informed decisions regarding cyber security at a managerial level.
CO4: Analyse the impact of cyber security on business operations and strategic planning.

Course Contents:

Module I:
Introduction to Cybersecurity and Risk Management: Understanding the importance of cybersecurity in the business environment, exploring different types of cyber threats and their impact on organizations, Legal and ethical considerations in cybersecurity, Risk management principles and practices, Risk assessment and analysis techniques, Developing risk mitigation strategies.

Module II:
Security Principles and Best Practices: Fundamentals of information security: confidentiality, integrity, and availability, Network security: firewalls, VPNs, intrusion detection systems, Secure configuration and management of network infrastructure, Secure software development practices: secure coding, software testing, and vulnerability management, Identity and access management: authentication, authorization, and access control.

Module III:
Cybersecurity Governance and Incident Response: Establishing cybersecurity governance frameworks and policies, Security awareness training and creating a cybersecurity culture, Incident response planning and management, Incident identification, containment, eradication, and recovery, Communication strategies during cybersecurity incidents, Business continuity planning and disaster recovery.

Module IV:
Emerging Trends in Cybersecurity: Cloud security: challenges and best practices, Securing Internet of Things (IoT) devices and networks, Application of artificial intelligence (AI) and machine learning (ML) in cybersecurity, Threat detection, anomaly detection, and automated response systems, Ethical considerations and challenges in AI-driven cybersecurity, Emerging technologies and their impact on cybersecurity (e.g., blockchain, quantum computing)

Pedagogy

The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a laptop. Besides, there would be homework and short in-class practice tests, demonstration of computing software. The homework/ case problems handed out should be attempted/ read before coming to class for discussion.

Text Books and References:

1. Whitman, M. E., & Mattord, H. J. (2019). Management of Information Security. Cengage Learning.
2. Dhillon, G., & Backhouse, J. (2001). Information Systems Security Management in Practice. IGI Global.
3. Schneier, B. (2015). Secrets and Lies: Digital Security in a Networked World. Wiley.
4. Goel, S. (2018). Cyber Security: Concepts and Cases. Oxford University Press.

Assessment:

Mid Semester Examination	Quiz(s)/ Presentation (s)	Assignment(s)	Total
15	15	10	40
End Semester Examination			60
			100

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.

PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)
Matrix 1- Mapping of COs with Pos

Matrix 2- Mapping of CO's with Pos & Psos

Course Outcomes	Program Outcomes						Program Specific Outcomes					
	PO1	PO 2	PO 3	PO 4	PO 5	PO6	PSO1	PSO 2	PSO 3	PS O3	PSO 4	PS O5
CO1	H	H	M	H	M	M	H	H	M		M	M
CO2	H	H	H	H	M	M	M	M		M	M	M
CO3	H	M	H	H	H	L	H	M	H	M	M	
CO4	H	M	M	H	H	H	H	M	M	M	M	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

**** Social Internship 2 weeks Code: SB172** **Credit:3**

****Multi-Disciplinary Course- TDCC** **Credit:3**

Business Laws

Course Code: C0205 **Credits: 3**

Course Objectives

- To provide an overview of important laws that have a bearing on the conduct of business in India.
- To comprehend practical legal knowledge of general business law issues and topics to help them become more informed, sensitive and effective business leaders.
- To encourage critical thinking in order to examine all sides of a discussion.
- Understand the significant relationship that exists between business and legal environment as its application can provide the prospective managers and their organizations, immediate and long-term benefits and can help in avoiding costly mistakes.

Course Outcomes

After completion of this course, students will be able to
CO 1: Identify the legal issues that apply to the facts of a described situation or problem.
CO 2: Apply basic legal knowledge to the business transactions.
CO 3: Analyse and examine the positions of the parties to a legal conflict.
CO 4: Critically evaluate the consequences of decisions from the light of law.

Course content:

Module 1
Indian Contract Act, 1872
Essentials of Valid Contract, Discharge of Contract, Remedies for Breach of Contract; Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

Module II
Sale of Goods Act, 1930
Sale and Agreement to Sell, Goods–Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat Emptor, Auction Sale, Rights of an unpaid Seller,Rightsof a Buyer.

Module III
The Negotiable Instruments Act 1881
Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsements, Crossing of a Cheque and Dishonour of a Cheque

Module IV
ConsumerProtectionAct,2019
NeedforConsumerProtection, Rightsof Consumers, Consumer protection councils, manner in which complaint is made, Procedure on admission of complaint, consumer disputes redressal, rights to appeal, recent amendments in act.

Texts and References

Texts

- Kuchhal, M.C.,MercantileLaw,VikasPublishingHousePvt.Ltd., NewDelhi, 6th

edition,

- Kapoor, N.D.,ElementsofMercantileLaw,SultanChand&Sons,NewDelhi,2017

References:

- Tulsian, P.C.,BusinessLaw,TataMcGraw-HillPublishingCompanyLimited, NewDelhi,2015
- Ashok K bagrial, Company Law,12th edition

Websitesforreference

- www.indialawsite.com
- www.IndiaCorporateAdvisor.com
- www.Indianlegaleagle.com
- www.indiaitlaw.com

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and internationa! accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO5	Learners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.

PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	M	M	H	H	M	H	H		M	H	H	M	H
CO2	M	M	H	H	H	H	M	M		M	M	M	H
CO3	H	H	H	H	H	H	H	L	H	H	H	H	M
CO4	H	M	H	H	H	H	H	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Business Communication

COURSE CODE: SB231CREDITS:02

COURSEOBJECTIVES

Theobjectiveof thecourseis to train and enhance the writing as well as oral skills.Thecourseintroducesstudents with thedifferentaspectsof business communication and prepare them for the professional environment.

Course Outcomes:On completion of the course the student shall be able to:

CO1: overcome the challenges and utilize the opportunities of business communication
CO2: plan and execute different business correspondence for professional communication
CO3:analyse real-life business scenarios
CO4: develop and present professional presentations catering to the need of the hour

COURSECONTENTS

Unit-I: Introduction to Business Communication

Basics of Effective Business Communication, Forms and types, Process, Challenges and opportunities

Unit-II: Written Communication

Planning and execution of Business Communication
Structure and Layout- Report Writing, - Memos, Circulars, Notices, Agenda and Minutes of Meetings, Business E-mail, Proposal, and Business Plan

Unit III: Presentation: Strategies & Techniques Presentation

Planning, outlining and Structuring, Nuances of delivery, Visual Aids in Presentations, Importance and implementation Non-Verbal Communication in Presentation

Unit IV: Strategic Reading

Reading and analyzing Case studies - related with Cross-Cultural differences, Business Strategies and Techniques, Negotiation Skills, Sales and Marketing

PEDAGOGY

Interactivesessions where openforums discussion takesplacetoexchangeideas and knowledge,whereeveryindividualisanactiveparticipantinthelearningprocess.Incorporated varioustoolsthatweuseforteachingare:Casestudies,assignments,quizzes,soastoenhance understandinganddevelopingcritical insight.

Text Book(s):

T1: Communication Skills and Business Communication- R. C. Sharma_ Krishna Mohan
T2: Essentials of Business Communication-Rajendra Pal and J.S. Korlahalli

Reference Book(s):

R1: Business Communication- Shalini Kalia_ Shailja Agarwal
R2: Business Communication - Meenakshi Raman and Prakash Singh

Helpful Websites/e-books/Journals / Magazines:

- https://www.managementstudyguide.com/business_communication.htm
- https://pressbooks.bccampus.ca/technicalwriting/chapter/casestudy-costpoorcommunication/

- https://livetilesglobal.com/internal-communication-in-business-the-best-examples-case-studies/

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	M	M	H	H	M	H	H		M	H	H	M	H
CO2	M	M	H	H	H	H	M	M		M	M	M	H
CO3	H	H	H	H	H	H	H	L	H	H	H	H	M
CO4	M	M	H	H	H	H	M	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

PRINCIPLES OF MARKETING

Course Code: CO208 **Credits: 04**

Course Objectives

- This course helps the students to understand how organizations identify customers and their needs and wants.
- This course aims to enhance contemporary marketing Knowledge and management practice in the field of marketing.
- The course enables the student to understand the real life marketing problems.
- This course relatesto the holistic development of knowledge in marketing withan applied integration in the field of interest.

Course Outcomes

After completion of this course, students will be able to

CO1: Identify basic principles, concepts of marketing, role of marketing in business and society.

CO2: Demonstrate a clear understanding of micro and macro environments on marketing as well as on segmentation, targeting and positioning.

CO3: Interpret consumer behavior for implementation & application of marketing plans.

CO4: Evaluate and integrate various elements of marketing to develop a marketing plan.

Course Content

Module I-Introduction to Marketing
Introduction to Marketing Marketing - Definition, Evolution, core concepts, Marketing v/s Selling, Role of a Marketing Manager in the current scenario, Introduction to 7 P's of marketing, Marketing Environment – Internal and External Environment, Market segmentation, Targeting & Positioning (STP) Market Segmentation, meaning, its benefits, Bases for segmenting Consumer market, Market Targeting, Product positioning concept.

Module II- Product Mix and Pricing Decisions
Product - Concept, Levels of Products – core benefit, basic product, expected product, augmented product and potential product, new product development, branding decisions, packaging &labeling, Product Life Cycle.
Price :Meaning, Pricing objectives, Pricing Strategies - Skimming pricing, Penetration pricing and psychological pricing, Geographical pricing, promotional pricing and differential pricing.

Module III-Place Mix and Promotion
Place : Need and importance of distribution, Factors influencing selection of distribution channel, Channels of Distribution.
Promotion : Promotion Mix – Elements : Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing etc. Brief overview of people, process and physical evidence.

Module IV– Trends in Marketing Digital Marketing

Meaning, Importance, Green Marketing - Meaning, Importance, Use of Information Technology in marketing practices – Virtual marketing, E-buying behavior etc

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Textbook:

- Kolter, Keller, Koshy Jha , Marketing Management,
- Kotler, P and Armstrong, G (2016), *Principles of Marketing 15th Edition*, Pearson.

Reference Books:

- Baines, P; Fill, C and Page, K, *Essentials of Marketing*, Oxford University Press
- Marketing Management- 3edition Arun Kumar and N Meenakshi Vikas Publication
- Saxena, Rajan , Marketing Management, Fourth Edition, New Delhi, Tata McGraw Hill Education Pvt. Ltd.
- Lamb/Hair/Sharma and McDaniel, *MKTG: A South-Asian Perspective*; New Delhi, Cengage Learning
- Jobber, D and Fahy, J, Foundations of Marketing – 2E, New Delhi, Tata McGraw Hill Education Pvt. Ltd

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
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PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
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PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
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Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
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CO1	M	H	M	M	H	H	M		M	H	H	M	H
CO2	H	H	M	H	H	H	H	M		M	M	M	H
CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Principles of Banking and Insurance

Course Code: BI222 **Credits: 03**

Course Objectives

- To provide students with an in-depth knowledge of the financial management of the commercial banking enterprise and familiarize them with the new banking practices and processes.
- Enrich students with an understanding of the basic issues involved in Insurance sector
- Equip students with the strategic abilities necessary to understand the evolution and working of the commercial banking industry and the insurance industry

Course Outcomes:

After completing the course the student will be able to:

CO1: Identify the distinguishing features of banks as financial intermediaries and their unique characteristics.

CO2: Understand how banks manage their investments and risk exposure.

CO3: Examine howInsurance policy acts as an investment and risk managing avenue.

CO4: Evaluatethe role of Insurance agents as service providers.

Course content: **Total Lecture Hours:**

Module 1: Introduction to Banking

Origin of banking: definition, Types of deposits, Origin and growth of commercial banks in India. India's Approach to banking Sector Reforms, The Banking Regulation Act, 1949, Creation of Money, Electronic Banking System, Role of Reserve Bank of India

Module II: Management of Bank Policies

Bank's Investment Policies, Different Loan Policies, Credit Management in Bank, Nature of Bank Investment, CRR/SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment, Types of advances, Secured vs. unsecured advances, Advance against various securities.

Module III:Nature of Insurance Business

Introduction, History of Insurance Policies, Types, Policies Conditions and Principles of Insurance. Nature of Insurance contract, Importance of Insurance- Uses of Insurance Business.

Module IV: Role of Insurance Agents

Meaning and Definition of Agents, Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.

Texts and References

Texts

1. Bhasin, Niti, Indian Financial System : Evolution and Present Structure, New Century Publications
2. Agarwal, O.P., Banking and Insurance, Himalya Publishing House
3. Suneja, H.R., Practical and Law of Banking, Himalya Publishing House
4. Saxena, G.S., Legal Aspects of Banking Operations, Sultan Chand and Sons

References

1. Gupta, P.K., Insurance and Risk Management, Himalaya Publishing House
2. Mishra, M.N., Principles and Practices of Insurance, S. Chand and Sons.
3. Black, K. and H.D. Skipper, Life and Health Insurance, Pearson Education
4. Vaughan, E.J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons

II.Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
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PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

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CO2	H	H	M	H	H	H	H	M		M	M	M	H
CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Organizational Etiquette & Skills Management

Course Code: SB232 **Credits: 2**

Course Objectives

1. To bridge the gap between industry requirement and student's knowledge and skill sets
2. To build personal and professional efficiency of students
3. To inculcate problem solving and develop creative thinking skills
4. To develop employability skills of students

Course Outcomes

After completion of this course, students will be able to

CO1- To develop skills of both listening and oral communication

CO2- To build personal and professional effectiveness and develop effective interpersonal communication

CO3- Implement the problem solving techniques and ways to develop creative thinking

CO4- To bridge the gap between corporate requirements as well as knowledge and skill sets

Course content:

Module I: Oral communication

Meaning, nature, scope, principals of effective oral communication, Techniques of effective speech, the art of listening, barriers to listening, Telephone etiquettes, video conferencing etiquettes, creating lasting impressions online, Managing remote interactions,

Module II: Developing Interpersonal skills

Difference between informal and interpersonal communication, kinds of interpersonal communication, recovering from difficult interpersonal situations, managing conflicts, speaking persuasively, handling stress.

Module III: Problem Solving and Creative thinking

Recognizing and Defining a problem, Analyzing the problem, Developing possible alternatives, Evaluating Solutions, Resolution of a problem, Implementation, Barriers to problem solving, Definition and meaning of creativity, Convergent and Divergent thinking, Idea generation and evaluation (Brainstorming)Debating

Module IV: Understanding career management, developing a long- Term career plan, setting short term career goals, setting short term goals, difference between wishing, dreaming and goal setting, Personal and professional goals, positive affirmation for smart goals, time management. Group Discussions.

PEDAGOGY

Interactive sessions, discussions, case studies, situation based role plays, Presentation, audio visual tools, stories, experiential learning activities, simulations, assignments, quizzes.

TEXT &REFERENCES

Text:

Communication Skills and Business Communication- R. C. Sharma_ Krishna Mohan

Soft Skills- Gajendra singh Chauhan and Sangeeta Sharma

References:

- Business Communication- Shalini Kalia_ Shailja Agarwal
- Communication skills- Sanjay Kumar and Pushp Lata

PO's (Program Outcomes)- At the end of the program the students will be able to:

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
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CO2	H	H	M	H	H	H	H	M		M	M	M	H
CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Indirect Taxes

Course Code: TX222 **Credits:** 4

Course Objectives

The objectives of this course are to enable students to:

- Develop an understanding of indirect taxes regime in the country.
- Familiarize with key concepts of inter-state supply and intra-state supply as per GST
- Develop an understanding of exemptions available as per GST.
- Understand basic concepts related to customs laws in India.

Course Outcomes

At the end of the course students should be able to:

CO 1. Compare between the concepts of inter-state supply and intra-state supply.
CO 2. Calculate GST payable by using different methods of valuations of taxable supplies.
CO 3. Demonstrate the understanding of various customs duties which can be levied in India.
CO 4. Apply the concepts related to valuation of goods for customs duty purposes.

Course contents:

Module 1- GST: An Introduction

Direct Taxes Vs. Indirect Taxes, Features of Indirect Taxes, Genesis of GST in India, Different GST Models, Taxes subsumed in GST, Compensation Cess, Concept of Intra State supply and Inter State Supply, Mixed Supply, Composite Supply, Benefits of GST.

Module 2- Concept of Input Tax Credit and other provisions

Input Tax Credit: Meaning and Calculation, Eligibility for taking Input Tax Credit, Time of Supply, Registration, Tax Invoice: Credit and Debit Notes, Payment of Tax, Returns.

Module 3- Customs Act: An Introduction

Various Custom Laws in India, Important Definitions: Import, India, Indian Customs Waters, Exclusive Economic Zone, High Seas, Taxable event for Import of Goods and Export of Goods, Types of custom duties.

Module 4 – Valuation and Other Provisions

Valuation of Goods, Self-assessment of Customs duty, Import and Export Procedures, Import/Export of goods by Post/Courier, Provisions regulating baggage.

Texts and References

Textbooks:

- Study notes available on ICAI web site for CA (Intermediate).

Helpful Websites/e-books/Journals / Magazines:

- www.ICAI.org
- https://www.cbic.gov.in/

Course Outcomes to Program Outcomes Mapping Matrix

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO2	Demonstrate ethical and socially responsible behavior.
PO3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
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PO7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO5	Learners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	M	H	M	M	H	H	M		M	H	H	M	H
CO2	H	H	M	H	H	H	H	M		M	M	M	H
CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Mutual Funds Management

Course Code: FM222 **Credits: 03**

Course Objectives

- To provide basic knowledge about the Growth and Role of Mutual funds
- To understand Investors Protection and Regulation of Mutual funds etc.
- Analysing the development of Mutual funds and Understanding the extent to which Investors are Protected

Course Outcomes

After completing the course the student should be able to:

CO1: Understand what a Mutual Fund is and does.

CO2: Understand the legalities underlying mutual funds and their distribution.

CO3: Develop an appropriate portfolio for given market conditions.

CO4: Evaluate financial planning as an approach for investing in mutual funds.

Course content: **Total Lecture Hours:**

Module 1: Introduction to Mutual Funds

The origin, meaning and growth of Mutual funds – Fund Units v/s shares, Types of Mutual fund schemes. The role of Mutual Funds, Investors and their Financial Goals, Different Asset Classes

Module II: Investors Protection and Risk

Investors Rights – Facilities available to Investors, Factors that affect mutual fund performance, Drivers of Returns and Risk in a Scheme, Measures of Returns, Risks in fund investing with a focus on investors, Measures of Risk, Certain Provisions with respect to Credit risk

Module III: Legal Structure of Mutual Funds in India

Organization Structure of Asset Management Company, Role and Support function of Service Providers, Role and Function of AMFI, Role of Regulators, Due Diligence Process by AMCs for Distributors of Mutual Funds, Investor Grievance Redress Mechanism, AMFI Code of Conduct for Intermediaries.

Module IV: Mutual Funds in India

UTI Schemes, SBI Mutual Fund, Other Mutual Funds – Selection of a Fund. Problems on mutual fund returns.Mutual Funds Industry in India-Its size and Growth, Types and growth patterns of Mutual Funds, Reasons for slow Growth, Prospects of Mutual Fund Industry

Texts and References

Texts

1. K.G. Sahadevan and M.Thripairaju: "Mutual funds, data interpretation and Analysis" (Prentice Hall of India)
2. V.K. Avadhani: Marketing of Financial Services (Himalaya)
3. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya)
4. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India)
5. H.Sadhak: Mutual Funds in India. (Response Books)

References

1. The Mutual Fund Industry by R.Glenn Hubbard
2. Mutual Funds -Ladder to wealth creation by Vivek Negi
3. Common Sense on Mutual Funds :New Imperatives for the Intelligent Investor by John.C .Bogle

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

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CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Human Resource Management

COURSECODE: CO303 **CREDITS: 04**

CourseObjectives

The objectiveof the course is ondevelopingstudent's knowledge ofthe basic conceptsandpractices of humanresourcemanagement. Thecourseintroducesstudents with thedifferentaspectsofmanagingpeopleintheorganizationthroughthephasesof acquisition, developmentandretention.

Course Outcomes

CO1: Analyseanddiscussthecontextof HR,withspecificreferencetocurrentformsofworkand employment, formsofcommitmentandflexibility

CO2: Analyse and evaluate HR specialists' contribution, their specific skills, and ethical and professional issuesof concern tothem

CO3: Demonstrate and evaluate practices concerning recruitment and selection, managing performance for added value, maximizing employee contribution, managing learning processes,effectiveemploymentrelations,resolvingdifferencesandgainingcommitment, motivatingstaffandrewardingcontributions

CO4: Critically evaluate the HR practices of an organization

CourseContents

Module I:

Introduction: Concept,nature,scope,objectivesandimportanceofHRM;EvolutionofHRM; EnvironmentofHRM;PersonnelManagementvs HRM. Acquisition of Human Resources: HR Planning; Job analysis, Emerging issues in human resource management: Workplace diversity, employee empowerment, downsizing, VRS, work-life balance, and work from home.

Module II:

Training,DevelopmentandAppraising-Conceptandimportanceoftraining;typesoftraining; methods of training, design of training programmeevaluation of training effectiveness; executivedevelopment–process andtechniques; career planninganddevelopment. Development methods - case study, role-playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. PerformanceAppraisal – conceptandobjectives;traditionalandmodernmethods,limitations of performanceappraisalmethods

Module II:

Compensation and Maintenance: Compensation, componentsofemployeeremuneration–pay band compensation system, baseandsupplementary;maintenance: overviewofemployeewelfare, healthandsafety,social security.

Module IV:

HRMStrategiesfortheNewMillennium:RoleofHRMinstrategicmanagement;humancapital; emotional quotient;mentoring; 360degreeappraisal technique;ESOP;flexi-time;qualitycircles; Kaizen;TQMandsixsigma.

Practical Exercises:

Course Outcomes(COs)	Programme Outcomes POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	H	H	M	H	M
CO2	M	M	H	H	H	H	M
CO3	H	H	H	H	H	H	M
CO4	H	M	H	H	H	H	M

The learners are required to:

1. design a human resource plan.
2. conduct orientation cum induction programme.
3. hold mock counselling sessions.
4. design team building activities.
5. devise incentive plans for a diverse workforce.

PEDAGOGY

Interactive sessions where open forums discussion takes place to exchange ideas and knowledge,whereeveryindividualisanactiveparticipantinthelearningprocess.Incorporated varioustoolsthatweuseforteachingare:Casestudies,assignments,quizzes,soastoenhance understandinganddevelopingcritical insight.

Text:

- Chhabra, T. N;HumanResource Management;Dhanpati Rai andCo.Pvt. LtdNewDelhi
- Dr. Gupta,C. B.;HumanResourceManagement, SultanChandandSons, NewDelhi, 2007.
- Decenzo, D.A., & Robbins, S. P. (2009). Fundamental of Human Resource Management. New Jersey; Wiley.

References:

- Aswathappa, K.;HumanResourceand Personnel Management(TextandCases),TMH.
- Khanka,S.S.;S,HumanResourceManagement;. ChandandSons, NewDelhi,2001.
- Chaterjee;AnExecutiveGuidetoHumanResourceManagement, Excel Book,1999.
- Dessler,Gary;HumanResource Management;PrenticeHall.

Course Outcomes to Program Outcomes Mapping Matrix

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CO2	H	M	H	H	H	H	M		M	H	M	H	M
CO3	H	H	H	M	M	H	M	H	H		M	M	
CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

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PRODUCTION&OPERATIONSMANAGEMENT

COURSECODE: SB301 **CREDITS: 04**

OBJECTIVES

Thecourseisdesignedtodevelopbasicunderstandingofconcepts,theoriesand techniquesof productionprocess andoperationmanagementinstudents atgraduatelevel.

COURSEOUTCOME

Thestudentsshouldbeable to

CO 1Grasp and evaluate the conversion process of a firm, world class manufacturing processes and forecasting of demand, be it in product or a service.

CO 2 Analyse capacity considerations and layout design for manufacturing processes.

CO3 Analyze stages in product development and evaluation of statistical quality control measures.

CO 4 Synthesize information about item requirement, price, carrying cost and ordering cost in analysis of waiting line and inventory models.

COURSECONTENTS:

Module I:

IntroductiontoOperationManagementandForecastingofDemand:importance and Scope ofPOM, Why study OM, Types of Transformation, open system and closed system view, new operation strategies, job opportunities in operations, World Class manufacturing practices, emerging trends and implications for operations.

Module II:

DesigningOperations: Processasaunitofmeasurementinoperations,maketostock(MTS), maketoorder(MTO)andassembletoorder(ATO),definingcapacity,decisiontreeforcapacity planning,design of manufacturing,typesofprocessesandOperationssystems,theprocess productmatrix, layoutdesigns anditsimportanceformanufacturingandservices.

Module III:

Theproductdevelopmentprocess, India's role inR&D, Quality Management & Statistical QualityControl, TQM,QualitySpecification, DesignQuality, QualityatSource,Zero Defects,Cost of Quality, ContinuousImprovement,Benchmarking,Poka–Yokes,QualityAwards;Statistical QualityControl:AcceptanceSampling, AQL&LTPD,P—Chart, X&RChart,

Module IV:

WaitingLine&Inventory Management: EconomicsofWaitingLine,QueuingSystem,Four Waiting LineModelsalongwithapplication:Inventorymanagementandanalysis,Inventory *Models.*

PEDAGOGY

PPT,Lectures,casestudies

TEXT & REFERENCES

Text:

- B. Mahedevan, Operations Management: theory and Practice, 2nd edition, Pearson Publications
- N.J.Aquilano,R.B.Chase&F.R.Jacob:OperationManagementforCompetitiveAdvantage , TataMac Graw–Hill,9th Edition.

References:

Paneerselvam:ProductionandOperationManagement, Prentice Hall,2003.
Chunawala:ProductionandOperationManagement

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:
Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

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Course Outcomes	Program Outcomes							Program Specific Outcomes					
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CO2	H	M	H	H	H	H	M		M	H	M	H	M
CO3	H	H	H	M	M	H	M	H	M	H	M	H	H
CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

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Sushant University

MARKETING OF FINANCIAL SERVICES

COURSECODE: FM321 **CREDITS: 03**

Course Description:
This course operationalizes several marketing concepts such as segmentation, targeting, and positioning. By the end of this course, students will know how to segment customers, what kind of data are required to do so, what are the different ways to segment, which customers to target, how to determine the best positioning of your brand in customers' minds, how to develop new products/services that add value to consumers and firms, how to price financial products

Course Objectives:
The objective of this course is to introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands.

COURSE OUTCOMES
At the successful completion of course, a student should be able to:

CO1Understand the frameworks and approaches that are helpful in marketing of financial services;
CO2 Assess strategic opportunities in financial services sector by analyzing customers, competitors and the strengths and weaknesses of a company.
CO3 Design and communicate effective marketing strategies to maximize a company's chance of success in the markets in which it competes.
CO4 Apply the concepts of marketing in financial services.

COURSE CONTENTS **Total Lecture Hours (40 Hours)**

Module -I
Categories of financial products- Insurance, Banks, Stocks, Mutual Funds, Pension plans, other savings products- The financial services marketing environment- The distinctive aspects of services marketing – micro and macro environmental forces – new developments and trends.

Module -II
Marketing strategy- Planning, organizing and implementing marketing operations, Market research- Establishing a marketing information system, the marketing research process, Market segmentation – Target Marketing, Market segmentation, targeting and positioning the financial services organization in the market place – the marketing mix- product development- pricing considerations and strategies – Distribution channels – managing multiple channels

Module –III
Promotion strategies- advertising, sales promotion, public relations, sponsorship, the internet as a promotional tool- Sales Force Management in financial services - Recruiting and Selecting Sales Personnel -Motivating and Compensating Sales Personnel- Customer care: Processes and dimensions – Service quality and service recovery- Global marketing.

Module -IV

Regulations governing financial services marketing- Ethical issues in the marketing of financial services- Recent trends in maketing of financial services

Teaching Pedagogy

Thecourseiscoveredbyadoptingacombinationoflecturemethods,classpresentationby groupsofstudents,self-studysessions,industryvisitsandcasestudies.Eachstudentisrequired todothebackgroundreadingfromthespecifiedchaptersoftheprescribedbookbeforecoming toclass.

Text Books

1. S. L. Gupta Marketing of Services (Sultan Chand)
2. Zeithaml, V. A and Bitner, M. J. - Services Marketing (Tata McGraw-Hill).

References Books

1. Marketing Financial Services, by HoomanEstelami, Dog Ear Publishing, ISBN:1598581899.
2. Principles of Marketing Engineering, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn, Trafford Publishing, ISBN: 1-4251-1314-1

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO2	Demonstrate ethical and socially responsible behavior.
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CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Management of Banks and Financial Institutions

Course Code: BI321 **Credits: 03**

Course Objectives

- Provide students with an in-depth knowledge of the financial management of the commercial banking enterprise and familiarizethemwith thenew banking practices andprocesses.
- Enrich students with anunderstanding of the basic issues involved in value creation and risk management
- Equip students with the strategic abilities necessary to understand the evolutionand working of the commercial banking industry

Course Outcomes

After completion of this course, students will be able to

CO1: Identify the distinguishing features of banks as financial intermediaries and their unique characteristics as businesses in our economy
CO2: Demonstrate the different sources of risks and understand how they interact. Understand how banks manage their riskexposure.
CO3: Examine how the economic andregulatory environments impact bank's decision- making.
CO4: Appraise technical, analytical and decision making skills to understand managers responsibility in the financial management.

Course content: **Total Lecture Hours (40 hours)**

Module 1:Introduction:

Barter System and Disadvantages of Barter System. Money, Evolution of Money, Forms of Money Types of Banking Systems: Branch Banking, Unit Banking, Chain Banking, Group Banking.Types of Banks: Commercial Banks, Development Banks, Investment Banks, Central Banks.

Module II:Commercial Banking inIndia:

Introduction: Scheduled and non- scheduled banks, Evolution and growth of banking system in India. Present Structure, Strengths and weaknesses, Challenges and Opportunities, Banking Sector reforms. Non-Banking Finance Companies and Payment Banks. Capital adequacy norms, Basel committee Norms, SARFESI ACT

Module III:Credit Management:

Principles of sound bank lending, Formulating loan policy. Factors influencing loan policy, Contents of loan policy, evaluating credit applicant, , KYC norms, C-KYC, CIBIL Score. Asset Liability Management: Concept of ALM, Objectives, Functions, Process, Measurement and Management of Risks Non-Performing Assets: Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps to tackle and reduce NPA, PrudentialNorms.

Module IV:Non performing Assets Management

Introduction, Meaning and Definition, Classification of non-performing assets, reasons for growing non performing assets, provisions for non performing assets, Suggestions to reduce non performing assets, non performing assets recovery mechanism.

Texts

- Sounders, A. and Cornett, M. M, *Financial Institutions Management*. McGrawHill
- JorionPhilippe, *Value at risk*, McGrawHill
- Singh and Dutta, *Commercial Bank Management*, Latest edition, McGrawHillEducation.
- Varshney, P. N., *Banking Law &Practice*, Latest edition, Sultan Chand &Sons

References:

- Institute of Banking &Finance, *Theory &Practice of Treasury and Risk Management in Banks*, Latest edition, Taxman Publications Pvt.Ltd.
- Shetty, M.S., *Banking in India*, Latest edition, AtlanticPublisher.
- Chhabra, T. N., *Elements of Banking Law*, Latest edition, DhanpatRai &Sons

Linksforreference:

- Acharya, V and O Merrouche(2013). Precautionary hoardingof liquid ityand interbank markets: evidence from the sub-prime crisis. *Review ofFinance*, Vol., 17, (1), pp107-160.
- Acharya, V. and Mora, N. (2012). Are banks passive liquidity backstops? Deposit rates and flows during the 2007–2009 crisis. *NYU Working Paper*, noFIN-11-031.
- Afonso, G, Kovner, A. and Schoar, A. (2010). Stressed, not frozen: the Federal Funds market in the financial crisis. *NBER WorkingPaper*,no 15806.

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CO4	H	M	H	M	H	H	H	H	H	H		M	M

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Entrepreneurship Development

Course Code: CO302 **Credits: 04**

Course Objectives

1. This course aims to inculcate understanding basic concepts in the area of entrepreneurship
2. This course provides understanding the role and importance of entrepreneurship for economic development
3. This course also aimed for developing personal creativity and entrepreneurial initiative
4. This course deals with understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.

Course Outcomes:

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

CO1: Analyze the business environment in order to identify business opportunities
CO2: Specify the basic performance indicators of entrepreneurial activity
CO3: Evaluate the effectiveness of different entrepreneurial strategies,
CO4: Demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.

Course Content

Module I:Entrepreneurial Management Concept and Model of Entrepreneurship Entrepreneur

Definition and concept of Enterprise, Evolution of Entrepreneurship ,Theories of Entrepreneurship Innovation theory & theory of high achievement. Characteristics and Skills of Entrepreneurship Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship Problems of Entrepreneurship, Types of Entrepreneurs.

Module II: Family Business in Entrepreneurship& Business plan

Introduction, Family business in India Role & importance of the family business Contributions of family business Roles & responsibilities and rights of family members in the family business The three circle model of family Business Challenges faced by family businesses. Meaning of Business plan, Significance and Contents of a Business Plan, developing Business Plan

Module III: Entrepreneurial Behavior

Entrepreneurial Qualities, concept nature, attitudes, essential attitude, Motivation: concept and theories, Maslow's Need Hierarchy Model, McClelland's Theory, factors Motivating Entrepreneurs, concept of competency developing entrepreneurial competencies, Invention and Innovation, nature and cases of business risks, Social Responsibility of Entrepreneur.

Module IV: Entrepreneurial Development and Training, Finance & Support agencies

Sources of Finance, Support to Entrepreneurs by DIC, SIDBI, SIDCO, SSIB, NSIC, SISI, Other Institutions etc Meaning and objectives of Entrepreneur, Development of EDP, Need and relevance of EDP's Phases/steps in EDP, Problems in conducting EDP's. Barriers to Entrepreneurship, and emerging opportunities for entrepreneur.

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References

Texts

- T.N. Chhabra Entrepreneurship Development
- Trehan, A. (2011). Entrepreneurship. Dreamtech Press.
- Charantimath, P.M. Entrepreneurship Development and Small Business Enterprises. Pearson.
- Dr. Dilip Sarwate, Entrepreneurship Development and Project Management, Everest Publishing house
- Vasant Desai, Dynamics of Entrepreneurship development and Management, HPH

Reference

- Bygrave, W., & Zacharaki, A. Entrepreneurship. United States of America: John Wiley.
- Hatten. (2009). Small Business Management Entrepreneurship and Beyond. Canada: Cengage

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
PSO-2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO-3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO-5	Leaners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO-6	Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making..

Course Outcomes	Program Outcomes							Program Specific Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO3	PSO4	PSO5
CO1	M	M	M	H	M	H	H	M	M	M	H	M	H
CO2	H	M	H	H	H	H	M		M	H	M	H	M
CO3	H	H	H	M	M	H	M	H	H		M	M	
CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

Retail Banking

Course Code: BI322 **Credit: 04**

RETAIL BANKING OBJECTIVE: To give basic knowledge on retail products of banks and its related process.

Module I: CONCEPTS OF RETAILING Retailing Concepts- History and definition, role within the bank operations, Applicability of retailing concepts, distinction between Retail and Corporate/Wholesale Banking.

Module II: RETAIL PRODUCTS Retail Products Overview – Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products.

Module III: CREDIT &DEBIT CARDS Credit / Debit Cards – Credit Vs Debit Cards, Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points.

Module IV: SELLING OF RETAIL PRODUCTS Marketing / Selling of retail products, Tie – up with Institutions for Delivery Channels – Branch, Extension counters, ATM, POS, Internet Banking, M- Banking. Micro credit- MSMEs (an overview) Customer Relationship Management – Role and impact of Customer relationship, Stages in customer relationship management process. Account opening, basic loan origination data.

TEXT BOOKS:

1. Retail Banking by Macmillan Education Experts and Macmillan Education
2. Retail Banking (a guide for Novices) by Dr. Ramamurthy N

REFERENCE BOOKS:

1. Retail Banking by KeithPond
2. Retail Banking Technology by Suresh Samudrala
3. Smart Manager Retail Banking Decoded, Poppy Sharma, Taxmann's

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
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PSO-1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of books
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
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CO2	H	M	H	H	H	H	M		M	H	M	H	M
CO3	H	H	H	M	M	H	M	H	H		M	M	
CO4	H	M	H	M	H	H	H	H	H		M	M	H

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Legal Aspects of Banking

Course Code: BI324

Credit: 04

Course Objectives

The aim of this course is to familiarize students with the legal environment and framework in which banking companies operate.

Course Outcomes

On successfully completing this course, students will be able to:

CO1: Understand regulatory framework of banking companies in which they operate.

CO2: Understand the nature and development of banking laws.

CO3: Comprehend different Acts related to governance of banking companies.

CO4: Assess capital requirements of banks comply with the reporting requirements.

Module I

Banking Regulation Act 1949 Provisions relating to- Definition of bank, Business of Banking Companies, Restrictions on business of banking companies, Capital Structure, Powers of the RBI, Applicability of the Act to Cooperative Banks.

Module II

The Negotiable Instrument Act 1881 Provisions relating to: Definition of negotiable Instrument, Promissory note, Bill of exchange, and Cheque, Comparative Study of Negotiable Instruments Parties to negotiable instrument, Holder, Payment in due course, Negotiation, Endorsement, Dishonour of Negotiable Instruments, Noting and Protest, Penalties in case of dishonour of certain cheques for insufficiency of funds in the account, Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002: Electronic Cheques/Truncated Cheques Negotiable Instruments (Amendment) Act, 2018- Empowers the Appellate Court to order payment pending the appeal against conviction.

Module III

The Reserve Bank of India Act, 1934 Provisions relating to: Incorporation, Capital management and Business, Central Banking functions, Regulatory and Supervisory Collection and furnishing of credit information, Penalties, RBI Act (As Amended By Finance Act 2018)- Monetary Policy Committee. RBI and Regulation of Digital Financial Services in India.

Module IV

Hi-tech banking and Mergers and Acquisition in banking sector and Banking Ombudsman Scheme 2006:- Hi-tech banking and Mergers and Acquisition in banking sector: Role and uses of Technology upgradation- Impact of Technology on Banks- Protecting the confidentiality and secrecy of data, Meaning of Merger and Acquisition: Recent cases of mergers and acquisition in Indian Banking sector, Consolidation of Banks, Impact of mergers amongst Public Sector Banks Role of Banking Ombudsman: Grounds of Complaint, Procedure for Filing Complaint; Power to Call for Information, Settlement of Complaint by Agreement, Award. The Banking Codes and Standards Board of India: Customer Service, Grievances Redressal Mechanism.

Textbooks:

1. Gordon & Natarajan: Banking Theory Law and Practice, Himalaya Publishing House.
2. Varshaney P.N.:- Banking Law & Practice
3. Srivastava S. P.; Banking Theory & Practice, Anmol Publications

Reference books:

1. Venkataramana K., Banking Operations, SHBP
2. Kothari N. M: Law and Practice of Banking.
3. Gulati Neelam C: Principles of Banking Management.
4. Maheshwari. S.N.: Banking Law and Practice, Vikas Publication
5. Prakhas M., Bhargabhi R: Banking law & Operation, Vision Book House.

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PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
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PSO's (Program Specific Outcomes)- At the end of the program the students will be able to

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CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

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Sushant University

AUDITING

COURSECODE:TX322 **CREDITS: 04**

COURSEOBJECTIVE

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

COURSEOUTCOMES

Thelearningoutcomesthatstudentsareexpectedtoachievein thiscourseinclude:

CO 1-Developaclearunderstandingoftheconceptualframeworksanddefinitionsofspecific terms thatareintegralto Auditing.

CO 2-Attainaclear understandingof the Procedure for Auditing.

CO 3-Developaclear understandingof the auditingfunctionas awhole and its integration with companies law.

CO 4- Apply the auditing knowledge in the correct evaluation of accounting information of the organization

COURSECONTENTS

Module I:

1. Introduction: Meaning, Objects, Basic Principles and Techniques. Classification of Audit.
2. Audit Planning. Internal Control - Internal Check and Internal Audit

Module II:

3. Audit Procedure - Vouching and verification of Assets & Liabilities.

Module III:

4. Audit of Limited Companies:
   a. Company Auditor: Qualifications and disqualifications, Appointment, Removal, Remuneration, Rights, Duties and Liabilities.
   b. Audit Committee
   c. Auditor"s Report: Contents and Types. Auditor"s certificates
   d. Emphasis on Companies (Auditor"s Report) order, 2003 (CARO - 2003)
   e. Liabilities of Statutory Auditors in case of non-compliance.

Module IV:

5. Special Areas of Audit: Special features of Cost audit. Tax audit and Management audit.
6. Recent Trends in Auditing: Basic considerations of audit in EDP Environment.
7. Relevant Auditing and Assurance Standards (AASs).
8. Relevant Case Studies/Problems.

PEDAGOGY

Thecourseiscoveredbyadoptingacombinationoflecturemethods,classpresentationby groupsofstudents,self-studysessions,industryVisitandcasestudies.Eachstudentisrequired todothebackgroundreadingfromthespecifiedchaptersoftheprescribedbookbeforecoming toclass.

TEXT &REFERENCES

Text:

- Jha, Aruna. *A Student"s Guide to Auditing*. Taxmann.
- Tandon, B. N., S. Sudharsanam and S. Sundharabahu. *A Handbook of Practical Auditing*. S. Chand and Co. Ltd., New Delhi.

References:

- Institute of Chartered Accountants of India. Auditing and Assurance Standards. ICAI, New Delhi.
- Gupta, Kamal and Ashok Arora. *Fundamentals of Auditing*. Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
- Ghatalia, S.V. *Practical Auditing*. Allied Publishers Private Ltd., New Delhi. 6. Sharma,T.R. *Principles and Problems*. Sahitya Bhawan Publication, Agra.
- Singh, A. K. and Gupta Lovleen. *Auditing Theory and Practice*. Galgotia Publishing Company. .

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
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CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

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CORPORATE TAX PLANNING

COURSECODE:TX324 **CREDITS: 4**

COURSE OBJECTIVES:

This course is designed to make the students aware of the corporate tax laws of India.

- Understanding the corporate tax laws and use it for tax planning is the basic objective of the course.
- The course is designed to make the students aware of tax implications of business income.
- The course also provides students the knowledge of corporate tax incidence on national and international perspectives.

COURSE OUTCOME

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

CO1 Understand the conceptual frameworks and definitions of specific terms that are integral to corporate taxation.

CO2 Help the students in taking different financial/managerial decisions with respect to corporate tax laws.

CO3 Apply conceptual understanding in corporate restructuring context.

CO4 Demonstrate clear understanding of international taxation provisions.

COURSE CONTENTS

Total Lecture Hours (40 hours)

General Framework of Direct Taxation in India. Tax planning, tax management, tax evasion, taxavoidance, Corporate tax in India, Residential status of companies and tax incidence,Tax liability and Minimum Alternate Tax, Tax on distributed profits. Tax planning for depreciation; carry forward and set off losses.

Module II TAX PLANNING UNDER VARIOUS CIRCUMSTANCE (10 Hours)

Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization, Tax planning with reference to financial management decision – Capital structure, dividend including deemed dividend and bonus shares, Tax planning with reference to specific management decisions – Make or buy; own or lease; repair or replace. Purchase of Assets out of own Funds or out of Borrowed Funds.

Module III BUSINESS RESTRUCTURING (10 Hours)

Tax planning with reference to business restructuring – Amalgamation, Demerger, Slump sale; Transfer of assets between holding and subsidiary companies; Conversion of sole proprietary concern/partnership firm into company, Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports. Tax deductions and collection at source, Advance payment of tax.

Module IV International Taxation (10 Hours)

Special provisions relating to non-residents, Double Taxation Avoidance Agreements (DTAA), Double taxation relief agreement with Foreign Countries or Specified Territories, Countries with which no agreement exists.Transfer Pricing Issues.

Text books:

- Dr. Girish Ahuja& Dr. Ravi Gupta Simplified Approach to Corporate Tax Planning & Management (Bharat Law House),
- Singhania V K & Singhania Monica, Corporate tax planning and Business tax procedures, Taxmann publications

References:

- Singhania V K & Singhania Monica,Systematic Approach to Income Tax and Central Sales Tax
- Girish Ahuja and Ravi Gupta Corporate Tax Planning & Management Bharat Law House
- Dr. B B Lal, Direct Taxes, Konark Publications
- Rajeev Puri and Puja Gaur, Corporate Tax Planning and Management,Kalyani Publishers,

Helpful Websites/e-books/Journals / Magazines

- www.icai.org
- Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai, Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.
- Current Tax Reporter. Current Tax Reporter, Jodhpur.

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes) - At the end of the program the students will be able to:

PO-1	Apply the knowledge of tax planning, accounting and finance for solving complex problems.
PO-2	Demonstrate ethical and socially responsible behavior.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	**Program Outcomes (POs)**							**Program Specific Outcomes (PSOs)**					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
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CO3	H	H	H	M	M	H	M	H	H		M	M	
CO4	H	M	H	M	H	H	H	H	M	H	M	H	H

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Stock Market Operations

Course Code: FM322

Credit: 4

Course Objective: The objective of the course is to provide conceptual understanding of the concept of stock exchange in India.

Course Outcomes: After completing the course, the students should be able to:

CO1: Understand the art of investing in stock markets and compute the gain or losses.

CO2: Develop the efficient stock portfolios.

CO3: Demonstrate the process of opening demat accounts and the process of margin and short selling activities.

CO4: Evaluate the performance of various stocks included in the Sensex and other indices.

Course Contents:

Module I: Introduction

Financial markets- Meaning and Significance; Money market and capital market - market for debt and equity issues; primary market- IPOs and SFOs; secondary markets - meaning, objectives, functions and economic importance of stock exchanges; historical background; management and regulation of stock exchanges in India; corporatization and demutualization - meaning and objectives; major stock exchanges in India - BSE, NSE and OTCEI; regional stock exchanges in India; SEBI - establishment, objectives and functions; SEBI's regulations relating to stock markets; future challenges.

Module II: Listing of Securities

Meaning, objectives, Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.; Stockbrokers: Regulation relating thereto, SEBI's role in regulation, stockbrokers, powers of SEBI, functions of brokers; general obligations and responsibilities.

Module III: Trading Mechanism on Indian Stock Exchanges

Open outcry system and screen based trading; settlement procedure – physical delivery v/s dematerialisation; rolling settlement - T+2, T+5, etc., transaction cost - trading cost, clearing costs and settlement costs; buying and selling shares - procedure; market order and limit order; internet trading; buying on margin and short sale; problems relating to Margin trading and short selling; BSE – Share groups on BSE – BOLT System, NSE – Market segments.

Module IV: Stock Market Indices

Meaning, purpose, and consideration in developing index – methods- price weighted, equal weighted and value weighted; free float method; simple problems relating to index development; stock market indices in India – BSE Sensex – scrip selection criteria – construction – Other BSE indices; NSE indices – S&P CNX Nifty – scrip selection criteria – construction – stock market indices in foreign countries.

Textbooks:

1. Prasanna Chandra, Security Analysis and Portfolio Management, McGraw Hill.

2. P S Bala Ram and T Srlakshmi, Stock Market Operations, IBP Publications, New Delhi
3. F C Sharma, Financial Market Operations, SBPD Publications, New Delhi

Reference books:

1. Inderpal Singh and Jaswinder Kaur, Security Market Operations, Kalyani Publishers
2. JaydebSarkhel and Seikh Salim, Indian Financial System and Financial Market Operations, McGraw Hill, New Delhi
3. Michael Simmons, Securities Operations, Wiley Publications, New Delhi.
4. Robert G Hagstrom, The Warren Buffett Way, Wiley Publications, New Delhi
5. Goyal and Goyal, Financial Market Operations, FK Publications, New Delhi.
6. Guruswamy, Capital Markets, TMH, New Delhi.

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO2	Demonstrate ethical and socially responsible behavior.
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CO3	H	H	H	M	H	M	H	L	H	H	H	H	M
CO4	H	M	H	H	M	H	H	H	H	M	H	L	M

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Course Code: CO405 **Behavioural Finance**

Course Objectives **Credits: 04**

- To provide students with an in-depth knowledge of challenging the notion that investors behave in a rational, predictable and an unbiased manner.
- Enrich students with an understanding of the basic issues involved in behavioural finance
- Equip students with the strategic abilities necessary to understand and identify how persistent or systematic behavioral factors influence investment behavior

Course Outcomes

CO1: Understand the differences between a behavioural and a traditional finance perspectives.
CO2: Develop clarity regardingbehavioural influences on individual's investment decisions
CO3: Evaluate behavioural influences involving corporate (executive) financialdecisions.
CO4: Discuss important developments in the area and the associatedpractical insights.

Course content:

Module 1: Foundation of BehaviouralFinance
Nature, Scope, Objectives and Significance and Application, Expected Utility Theory, Riskattitude,
Introduction to Behavioural finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception

Module II- Challenges to Decision Making
Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency

Module III- Heuristic and Biases
Perception, Memory and Heuristics, Familiarity and related Heuristics, Representatives and Related Biases, Anchoring, Irrationality and Adaption, Emotional Foundation. Allias Paradox

Module IV: Emotions and Decisions
Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk -
Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

Texts and References
Texts
1. Ackert and Deaves, Behavioral Finance: Psychology, Decision Making and Markets, Cengage Laerning
2. Tvede, Lars, The Psychology of Finance: Understanding the Behavioural Dynamics of Markets, Weily
3. Monitor, James, Behavioural Finance: Insights into Irrational Minds and Markets, Oxford University Press.

References

1. Thaler, Richard H. Advances in Behavioral Finance, Russell Sage Foundation
2. Shefrin, Hersh, Beyond Greed and Fear: Understanding Behavioral Finance and thePsychology of Investing, Harvard Business School Press.
3. Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance, OxfordUniversity Press.
4. Singhal, Vijay, Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing, Oxford University Press.

5. PO's (Program Outcomes)- At the end of the program the students will be able to:

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO5	Learners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	L	M	L	L	L	L	L		M	H	H	M	H
CO2	M	M	H	H	H	H	M	M		M	M	M	H
CO3	H	H	H	H	H	H	M	L	H	H	H	H	M
CO4	M	M	M	M	M	M	H	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

CORPORATE RESTRUCTURING

Course Code: CO407

Credit:4

Course Objective:

1. Understanding of the essential elements of Joint Ventures, Mergers and Acquisitions
2. Understanding issues and challenges in cross-border M&A Analysis of Post Merger Performance.
3. Developing a proper understanding of methods of payment and financing options at the global level.
4. Identify and estimate value of operational, financial, and managerial synergies and incorporate those into the deal value calculations.

Course Outcomes:

Students, who successfully complete this course, should be able to:

CO1: Understand different approaches for restructuringincorporates.
CO2: Identify the need for joint venture in these volatile market conditions.
CO3: Examine the reasons to acquire, choice of target and recognition of the anticipated challenges, risks and pitfalls of the approach.
CO4: Evaluate corporate restructuring, with respect to external pressures, and potential sources of value creation.

Course Contents

Module I-CORPORATE RESTRUCTURING MERGERS AND ACQUISITIONS (M&A):

Meaning, need, different approaches for restructuring; Joint Ventures: Concept and Meaning of Joint Ventures, Need and Types of Joint Ventures, Structures and Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case studies of successful and failed joined ventures. Introduction to mergers, types of mergers, theories of mergers and acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A Analysis of Post-Merger Performance.

Module II- DEAL VALUATION AND EVALUATION:

Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, and cost-benefit analysis. Valuation Using Multiple (Theory & Numerical), Earnings Based Approach (Earnings - Capitalization Method, EPS, MPS, P/E Ratio).

Module III- POST-MERGER EVALUATION:

Financial Evaluation of Mergers and Acquisitions, Impact on shareholders' Wealth; Takeover Methods, Takeover Defence, Methods of payment and financing options in mergers and acquisitions, Merger, Acquisition and Competition law 2002, SEBI (Securities and Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover. The market value of the merged firm.

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Module IV- RECENT TRENDS IN CORPORATE RESTRUCTURING

Recent changes in the restructuring of Indian companies- List of changes, Companies have resorted for restructuring in recent years with the case study, - recent Government laws on restructuring in India with examples. Accounting Issues in Mergers and acquisition.

Pedagogy: A blended learning pedagogy will be used. The learning is student-centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer sessions/ class tests/ assignments on picking up any latest M&A deal and generating the details of the deal and analysing it / case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real-life settings. Caselets and business articles will be used

BOOKS FOR REFERNCE :

1. Weston, Fred; Chung, Kwang S. and Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education
2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
3. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st edition) Pearson Education
4. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
5. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd edition). International Book House Pvt. Ltd

Course Outcomes to Program Outcomes Mapping Matrix

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO2	Demonstrate ethical and socially responsible behavior.
PO3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO6	Demonstrate an appreciation of the broad environment in which business operates.
PO7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.

PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
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PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
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CO1	M	M	M	M	H	H	M		M	H	H	M	H
CO2	L	H	H	H	H	M	M	M	M	M		M	H
CO3	H	H	H	H	H	H	H	L	H		H	H	M
CO4	M	M	M	M	H	H	M	H	H	M	L	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

MERCHANT BANKING

Course Code: FM421 **Credit: 04**

Course objective:

To course give the students an in-depth knowledge on the working of Merchant Bankers. Students will be aware of the role of merchant banking services in the current Business environment it will help the student understand the Issues management process.

COURSE OUTCOMES:

After completing the course the student should be able to:

CO1- Get an overview of merchant banking services.
CO2- Know the challenges faced by merchant bankers.
CO3 -Develop clarity on book-building process.
CO4- Understand the issues in the management process.

Module I: MERCHANT BANKING Introduction – Concept of Merchant Banking, Nature and scope of Merchant Banking – Functions – Qualities required for Merchant Banker - Recent Development & Challenges in Merchant Banking - Legal Regulatory frame work of Merchant Banking, SCRA- FEMA – SEBI Guidelines to the Merchant Banker

Module II: ISSUE MANAGEMENT Pre & Post Issue Management – issue Pricing – Designing of capital Structure, Brokers in Issue Management & Their Responsibilities- SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues– Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from international markets: ADRs, GDRs, ECB etc.

Module III: BOOK BUILDING Book building – Meaning and concept – Book Building offer, Fixed price Offer – Alternative book build offers – Lead Managers – Duties, Responsibilities and appointment of lead managers – Role of Merchant Banker as a Lead Manager. Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

Module IV: MERCHANT BANKING SERVICES Corporate Counselling – Project counselling - Loan Syndication – Portfolio Management – Offshore Finance – NRI Investment and Advisory Services, Leasing services –Concept, Meaning and Significance.

REFERENCES:

1.Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, NewDelhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi,
Website of SEBI
5. Gurusamy S, Merchant Banking and Financial Services, Vijay Nicole and Tata McGraw Hill, , 4th Edition, 2012, New Delhi
6. Khan M Y, "Financial Services", Tata McGraw Hill
7. Sri Ram, "Handbook of Leasing & Hire purchases", ICFAI Hyderabad
8. Stewart, Simon (University Of Adelaide), "Financial Services & Their Regulation"

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO1	Applying the knowledge of mathematics, accounting and finance to solving complex accounting and management problems
PO2	Demonstrate ethical and socially responsible behaviour
PO3	Creating relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance
PO4	Interpret financial statements and organizational results to enhance the entity's decision-making performance
PO5	Showcase the knowledge of financial managerial, tax, auditing and international accounting principle and practice
PO6	Demonstrate an appreciation of the board environment in which the business operates
PO7	Develop critical thinking, quantitative reasoning, written, and oral communication

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
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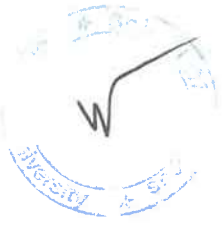
PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	M	M	H	H	M	H	L		H	H	H	M	H
CO2	M	M	H	H	H	H	M	M		M	H	L	H
CO3	H	H	H	H	H	H	M	L	M	H	H	M	M
CO4	H	M	H	H	H	H	H	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)



Sushant University

Business Ethics and Corporate Governance

COURSECODE:SB404 **CREDITS: 4**

COURSE OBJECTIVE: To familiarize the students with the understanding of issues and practices of corporate governance and Corporate Social Responsibility in Indian and Global context.

COURSE OUTCOMES:

The learning outcomes that students are expected to achieve in this course include
CO 1-To Distinguish between ethical and other types of values
CO 2-To recognize ethical considerations and values relevant to business activity
CO 3-To examine common beliefs about ethics—especially common beliefs about the role of ethics in business
CO 4-To develop ethical strategies for a particular business decisions.

COURSE CONTENTS:

Module I: Conceptual framework of Corporate Governance:
Meaning of Corporate & corporate governance, Definitions, components, models of corporate Governance, benefits of corporate governance, concept of corporate excellence, Whistle blowing concept & types of whistle blowers ,Insider trading, Rating agencies, Corporate Governance in Public Sector Undertakings.

Module II: Business Ethics & Major Corporate Failures
Principles & need of Business Ethics, Characteristics of Ethical Organization, Theories of Business Ethics, Globalization and Business Ethics, Stakeholder's Protection, code of ethics for managers. Major Corporate Scandals: Bank of Credit and Commerce International (UK) and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.

Module III: Corporate Governance practices in India:
Corporate Governance Framework in India – Corporate Boards and its powers, Responsibilities, Disqualifications; Statutory Committees of Board and their Functions, Initiatives for governance reforms in India, SEBI's Kumar Mangalam Birla committee (2002), Naresh Chandra committee (2002) on corporate Audit & Governance and Clause 49 listing Agreement,

Module IV: Corporate Social Responsibility (CSR):
Arguments for and Against; Strategic Planning and Corporate Social Responsibility; Corporate Philanthropy, Meaning of CSR, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, ISO 26000

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PEDAGOGY:

Primarily class lectures followed by question-answer sessions/ class tests/ assignments/ interactive sessions, reading of texts, compositions, case study would be used as an important pedagogy.

TEXT &REFERENCES:

Text:

- Bhanu Murthy, K. V. and Usha Krishna, Politics Ethics and Social Responsibilities of Business, Pearson Education, New Delhi.
- J. P. Sharma Corporate Governance, Business Ethics & CSR, Anne Books Pvt. Ltd., New Delhi.
- Christine A Mallin, Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- J.P. Sharma, Corporate Governance and Social Responsibility, Taxman, New Delhi

References:

- Bob Tricker, Corporate Governance-Principles, Policies, and Practice (Indian Edition), Oxford University Press, New Delhi.
- Andrew Crane Dirk Matten, Business Ethics (Indian Edition), Oxford University Press, New Delhi.
- Daniel Albuquerque, Business Ethics, Principles and Practices (Indian Edition), Oxford University Press, New Delhi.
- Michael Blowfield, Alan Murray, Corporate Responsibility-A Critical Introduction, Oxford University Press, New Delhi.
- Francesco Perrini, Stefano, Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar

Readings:

- Sir Adrian Cadbury Committee (UK), 1992, OECD principles of Corporate Governance, 1999 and Sarbanes-Oxley (SOX) Act, 2002 USA.
- Corporate Scandal: Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA) and Vivendi (France).
- Statutory Committees of Board -Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee.

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.

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PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
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PO's (Program Outcomes)- At the end of the program the students will be able to:

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

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CO4	H	M	H	H	H	H	H	H	H	M	H	L	M

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Sushant University

INTERNATIONAL BANKING

Course Code: BI424 **Credit: 04**

Course objective:

The course covers current issues, a thorough understanding of international banking, and an overview of the field. The development and foundation of international banking throughout history, as well as its management, risk management, and management of financial crises, as well as commercial and investment banking, as well as regulations and supervision. The course also outlines Indian Banking system and deals the major development in new development banks

Course Outcome:

At the end of the course the student should be able to:

CO1- Compare and contrast regulatory and supervisory processes among central bankers in industrialized nations.

CO2- Discuss risk management and money laundering activity in international banking

CO3- Identify and sequence the steps that lead to a bank crash

CO4- Learn Banking system of different economies

Module-I Introduction- Concept of Money Market, Developed and Less Developed Money Market, Their Characteristics & Importance. English Banking System – Bank of England, Origin and Growth, Organizational Structure, Functions, Monitory Policy, Commercial Banking System

Module- II Federal Reserve System- Origin, Organizational Structure and Working, Commercial Banking in USA, Unit Banking and Branch Banking and Factors for its Growth in USA New York Money Market Comparison between London Money Market and New York Money Market London Money Market - Market Constituents working and credit Instrument-Euro Dollar.

Module-III Foreign Exchange Markets: Introduction, Market and Market Participants, Foreign Exchange Management in India, Retail and Whole Sale Component of Indian Foreign Exchange Market, Role of FEDAI, FEMA .

Module-IV Indian Banking: Reserve Bank of India- Functions, Monetary and Credit Policy And Evaluation, Achievements and Failures of R.B.I, Indian Money Market, Constituents, Characteristics, Defects and Measures, Banking Reforms in India. NABARD International Financial Institutions- I.M.F. and I.B.R.D, I.D.A, IFC, BRICS- New Development Bank.

PEDAGOGY:

The class format will include reading, presentation and case study discussion. The course will also include small projects, Significant class time will be used to discuss, explore and analyse the latest changes in the Indian and Foreign banking systems.

Text & References

Text:

- Sounders,A.andCornett,M.M,FinancialInstitutionsManagement.McGrawHill
- JorionPhilippe,Value at risk,McGrawHill
- Singh and Dutta, Commercial Bank Management, Latest edition, McGraw Hill Education.
- Varshney,P.N.,BankingLaw&Practice,Latestedition,SultanChand&Sons

References:

·Apte P.G. International Finance – A Business Perspective, New Delhi, TATA McGraw Hill, McGraw Hill Education: 2 edition, July 2017.

- Bhalla . V.K. International Financial Management- S.Chand Publishing,
- International Banking Operations- IIBF- MacMillan Publishers, 2007
- Machenize K. – Banking Systems of Great Britain, French, Germany and U.S.A. 5. Goswami V.K. – International Banking M.COM
- International Banking Legal and Regulatory Aspects- IIBF- MacMillan Publishers, 2007

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO1	Applying the knowledge of mathematics, accounting and finance to solving complex accounting and management problems
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CO3	H	H	H	H	H	H	H	L	H	H	H	H	M
CO4	H	M	H	H	H	H	M	H	H	M	H	L	M

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Security Analysis & Portfolio Management

COURSE CODE:FM422 **CREDITS: 4**

COURSE OBJECTIVE:
To familiarize students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

COURSE OUTCOMES:
At the successful completion of course, a student should be able to:

CO 1-Understand the investment decision process.
CO 2-Comprehend various approaches to Equity Analysis and bond analysis.
CO 3-Understanding of portfolio management.
CO 4- Analyse financial derivatives.

COURSE CONTENTS:

Module I: The Investment Environment - The investment decision process, Types of Investments - Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information,
Investor Protection - SEBI & role of stock exchanges in investor protection, investor grievances and their redressal system, insider trading, investors" awareness and activism.

Module II: Equity Valuation and Approaches: Concept of return and risk for a single stock, Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalisation models, and price-earnings multiple approach to equity valuation.

Module III: Fixed Income Securities - Bond features, types of bonds, estimating various bond yields: YTM, and YTC; types of bond risks, default risk, interest rate risk, computing bond price, bond-price theorems.

Module IV: Portfolio Analysis and Financial Derivatives: Portfolio Risk and Return, Portfolio and Diversification, Capital Asset Pricing Model,
Introduction to Financial Derivatives: Futures, Forwards, and options, Financial Derivatives Markets in India.

NOTE: **Spreadsheet is the recommended software for doing basic calculations in finance.**

PEDAGOGY:
Interactive sessions where open forums discussion takes place to exchange ideas and knowledge,whereeveryindividualisanactiveparticipantinthelearningprocess.Incorporated varioustoolsthatweuseforteachingare:Casestudies,assignments,quizzes,soastoenhance understandinganddevelopingcritical insight.

TEXT &REFERENCES:

Text

- Prasanna, Chandra., "*Investment Analysis and Portfolio Management*", Tata McGraw

- https://www.youtube.com/watch?v=mPRfbolIq9s&t=315s
- https://www.youtube.com/watch?v=AvqcZnZRGgw&list=PLIeAEoX9XNi31JhuR2QbKoRQ1AX4BgISW
- https://www.youtube.com/watch?v=-ItJWOaV4XI
- https://www.youtube.com/watch?v=t_sXtH3neD0

Course Outcomes to Program Outcomes Mapping Matrix

PO's (Program Outcomes)- At the end of the program the students will be able to:

PSOs (Program Specific Outcomes)

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO5	Learners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	M	M	H	H	M	H	M		M	H	H	M	H
CO2	M	M	H	H	H	H	M	M		M	M	M	H
CO3	H	H	H	H	H	H	H	L	H	H	H	H	M
CO4	H	M	H	H	H	H	M	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

COURSE CODE: FM424 **EQUITY RESEARCH**

Course Objectives **CREDITS: 04**

- To understand the Objectives of research, Features and Importance of research in Financial Markets.
- To Understand the Goals of equity research, Elements of equity research, Process of equity research, Types of equity research
- To understand the Research of business and stocks, Overview of Fundamental analysis, Technical analysis and Behavioural finance
- To understand company analysis

Course Outcomes

After completion of this course, students will be able to

CO1: Understand the importance of research in financial market.

CO2: Prepare basic Equity Research Report based on secondary data.

CO3: Compare quantitative and qualitative analysis of stock.

CO4: Take investment decisions in real life.

Course Content:

Module I Introduction to Research and Research Methodology

Introduction and meaning of research, Objectives of research, Features and Importance of research in Financial Markets, Objectives and Types of research. Formulation of research problem. Meaning of Introduction, Need and Good research design. Introduction to Data Collection and types of Data

Module II: Equity Research – An Overview

Introduction – Meaning, Goals of equity research, Elements of equity research, Process of equity research, Types of equity research, Classification of stocks, Market participants, Role of equity research in capital market and Different approaches to equity research. Introduction to Research Analyst Profession – Role of research analyst, Responsibilities of research analyst, Basic principles of interaction with Clients/ Companies, Qualities of Research Analyst.

Module III Fundamentals of Research

Fundamentals of Research – Key points considered before investing, Research on business and stocks, Overview of Fundamental analysis, Technical analysis and Behavioural finance. Economy Analysis – Principles of macro and micro economics, key economic variables for carrying fundamental analysis, sources of information/data for carrying economic analysis. Industry Analysis – Theories for analysis for industry performance – Michael Porter's Five Force Model for Industry Analysis, PESTLE Analysis, BCG Analysis, SCP Analysis. Key industry drivers and sources of information for industry analysis.

Module IV Company Analysis

Qualitative Dimensions – Understanding business and business models, Company's SWOT Analysis, Management Quality and its governance system, Pricing power and sustainability of power, Success factors of the company, Compliance orientation of company and sources of information. Quantitative Dimensions – History of Business V/s Future of Business, Reading of financial statements, Peer comparison, dividend and earning history of the company and Role of corporate actions of the company

Text Books

1. Equity Research and Valuation: Dun and Brad Street- McGraw Hills Professional
2. Damodaran on Valuation: AshwathDamodaran- Wiley
3. Best Practices for Equity Research Analysts: James Valentine, McGraw Hill Education
4. Principles of Quantitative Equity Investing: Sugata Ray- Pearson

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO4	Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
PSO5	Learners will gain thorough systematic and subject skills within various disciplines of commerce, business, accounting, economics, finance, auditing and marketing.
PSO6	Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix 1- Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)							Program Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	H	M	H	L	H	L	H		M	H	H	M	H
CO2	H	H	M	L	M	L	M	M		M	M	M	H
CO3	L	M	H	H	M	H	H	L	H	H	H	H	M
CO4	H	M	M	L	H	L	M	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome

FINANCIAL REPORTING AND ANALYSIS

COURSE CODE:TX422 **CREDITS: 04**

Course Objectives

- To understand, analyse and interpret the basic framework of financial reporting.
- To understand the process of financial analysis and report writing.
- To Familiarize the students with the concept of management quality analysis and wealth creation.
- To familiarize the students with the role of IFRS in accounting discipline

Course Outcomes

After completion of this course, students will be able to

CO1: Understand the ethical implication of business decision making and recognize ethical dilemmas.

CO2: Demonstrate the deep understanding of the financial statements, viz., Profit and Loss Account, Balance Sheet, and cash flow statement of a sole proprietor.

CO3: Analyse the financial statements from different the perspective of different stakeholders using ratio analysis

CO4: Developan ability to communicate the business position effectively by the means of report writing.

Course content:

Module I Basis of Financial Reporting

Purpose of financial reporting, users of financial reports, conceptual framework for financial statements

Module II Understanding Financial Statements

Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement). Additional disclosure statements: Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance.

Module III Components of Financial Statements

Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

Module IV Analysis & Interpretation of Financial Statements

Ratio Analysis – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry Expanded Analysis: Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information. Accounting Standards in India & IFRS- Basic Framework.

Text books:

1. Lal, Jawahar, Corporate Financial Reporting: Theory & Practice, Taxmann Applied Services, New Delhi.
2. Raiyani, J. R. and Lodha, G., International Financial Reporting Standard (IFRS) and Indian Accounting Practices, New Century Publications.
3. Singh, N. T. and Agarwal, P., Corporate Financial Reporting in India, Raj Publishing, Jaipur.

4. Hennie, V. G., International Financial Reporting Standards: A practical guide, Washington: World Bank.
5. Alexander, D., Britton, A. and A. Jorissen, Global Financial Reporting and Analysis, Cengage Learning, Indian edition.
6. Grewal, T.S., Introduction to Accounting, S. Chand and Co., New Delhi.

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Apply the knowledge of mathematics, accounting and finance for solving complex accounting and management problems.
PO-2	Demonstrate ethical and socially responsible behavior.
PO-3	Create relevant, complete and accurate financial statements and information reports using the appropriate accounting principles to provide information to measure the entity's performance.
PO-4	Interpret financial statement and organizational results to enhance the entity's decision-making performance.
PO-5	Showcase the knowledge of financial, managerial, tax, auditing, and international accounting principles and practices.
PO-6	Demonstrate an appreciation of the broad environment in which business operates.
PO-7	Develop critical thinking, quantitative reasoning, written, and oral communication.

PSOs (Program Specific Outcomes)

PSO1	Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books
PSO2	Students will demonstrate progressive affective domain development of values, the role of accounting in society and business.
PSO3	Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
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CO1	M	M	M	H	M	H	H		M	H	H	M	H
CO2	H	M	H	H	H	H	M	M		M	M	M	H
CO3	H	H	H	M	M	H	M	L	H	H	H	H	M
CO4	H	M	H	M	H	H	H	H	H	M	H	L	M

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome

Course Structure - BBA (Hons.) Finance - Batch 2023

BBA(Finance) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SU131	Communication in English	Human Values/ Professional Ethics	Public speaking events and Video/ Podcast Creation
2	Skill Development	SB141	Information Technology in Management		
3		SB151	Health & Wellness		
	Skill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
	Skill Development/Entrepreneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
	Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
			TDCC		

BBA(Finance) 2023 Batch - Semester-II

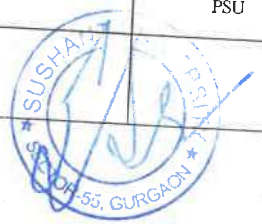
S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
3		SB152	Indian Culture & Heritage	Human Values / Environment and Sustai	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entrepreneurship /Employability	BA102	Human Resource Management	Human Values/ Professional Ethics	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment a	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

BBA(Finance) 2023 Batch - Semester-III

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
Skill Development	SB241	Essentials of Python		
Skill Development	BA201	Business Statistics		
Employability	BA203	Management Information System		
Skill velopment/Entr epreneurship Employability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
Skill velopment/Entr epreneurship Employability	FN221	Management of Banks & Financial Institutions		
		TDCC		

BBA(Finance) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
3	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
4	Entrepreneurship	BA206	Entrepreneurship Development	Gender / Environment and Sustainability	Organising workshop on empowering women enterpreneurs
5	Employability	BA208	AI for Business		
6	Skill Development	FN222	Financial Modelling Using Excel		
Summer Internship 8 Weeks					



BBA(Finance) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit
2	Skill Development/Entrepreneurship /Employability	BA303	Business Law	Professional Ethics	Visit to a law firm
3	Skill Development	BA305	Consumer Behaviour		
	Entrepreneurship	BA307	Family Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
		SB381	Seminar (Term Paper)		
	Entrepreneurship /Employability	FN321	Micro Finance		
		SB371	Summer Internship		

BBA(Finance) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management	Professional Ethics	
3		SB306	Course Offered by Industry Experts		
4	Skill Development/Entrepreneurship /Employability	FN322	Taxation	Professional Ethics	Workshops on emerging topics related to taxation
5	Skill Development/Entrepreneurship /Employability	FN324	Security Analysis & Portfolio Management	Professional Ethics	Workshops on emerging topics related to security analysis
6		**Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)**			

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

BBA(Finance) 2023 Batch - Semester-VII

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB401	Personal Financial Planning		
Skill Development/Entrepreneurship /Employability	BA403	Services Marketing		
Employability	BA405	Internet of Things		
Skill Development/Employability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
Skill Development/Entrepreneurship /Employability	FN421	Working Capital Management		

BBA(Finance) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *		
4	Skill Development/Entrepreneurship /Employability	FN422	Derivatives & Risk Management	Professional Ethics	Auditng an organization
5	Skill Development/Entrepreneurship /Employability	FN424	Corporate Valuation & Analysis *		

Course Structure - BBA (Hons.) HR - Batch 2023

BBA(HR) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
	Skill Development	SU131	Communication in English	Human Values/ Professional Ethics	Public speaking events and Video/ Podcast Creation
	Skill Development	SB141	Information Technology in Management		
		SB151	Health & Wellness		
	Skill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
	Skill Development/Entrepreneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
	Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
			TDCC		

BBA(HR) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	Environment and Sustainability	Engage students in community service activities like teaching underprivileged children, organizing donation drives.
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
3		SB152	Indian Culture & Heritage	Human Values / Environment and Sustainability	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entrepreneurship /Employability	BA102	Human Resource Management	Human Values/ Professional Ethics	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment and Sustainability / Professional Ethics	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

BBA(HR) 2023 Batch - Semester-III

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
Skill Development	SB241	Essentials of Python		
Skill Development	BA201	Business Statistics		
nployability	BA203	Management Information System		
Skill elopment/Entr preneurship nployability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
Skill evelopment	HR221	Talent Management	Human Values/Professional Ethics	Role plays
		TDCC		

BBA(HR) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
3	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
4	Entrepreneurship	BA206	Entrepreneurship Development	Gender / Environment and Sustainability / Profession	Organising workshop on empowering women enterpreneurs
5	Employability	BA208	AI for Business		
Summer Internship 8 Weeks					

BBA(HR) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit
2	Skill Development/Entrepreneurship /Employability	BA303	Business Law	Professional Ethics	Visit to a law firm
3	Skill Development	BA305	Consumer Behaviour		
	Entrepreneurship	BA307	Family Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
		SB381	Seminar (Term Paper)		
	Skill Development/Entrepreneurship /Employability	HR321	Cross Cultural Management	Professional Ethics/ Gender	Cross culutral festival celebrations
		SB371	Summer Internship		

BBA(HR) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management		
3		SB306	Course Offered by Industry Experts		
4	Skill Development/Entrepreneurship /Employability	HR322	Industrial Relations & Labor Laws	Professional Ethics	Visit to law firms to understand IR and labour laws concept
5	Skill Development	HR324	Learning & Development	Gender / Human Values / Professional Ethics	Role plays
			Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)		

BBA(HR) 2023 Batch - Semester-VII

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB401	Personal Financial Planning		
Skill Development/Entrepreneurship /Employability	BA403	Services Marketing		
Employability	BA405	Internet of Things		
Skill Development/Employability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
Skill Development/Entrepreneurship /Employability	HR421	Performance & Compensation Management	Gender/Professional Ethics	SElecting an organization and studying their performance and compensation strategies

BBA(HR) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *		
4	Entrepreneurship	HR422	Strategic HRM		
5	Entrepreneurship	HR424	Management of Change & Development *		

Course Structure - BBA (Hons.) Marketing - Batch 2023

BBA(Marketing) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SU131	Communication in English	Human Values/ Professional Ethics	Public speaking events and Video/ Podcast Creation
2	Skill Development	SB141	Information Technology in Management		
3		SB151	Health & Wellness		
4	Skill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
5	Skill Development/Entrepreneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
6	Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
7			TDCC		

BBA(Marketing) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	L	T	P	Credits	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	2	-	-	2	Environment and Sustainability	Nature walk to Biodiversity parks
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making	1	-	4	3		
3		SB152	Indian Culture & Heritage	2	-	-	2	Human Values / Environment and Sustai	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	2	-	-	2	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entrepreneurship /Employability	BA102	Human Resource Management	4	-	-	4	Human Values/ Professional Ethics	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	4	-	-	4	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC				3		
8		SB172	Social Internship				3	Gender / Human Values / Environment a	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

BBA(Marketing) 2023 Batch - Semester-III

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
Skill Development	SB241	Essentials of Python		
Skill Development	BA201	Business Statistics		
Employability	BA203	Management Information System		
Skill velopment/Entr preneurship mployability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
Skill elopment/Entr preneurship nployability	MK221	Green Marketing		
		TDCC		

BBA(Marketing) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	L	T	P	Credits	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	1	-	2	2	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology	3	1	-	4		
3	Skill Development/Entrepreneurship /Employability	SB204	Financial Management	3	1	-	4		
4	Entrepreneurship	BA206	Entrepreneurship Development	4	-	-	4	Gender / Environment and Sustainability	Organising workshop on empowering women enterpreneurs
5	Employability	BA208	AI for Business	3	1	-	4		
6	Skill Development/Entrepreneurship /Employability	MK222	Sales & Distribution Management	3	-	-	3		

BBA(Marketing) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit
2	Skill Development/Entrepreneurship /Employability	BA303	Business Law	Professional Ethics	Visit to a law firm
3	Skill Development	BA305	Consumer Behaviour		
	Entrepreneurship	BA307	Familty Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
		SB381	Seminar (Term Paper)		
	Skill Development/Entrepreneurship /Employability	MK321	Brand Management		
		SB371	Summer Internship		

BBA(Marketing) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	L	T	P	Credits	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	3	1	-	4	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management	4	-	-	4		
3		SB306	Course Offered by Industry Experts				4		
4	Entrepreneurship	MK322	Retail Management	4	-	-	4		
5	Skill Development/Entrepreneurship /Employability	MK324	Integrated Marketing Communication	4	-	-	4		
6		Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)					2		

BBA(Marketing) 2023 Batch - Semester-VII

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SB401	Personal Financial Planning		
Skill Development/Entrepreneurship /Employability	BA403	Services Marketing		
Employability	BA405	Internet of Things		
Skill Development/Employability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
Skill Development	MK421	Customer Relationship Management	Professional Ethics	To select an organisation and study it CRM strategies

BBA(Marketing) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	L	T	P	Credits	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	3	1	-	4	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	4	-	-	4	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *	3	1	-	4		
4	Employability	MK422	Rural Marketing	4	-	-	4		
5	Skill Development/Entrepreneurship /Employability	MK424	Global Marketing *	4	-	-	4		

Course Structure - BBA (Hons.) Fintech - Batch 2023

BBA(Fintech) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SU131	Communication in English	Human Values/ Professional Ethics	Public speaking events and Video/ Podcast Creation
2	Skill Development	SB141	Information Technology in Management		
3		SB151	Health & Wellness		
4	Skill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
5	Skill Development/Entrepreneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
6	Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
7			TDCC		

BBA(Fintech) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
3		SB152	Indian Culture & Heritage	Human Values / Environment a	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entrepreneurship /Employability	BA102	Human Resource Management	Human Values/ Professional Et	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC		
8		SB172	Social Internship	Gender / Human Values /	

BBA(Fintech) 2023 Batch - Semester-III

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
2	Skill Development	SB241	Essentials of Python		
	Skill Development	BA201	Business Statistics		
	Employability	BA203	Management Information System		
	Skill Development/Entrepreneurship /Employability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
	Skill Development /Employability	FI221	Foundation of Fintech		
			TDCC		

BBA(Fintech) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
3	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
4	Entrepreneurship	BA206	Entrepreneurship Development	Gender / Environment and Sust	Organising workshop on empowering women enterpreneurs
5	Employability	BA208	AI for Business		
6	Employability	FI222	Fundamentals of Machine Learning		

BBA(Fintech) 2023 Batch - Semester-V

S. No	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human	Activity
1	Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit to manufacting and logistics unit
2	Skill Development/Entrepreneurship /Employability	BA303	Business Law		
3	Skill Development	BA305	Consumer Behaviour		
4	Entrepreneurship	BA307	Familty Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
5		SB381	Seminar (Term Paper)	Professional Ethics	
6	Skill Development/Entrepreneurship /Employability	FI321	Banking, Mortgage & Insurance	Professional Ethics	Organize a visit to a merchant banking institution (e.g., ICICI Securities, Axis Capital) to learn about their operations, advisory services, and financial products.
7		SB371	Summer Internship	Professional Ethics	

BBA(Fintech) 2023 Batch - Semester-VI

S. No	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management	Professional Ethics	
3		SB306	Course Offered by Industry Experts		
4	Employability	AN322	DBMS & Data Warehouse		
5	Skill Development	FI324	Innovative Payment Methods	Professional Ethics	Workshop on cashless transactions
6		**Credits for Excellence (Academic/Multidisciplinary/Co-curricular/Extra-Curricular)**			

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

BBA(Fintech) 2023 Batch - Semester-VII

S. No	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human	Activity
1	Skill Development	SB401	Personal Financial Planning		
2	Skill Development/Entrepreneurship /Employability	BA403	Services Marketing		
3	Employability	BA405	Internet of Things		
4	Skill Development/Employability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
5	Employability	AN421	Data Analysis Using Python		

BBA(Fintech) 2023 Batch - Semester-VIII

S. No	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *		
4	Skill Development /Employability	FI422	Trading Strategies	Professional Ethics	Workshop on trading
5	Skill Development/Entrepreneurship /Employability	FI424	Block Chain & Crypto Currency *	Professional Ethics	Guest lecture on crypto currency

Course Structure - BBA (Hons.) Digital Marketing - Batch 2023

BBA(DM) 2023 Batch - Semester-I

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SU131	Communication in English	Human Values/ Professional Ethics	Public speaking events and Video/ Podcast Creation
2	Skill Development	SB141	Information Technology in Management		
3		SB151	Health & Wellness		
4	Skill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
5	Skill Development/Entrepreneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
6	Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
7			TDCC		

BBA(DM) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
3		SB152	Indian Culture & Heritage	Human Values / Environment and Sustainabi	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entrepreneurship /Employability	BA102	Human Resource Management	Human Values/ Professional Ethics	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment and Sustainability / Professional Ethics	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

BBA(DM) 2023 Batch - Semester-III

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
	Skill Development	SB241	Essentials of Python		
	Skill Development	BA201	Business Statistics		
	Employability	BA203	Management Information System		
	Skill Development/Entrepreneurship /Employability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
	Skill Development/Entrepreneurship /Employability	DM221	Introduction to Digital Marketing		
			TDCC		

BBA(DM) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entrepreneurship /Employability	SB202	Research Methodology		
3	Skill Development/Entrepreneurship /Employability	SB204	Financial Management		
4	Entrepreneurship	BA206	Entrepreneurship Development	Gender / Environment and Sustainability / P	Organising workshop on empowering women entrepreneurs
5	Employability	BA208	AI for Business		
6	Skill Development	DM222	Search Engine Optimization & Search Engine Marketing	Professional Ethics	Interactive sessions, expert panels, and case studies on ethical SEO/SEM practices.
	Summer Internship 8 Weeks				

BBA(DM) 2023 Batch - Semester-V

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit
2	Skill Development/Entrepreneurship /Employability	BA303	Business Law	Professional Ethics	Visit to a law firm
3	Skill Development	BA305	Consumer Behaviour		
4	Entrepreneurship	BA307	Family Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
5		SB381	Seminar (Term Paper)		
6	Employability	DM321	Content Marketing		
7		SB371	Summer Internship		

BBA(DM) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management	Professional Ethics	
3		SB306	Course Offered by Industry Experts		
4	Skill Development/Entrepreneurship /Employability	DM322	Social Media Marketing	Professional Ethics	Interactive sessions, expert panels, and case studies on ethical SEO/SEM practices.
5	Skill Development	DM324	Mobile Marketing		
6			**Credits for Excellence**		

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

BBA(DM) 2023 Batch - Semester-VII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB401	Personal Financial Planning		
2	Skill Development/Entrepreneurship /Employability	BA403	Services Marketing		
3	Employability	BA405	Internet of Things		
4	Skill Development/Employability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
5	Skill Development	DM421	Affiliate Marketing	Professional Ethics	To prepare websites and understand the concept of affiliate marketing

BBA(DM) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *		
4	Skill Development/Entrepreneurship /Employability	DM422	Web Development Design & Popular Website tools *		
5	Skill Development	DM424	Email Marketing		

Course Structure - BBA (Hons.) Business Analytics - Batch 2023

BBA(BA) 2023 Batch - Semester-I

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Skill Development	SU131	Communication in English	Professional Ethics	Public speaking events and Video/ Podcast Creation
Skill Development	SB141	Information Technology in Management		
	SB151	Health & Wellness		
kill Development	SB101	Principles of Management & Organizational Behaviour	Human Values	Arranged visits to NGOs or social enterprises to see how management practices are applied in value-driven organizations.
Skill evelopment/Entre preneurship /Employability	BA101	Introduction to Financial Accounting	Professional Ethics	Visits to Accounting Firms or Auditing Bodies
Employability	SB121	Business Economics	Environment and Sustainability	Guest Lectures by Environmental Economists
		TDCC		

BBA(BA) 2023 Batch - Semester-III

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
l Development	SB231	Business Communication	Professional Ethics	Conducting mock presentations with students addressing ethical issues
l Development	SB241	Essentials of Python		
Development	BA201	Business Statistics		
nployability	BA203	Management Information System		
Skill opment/Entre eneurship nployability	BA205	Cost and Management Accounting	Professional Ethics	Analyse cost sheet of PSU
Development	AN221	Fundamentals of E-Commerce		
		TDCC		

Course Structure - BBA (Hons.) Business Analytics - Batch 2023

BBA(BA) 2023 Batch - Semester-II

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1		SU132	Environmental Studies	Environment and Sustainability	Nature walk to Biodiversity parks
2	Skill Development	SB142	Analysis Using Excel For Business Decision Making		
3		SB152	Indian Culture & Heritage	Human Values / Environment and Sustainability	Participation in Traditional Festivals with Environmental Significance
4		SB154	Cyber Security	Professional Ethics	Guest Lectures by Cyber security Industry Experts
5	Skill Development/Entre preneurship /Employability	BA102	Human Resource Management	Human Values/ Professional Ethics	Organizing Employee Wellbeing Programs focusing on stress management, fitness, or work-life balance for employees.
6	Entrepreneurship	BA122	Principles of Marketing	Environment and Sustainability	Collaborate with local businesses to organize and promote launches for eco-friendly products.
7			TDCC		
8		SB172	Social Internship	Gender / Human Values / Environment and Sustai	Engage students in community service activities like teaching underprivileged children, organizing donation drives.

BBA(BA) 2023 Batch - Semester-IV

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development	SB232	Organizational Etiquette & Skills Management	Professional Ethics	Organizing workshop for Business ethics and ethical etiquettes.
2	Skill Development/Entre preneurship /Employability	SB202	Research Methodology		
3	Skill Development/Entre preneurship /Employability	SB204	Financial Management		
4	Entrepreneurship	BA206	Entrepreneurship Development	Gender / Environment and Sustainability / Profes	Organising workshop on empowering women enterpreneurs
5	Employability	BA208	AI for Business		
6	Skill Development	AN222	Overview of Business Analytics		
Summer Internship 8 Weeks					

BBA(BA) 2023 Batch - Semester-V

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Entrepreneurship	SB301	Production & Operation Management	Environment and Sustainability	Industrial visit
Skill Development/Entrepreneurship /Employability	BA303	Business Law	Professional Ethics	Visit to a law firm
Skill Development	BA305	Consumer Behaviour		
Entrepreneurship	BA307	Family Managed Business	Professional Ethics/ Gender	Guest lecture from entrepreneurs
	SB381	Seminar (Term Paper)		
Employability	AN321	Data Mining		
	SB371	Summer Internship		

BBA(BA) 2023 Batch - Semester-VI

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Skill Development/Entrepreneurship /Employability	BA302	Project Management	Professional Ethics	Conduct workshops or sessions to promote ethical practices in project management to students and young professionals.
2	Skill Development/Entrepreneurship /Employability	BA304	Strategic Management	Professional Ethics	
3		SB306	Course Offered by Industry Experts		
4	Employability	AN322	DBMS & Data Warehouse		
5	Skill Development/Entrepreneurship /Employability	AN324	Data Visualization		
6		**Credits for Excellence**			

Semester I to VI: Total Credits Offered: 131 || Total Credits Required for Bachelor's Degree: 125 || Bachelor Degree Awarded if exited after 3rd Year

BBA(BA) 2023 Batch - Semester-VII

Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
Ill Development	SB401	Personal Financial Planning		
Skill velopment/Entrepreneurship Employability	BA403	Services Marketing		
mployability	BA405	Internet of Things		
Skill elopment/Entrepreneurship mployability	BA407	Diversity Management	Environment and Sustainability	Best out of waste to recycle the products
nployability	AN421	Data Analysis Using Python		

BBA(BA) 2023 Batch - Semester-VIII

S. No.	Category	Course Code	Course Title	Activity addressing issues related to Gender / Human Values / Environment and Sustainability / Professional Ethics	Activity
1	Entrepreneurship	BA402	Start Up & Digital Business Management *	Professional Ethics	Guest lecture from entrepreneurs
2	Skill Development/Entrepreneurship /Employability	SB404	Business Ethics and Corporate Governance	Professional Ethics	Ethical audit of company
3	Employability	BA406	Design Thinking *		
4	Employability	AN422	Predictive Analytics *		
5	Skill Development/Entrepreneurship /Employability	AN424	Business Intelligence		

Sushant University

School of Business

COMMUNICATION IN ENGLISH

Course Code: SU131 **Credits: 02**

Course Objectives

The purpose of this course is to:

- Develop the ability to communicate effectively in English through regular practice in four language skills i.e. Reading, Listening, Speaking and Writing
- Enhance knowledge of grammatical system of English language and explication of literary texts.

Course Outcomes

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

CO1: Strengthen the correct usage of English grammar and their speaking ability in terms of both fluency and comprehensibility

CO2 : Develop their vocabulary skills and its contextual function.

CO3 : Develop proficiency in the basics of Professional Writing

CO4 : Appreciate and understand Literature through reading and analysis of literary and cultural texts in multiple genres.

CO5 : Communicate confidently and appropriately by extensive practice of communication skills for any intended audience.

Course content

Module I: Building vocabulary

Vocabulary Extension Methods , Antonym, Synonym, Homophones, Homonyms, One-word substitution, Idioms and phrases, Words often confused, British vs American Vocabulary

Module II: Essentials of grammar

Common Errors, Subject-verb Agreement, Parallel Structure, Conditional Sentences, Question Tags

Module III: Writing Skills

Effective Sentence Structures, Sentence Coherence, Use of Connectives, Paragraph Writing and Precise Writing, Five C's of Effective Business Writing, Structure, layout and format of business letter, Structure and nuances of e-mail writing

Module IV: Reading

Stopping by the Woods on a Snowy Evening-Robert Frost, Wings of Fire by APJ Abdul Kalam- Book Review, Of Studies- Francis Bacon

Pedagogy- The course will be taught in an interactive manner. The concepts will be shared through slides, video clips, and further reinforced through individual or group activities such as role-plays, exercises, games, case discussions, presentations, textbook reading and review.

LAB- 25 Hours

Lab session No.	Details
	Listening to short talks lectures, speeches (scientific, commercial and general in nature)
	Phonetics and Phonology – vowels and consonant, Word Stress, Intonation Patterns, Developing Voice quality, Developing Correct Tone
	Identifying the difference between British vs American vs Neutral Accent, MTI
	Role plays, Declamation
	Theatre, Poetry recitation and reading sessions
	Group discussions, Debates
	Movie Review
	Creative writing- poem, short story, articles for newspaper, fantasy
	Tell-a-tale, rendezvous, trail blazers

Text books

Acevedo and Gower M (1999) Reading and Writing Skills. London, Longman
Swan, Michael. (1980). Practical English Usage. Oxford, OUP
Kumar, Sanjay and Pushp Lata. English for Effective Communication, Oxford University Press, 2015.
Konar, Nira. English Language Laboratories – A Comprehensive Manual, PHI Learning Pvt. Ltd., 2011.
Stopping by the Woods on a Snowy Evening-Robert Frost
Wings of Fire, APJ Abdul Kalam
Of Studies- Francis Bacon

Reference books

Jolly, David (1984). Writing Tasks: Students' Book. Cambridge, CUP
Klippel and Swan (1984). Keep Talking. Oxford, OUP
Walter and Swan (1997). How English Works. Oxford, OUP
Eastwood, John (2008). Oxford Practice Grammar.
High School English Grammar & Composition by Wren & Martin

MID SEMESTER EVALUATION (40) – Theory (25 Marks) + Lab (15 Marks)		
THEORY (25)		
Mid Semester Examination	Quiz(s)/ Presentation (s)/Assignment/	**Total**
15	10	**25**
LAB (15)		
Mid Semester Examination	Lab/ practical performed & Lab report	**Total**
10	5	**15**
END SEMESTER EXAMINATION (60)		
Theory **(35)**	Lab **(25)**	

PO's (Program Outcomes) At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter hin.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively using digital tools
PO-4	Understand and utilize current and emerging technology to improve busir competiveness and personal productivity.
PO-5	Identify, interpret and evaluate digital marketing strategy and suggesting optimization.
PO-6	Integrate various functional areas of business to guide innovation and sol complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research competitive exams.
PSO-2	Display competencies and knowledge in key business functional area accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	H	M	H	H	H	H	H	H	H
CO2	H	M	H	H	M		H	H		H	M
CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Value Added Course

Health and Wellness

Sushant University

School of Business

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course Code: SB101 **Credits:3**

Course Objectives

- The course aims to enhance contemporary knowledge and practices in the field of management.
- Students would be introduced to key frameworks and methods, and develop analytical skills to solve management problems.
- This course is designed to expose students to basic concepts of how organizations function and manage their workforce.
- Students would be introduced to the practice and theory of organizational behaviour with some of its complexities.

Course Outcomes

After completion of this course, students will be able to

CO1: Recall the understanding of the management issues in organizations, across levels and disciplines.

CO2: Demonstrate and apply the principles and practices of management (planning, organizing, leading, and controlling) to a real-world.

CO3: Develop conclusions about attitudes and behaviour, when confronted with different situations that are common in modern organizations.

CO4: Analyze the fundamental principles of Organisation behaviour and relate it with other business functions.

Course Contents

Module 1- Management concept overview

Definition, Nature, Process and Significance of Management; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

Module II- Management functions

Nature, Scope and Objectives of Planning; Types of plans; Steps in Planning; Limitations of Planning, Organizing: Concept and Significance; Principles of Organization; Organization Structure, Span of Control ; Staffing: Concept, Nature and Scope of Staffing.

Controlling: Nature and Scope of Control; Types of Control; Control Process

Module III- Organizational behaviour overview

Definition, Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, Application of Organizational Behavior in Business. Values, Attitude, Personality, Motivation & its theories

Module IV- Groups and teams

Introduction to concept of group and team, Differences between Groups and Teams, Group Dynamics, Theories of Group Formation, Group Decision Making, Types of teams; Building and managing effective teams. Leadership concept, Power and Conflict

Texts and References

Textbooks

- McShane, Steven, "Organizational Behavior", Tata McGraw Hill (Online)
- K. Aswathappa, "Organizational Behaviour", Himalaya Publishing House (Library)
- Robbins, (2009). Fundamentals of Management: Essentials Concepts and Applications, 6th edition, Pearson Education.
- Stoner, Freeman and Gilbert Jr. ((2010)) Management, 8th Edition, Pearson Education.
- Tripathi, P.C.(2008).Principles of Management, McGraw-Hill

Reference Reading

- Luthans, F., Organization Behavior, Latest Edition, Tata McGraw Hill
- Robbins Stephen P.,Judge and Sanghi "Organizational Behavior", Pearson Education
- Singh Kavita, "Organizational Behaviour: Text and Cases", Vikas Publishing
- Booklet@Organizational Behaviour Asst. Prof. Meenakshi Dhingra
- Prasad, L. M., Organization Behavior, Latest Edition, Sultan Chand Publication
- Diwedi, R.S., Organization Behavior, Latest Edition, McMillan Publishing
- Jones, G., Organization Theory: Text and Cases, Latest Edition, Pearson Education

Helpful Websites/e-books/Journals / Magazines:

- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com
- www.peoplematters.com
- https://ndl.iitkgp.ac.in
- Economics Times
- Mint
- Special Reports, Daily News, Finance and Economics and Business

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entreprenеurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	H	M	H	H	H	H	H	H	H
CO2	H	M	H	H	M		H	H		H	M
CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

School of Business

INTRODUCTION TO FINANCIAL ACCOUNTING

Course Code: BA101

Credit: 04

Course Objectives

This course is a basic tool for doing technical analysis and helps in successful decision making and forward planning through enhancing various skills of the students. The objectives of this course are to:

- Develop a clear understanding of the conceptual frameworks and definitions of specific terms that are integral to Financial Accounting.
- Familiarize the student with the basic concepts, standards, practices and preparation of financial statements.
- Critical thinking skills and the ability to present a meaningful picture of financial information presented in the basic financial statements.

Course Outcomes

CO1: Understand the accounting equation and demonstrate how different transactions impact it.
CO2 : Analyse and compare Financial Statements.
CO3 : Construct Financial Statement of organizations.
CO 4 : Critically evaluate the Financial Performance of Companies

Course Contents

Module I- Meaning and Functions, Accounting Cycle. Accounting Principles-Concepts & conventions. GAAP – Generally Accepted Accounting Principles. Introduction to International Financial Reporting Standards (IFRS), Indian Accounting Standards. IAS vs. IFRS vs. GAAP. Accounting Equation Types of Accounts, Rules of Debit and Credit Recording transactions. (Journal)

Module II- Posting to ledger, balancing the accounts. Preparing Trial Balance. Depreciation Accounting: Purpose, Methods and change of method. Preparation of Final Accounts including adjustment entries. SEBI requirement for preparing final accounts. Financial statements as per income tax and company law

Module III- Financial Analysis: Purpose and Role. Methods: Comparative Financial Statements. Financial Analysis: Common Size Financial Statements and Trend Percentages.

Module IV- Cash Flow analysis: Direct and Indirect method and Ratio Analysis: Liquidity ratios, Profitability Ratios, Capital Gearing Ratios, Turnover Ratios. Ratio Analysis : meaning of ratios, classification of ratios, profitability ratios, balance sheet ratios and turnover rations, advantages and limitations of ratio analysis.

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit.

Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Text & References

Textbooks (s)

- N Ramachandran Kakani, Financial Accounting for Management, McGraw Hill
- Sanjay Dhamija, Financial Accounting for Managers, Pearson
- Tulsian, P.C, Financial Accountancy, Pearson Education.
- Maheshwari, S.N. and Maheshwari, S. K., An Introduction to Accountancy, Vikas Publishing House.

References

- Bhattacharyya, Asish K., Essentials of Financial Accounting, Prentice Hall of India.
- Rajasekran, Financial Accounting, Pearson Education.
- Bhattacharya, S.K. and Dearden, J., Accounting for Manager – Text and Cases, Vikas Publishing House.
- Glautier, M.W.E. and Underdown, B. Accounting Theory and Practice, Pearson Education.

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

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CO3	H	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		H	H	H	H

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Sushant University

School of Business

BUSINESS ECONOMICS

Course Code: SB121 **Credits: 03**

Course Objective

The primary objective of the course is to help students develop an insight and understanding of various concepts of Business Economics. It will help students to develop a practical understanding of the economic theories and understand application of economic principles and theories in real life business decision-making.

Course Outcomes

Upon completion of the subject, students will be able to:
CO1: Understand Economic concepts, theories and their relevance in real life.
CO2: Evaluate the profit maximizing price and output for a firm, operating in a competitive and other markets environment.
CO3: Examine various Macro Economic concepts their application in business organizations.
CO4: Relate economic concepts to decision-making process of managers in business.

Course Contents

Module I:

Nature, Scope & Definitions of Economics, Introduction to Business Economics, Difference between Business Economics & Economics, Micro Vs Macro Economics, Opportunity Costs, Concepts of Marginal & Incremental Values, Importance of Marginal Values in Economics, Theory of Demand, Law of Demand, Elasticity of Demand – Types, Methods of Calculation, Practical importance of the concept of Elasticity

Module II:

Meaning and Concept of Production, Factors of Production and Production Function, Law of Variable Proportions, Cost – Concept, Cost Function, Short Run & Long Run Cost, Economies & Diseconomies of Scale, Types of Costs, Market Equilibrium, Theory of Pricing – Perfect Competition (Equilibrium conditions and Diagram), Monopolistic Competition, Oligopoly & Monopoly, (Features only)

Module III: Definitions, Importance and Limitations of Macroeconomics, Circular Flow of Income in Two, Three and Four Sector Economy, National Income: Concepts, Definition, Methods of Measurement of National Income: Income Methods, Output Method, Expenditure Method. Numericals on all 3 methods, Concept of Double Counting.

Module IV: Definition of Money, Money –History, Functions and Forms, Measures of Money Supply. Monetary Policy- Concept, Objectives, functions, Instruments: CRR, SLR, OMO, Bank Rate etc; Fiscal Policy - Concept, Objectives, Functions, The Crowding Out Effect and Fiscal Policy in India.

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent developments in the field.

Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics, will be used as an important pedagogy.

Text & References

Text

- Pindyck and Rubinfeld; Microeconomics, 8/e, Pearson's education, 2012
- Dwivedi, D.N; Managerial Economics, Vikas Publishing House, 2009
- Chaturvedi, D.D and S.L Gupta; Business Economics, Brijwasi Publishers, 2003
- Dornbusch, Fisher, & Startz: Macroeconomics, Tata McGraw Hill, 10e
- Mankiw N. Gregory, Macroeconomic, McMillan Worth Publishers, New York
- Dwivedi, D.N; Managerial Economics, Vikas Publishing House, 8e

References

- P.L Mehta; Managerial Economics, Sultan Chand & Sons., 2003
- Koutsoyiannis, A; Modern Micro Economics, Macmillan Press Ltd., 2003
- Salvator, Dominick, Managerial Economics, Mc Graw- Hill Book Company.
- Samuelson & Nordhaus, Economics; Tata Mc Graw Hill Book Company.2002
- J. V Vaishampayan, Managerial Economics; New Royal Book Company, 2008

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
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CO2		H	H	H	M		H	H	H	H	M
CO3	H	M	H	H	H	H	H	H	M	M	H
CO4	H	H	M	H	H	M			H	H	H

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PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

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CO3	H		H	M	H	H	M	H	M		H
CO4	M	H		H	H	M		M	H	H	H

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Sushant University

School of Business

ENVIRONMENTAL STUDIES

Course Code: SU132 **Credits: 02**

Course Objectives

The broad objectives of this course are to :

- Familiarise with the concepts fundamental to environmental studies
- Understand the complexity of ecosystems and possibly how to sustain them
- Identify the relationships between humans and the environment.
- Explain major environmental problems including their causes and consequences.
- Discuss current and controversial environmental issues and possible solutions to environmental problems and their pros and cons.

Course Outcomes

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

CO1: Gain knowledge on the importance of environmental education and ecosystem.

CO2: Discuss about environmental pollution- sources, effects and control measures of environmental pollution.

CO3: Understand the treatment of wastewater and solid waste management.

CO4: Find importance with respect to biodiversity, its threats and its conservation and appreciate the concept of interdependence.

CO5: Describe the national and international concern for environment for protecting the environment.

Course Contents **Total**

Hrs- 30

Module I : Introduction to environmental studies **(2 lectures)**

- Multidisciplinary nature of environmental studies
- Scope and importance; Concept of sustainability and sustainable development.

Module II: Ecosystems **(4 lecture)**

- What is an ecosystem?

Structure and function of ecosystem;

Energy flow in an ecosystem: food chains, food webs and ecological succession.

Case studies of the following ecosystems:

a) Forest ecosystem

b) Grassland ecosystem

c) Desert ecosystem

d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Module III: Natural Resources: Renewable and Non-renewable Resource (4 lectures)

- Land resources and land-use change; Land degradation, soil erosion and desertification.

- Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.
- Water: Use and over – exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state), Dams – benefits and problems.
- Food resources: World food problems, changes caused by agriculture and over-grazing, effects of modern agriculture, fertilizer-pesticide problems, waterlogging, salinity.
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies

Module IV : Biodiversity and Conservation (3 lectures)

- Levels of biological diversity: genetic, species and ecosystem diversity; Bio-geographic zones of India; Biodiversity patterns and global biodiversity hotspots.
- India as a mega-biodiversity nation; Endangered and endemic species of India, threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions.
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Module V: Environmental Pollution (5 lectures)

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

Module VI: Environmental Policies & Practices (4 lectures)

- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Module VII: Human Communities and the Environment (4 lectures)

- Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management: floods, earthquake, cyclones and landslides.
- Water conservation, rain water harvesting, watershed management.

- Wasteland reclamation.
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Module VIII: Field Work **(4 lectures)**

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

Course References

Text Book:

- Chawla S., 2012. A Textbook of Environmental Studies, Tata Mc Graw Hill, New Delhi.

Reference Books:

- 1. Jadhav, H & Bhosale, V.M., 1995. Environmental Protection and Laws. Himalaya Pub. House, New Delhi.
- 2. Gadi R., Rattan, S., 2006. Environmental Studies, KATSON Books, New Delhi.
- 3. Mckinney, M.L. & School, R.M., 1996. Environmental Science Systems & Solutions, Web enhanced edition.
- 4. Wanger K.D., 1998. Environmental Management. W.B. Saunders Co. Philadelphia, USA

Evaluation Components

S.No	Exam	Marks	Duration	Coverage / Scope of Examination
1	Test -1 (Mid-Term)	15	1 hour	Syllabus covered up to Mid-Semester
2	Test -2 (End-Term)	60	2 hours	Entire Syllabus
3.	Tutorials / Assignments, Quizzes, Attendance/Field Work/Project	25	Entire Semester	Quiz(s)/presentation(s)/ Field Work-15 Assignment - 10
Theory	*A student will need to get at least 40 marks out of a maximum of 100 to be considered passed.*			

PO's (Program Outcomes) At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively using digital tools

PO-4	Understand and utilize current and emerging technology to improve business competiveness and personal productivity.
PO-5	Identify, interpret and evaluate digital marketing strategy and suggesting optimization.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
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CO4	H	H	H	M	H	M		H	H	H	

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Sushant University

School of Business

INDIAN CULTURE AND HERITAGE

COURSE CODE: SB152 **CREDITS: 2**

Course Description:
This course aims to provide BBA students with an understanding of the rich cultural heritage of India. It explores various aspects of Indian culture, including its history, art, music, dance, literature, philosophy, religions, traditions, and societal norms. The course will delve into the diverse cultural fabric of India, emphasizing its significance in shaping Indian society and its relevance in contemporary business contexts.

Course outcomes: After completing the course, students would be able to:
CO1: To understand the impact of Indian culture on business practices and management.
CO2: To explore the historical development and evolution of Indian culture and heritage.
CO3: To analyze the role of Indian culture in shaping social structures, communication, and interpersonal relationships.
CO4: To develop an appreciation and respect for Indian culture and heritage.

Course Outline:

Module I:
Introduction to Indian Culture: Definition and scope of Indian culture, Evolution of Indian culture: Indus Valley Civilization, Vedic period, etc., Cultural diversity in India: languages, religions, regional variations, etc., Significance of culture in the Indian context; Indian Art and Architecture: Evolution of Indian art: prehistoric art, Buddhist art, Mughal art, etc., Major art forms: painting, sculpture, pottery, textiles, etc., Architectural styles: Indus Valley, Buddhist, Hindu, Islamic, colonial, etc., Famous Indian monuments and their cultural significance.

Module II:
Indian Music, Dance, and Theatre: Classical music traditions: Hindustani and Carnatic music, Classical dance forms: Bharatanatyam, Kathak, Odissi, Kathakali, etc., Folk music and dance forms across different regions, Traditional Indian theatre forms: Sanskrit drama, folk theatre, etc.; Indian Literature and Philosophy: Ancient Indian texts: Vedas, Upanishads, Ramayana, Mahabharata, etc., Notable literary works in different languages: Hindi, Sanskrit, Tamil, etc., Contribution of Indian philosophers and thinkers, Influence of Indian philosophy on ethical values and decision-making

Module III:
Religions and Beliefs in India: Major religions in India: Hinduism, Buddhism, Jainism, Islam, Christianity, etc., Religious practices, rituals, and festivals, Interfaith harmony and secularism in Indian society, Impact of religious beliefs on business practices; Indian Traditions and Customs: Social customs and rituals: marriage, birth ceremonies,

funeral rites, etc., Traditional clothing and attire, Food and cuisine diversity, Festivals and celebrations: Diwali, Holi, Eid, Christmas, etc.

Module IV:
Indian Culture and Business: Influence of culture on business practices and etiquette, Role of Indian culture in consumer behaviour, Cultural sensitivity and cross-cultural communication, Cultural challenges and opportunities in the Indian market.

Books & Refcrences:

1. Basham, A. L. (2008). The Wonder That Was India: A Survey of the Culture of the Indian Sub-Continent Before the Coming of the Muslims. South Asia Books.
2. Majumdar, R. C., & Majumdar, A. K. (2017). An Advanced History of India. M.D. Publications Pvt. Ltd.
3. Nehru, J. (2014). The Discovery of India. Oxford University Press.
4. Thapar, R. (2018). A History of India. Penguin Random House India.

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
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PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

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CO4	H	H	H	M	H	M		M	H	H	

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CYBER SECURITY

COURSE CODE: SB154 **CREDITS: 2**

Course Description:
This course aims to provide management students with an understanding of cyber security principles, practices, and challenges in the modern business landscape. The course will cover various aspects of cyber threats, risk management, legal considerations, and strategic planning for cyber security. It will equip students with the knowledge and skills to make informed decisions regarding cyber security strategies and mitigate cyber risks in organizations.

Course outcomes: After completing the course, students would be able to:
CO1: Introduce management students to the concept of cyber security and its importance in business.
CO2: Develop strategies for effective cyber security risk management.
CO3: Equip students with the knowledge and skills to make informed decisions regarding cyber security at a managerial level.
CO4: Analyse the impact of cyber security on business operations and strategic planning.

Course Contents:

Module I:
Introduction to Cybersecurity and Risk Management: Understanding the importance of cybersecurity in the business environment, exploring different types of cyber threats and their impact on organizations, Legal and ethical considerations in cybersecurity, Risk management principles and practices, Risk assessment and analysis techniques, Developing risk mitigation strategies.

Module II:
Security Principles and Best Practices: Fundamentals of information security: confidentiality, integrity, and availability, Network security: firewalls, VPNs, intrusion detection systems, Secure configuration and management of network infrastructure, Secure software development practices: secure coding, software testing, and vulnerability management, Identity and access management: authentication, authorization, and access control.

Module III:
Cybersecurity Governance and Incident Response: Establishing cybersecurity governance frameworks and policies, Security awareness training and creating a cybersecurity culture, Incident response planning and management, Incident identification, containment, eradication, and recovery, Communication strategies during cybersecurity incidents, Business continuity planning and disaster recovery.

Module IV:
Emerging Trends in Cybersecurity: Cloud security: challenges and best practices, Securing Internet of Things (IoT) devices and networks, Application of artificial intelligence (AI) and machine learning (ML) in cybersecurity, Threat detection,

anomaly detection, and automated response systems, Ethical considerations and challenges in AI-driven cybersecurity, Emerging technologies and their impact on cybersecurity (e.g., blockchain, quantum computing)

Pedagogy

The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a laptop. Besides, there would be homework and short in-class practice tests, demonstration of computing software. The homework/ case problems handed out should be attempted/ read before coming to class for discussion.

Text Books and References:

1. Whitman, M. E., & Mattord, H. J. (2019). Management of Information Security. Cengage Learning.
2. Dhillon, G., & Backhouse, J. (2001). Information Systems Security Management in Practice. IGI Global.
3. Schneier, B. (2015). Secrets and Lies: Digital Security in a Networked World. Wiley.
4. Goel, S. (2018). Cyber Security: Concepts and Cases. Oxford University Press.

Assessment:

Mid Semester Examination	Quiz(s)/ Presentation (s)	Assignment(s)	Total
15	15	10	40
End Semester Examination			60
			100

PO's (Program Outcomes)- At the end of the program the students will be able to:

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CO3	H	H		H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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****Multi-Disciplinary Course- TDCC** **Credit:3**

**** Social Internship 2 weeks Code: SB172** **Credit:3**

HUMAN RESOURCE MANAGEMENT

Course Code: BA102 **Credits: 04**

Course Objectives

The objective of the course is on developing student's knowledge of the basic concepts and practices of human resource management. The course introduces students with the different aspects of managing people in the organization through the phases of acquisition, development and retention.

Course Outcomes

CO1: Analyse and discuss the context of HR, with specific reference to current forms of work and employment, forms of commitment and flexibility

CO2: Analyse and evaluate HR specialists' contribution, their specific skills, and ethical and professional issues of concern to them

CO3: Demonstrate and evaluate practices concerning recruitment and selection, managing performance for added value, maximizing employee contribution, managing learning processes, effective employment relations, resolving differences and gaining commitment, motivating staff and rewarding contributions

CO4: Critically evaluate the Hr practices of an organization

Course Contents

Module I:Introduction

Concept nature, scope, objectives and importance of HRM; Evolution of HRM; Environment of HRM; Personnel Management vs HRM. Acquisition of Human Resources: HR Planning; Job analysis, Emerging issues in human resource management: Workplace diversity, employee empowerment, downsizing, VRS, work-life balance, and work from home.

Module II: Training, Development and Appraising

Concept and importance of training; types of training; methods of training, design of training programme evaluation of training effectiveness; executive development – process and techniques; career planning and development. Development methods - case study, role-playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing. Performance Appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods

Module III: Compensation and Maintenance Compensation

Components of employee remuneration – pay band compensation system, base and supplementary; maintenance: overview of employee welfare, health and safety, social security.

Module IV:HRM Strategies for the New Millennium

Role of HRM in strategic management; human capital; emotional quotient; mentoring; 360 degree appraisal technique; ESOP; flexi-time; quality circles; Kaizen; TQM and six sigma.

PEDAGOGY

Interactive sessions where open forums discussion takes place to exchange ideas and knowledge, where every individual is an active participant in the learning process. Incorporated various tools that we use for teaching are: Case studies, assignments, quizzes, so as to enhance understanding and developing critical insight.

TEXT & REFERENCES

Text:

- Chhabra, T. N; Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
- Dr. Gupta, C. B.; Human Resource Management, Sultan Chand and Sons, New Delhi, 2007.
- Decenzo, D.A., & Robbins, S. P. (2009). Fundamental of Human Resource Management. New Jersey; Wiley.

References:

- Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2007.
- Khanka, S. S.; S, Human Resource Management;. Chand and Sons, New Delhi, 2001.
- Chaterjee; An Executive Guide to Human Resource Management, Excel Book, 1999.
- Dessler, Gary; Human Resource Management; Prentice Hall.

PO's (Program Outcomes)- At the end of the program the students will be able to:

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.

PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H		H	H		H	H	H
CO2	H	H	M	H	M	H	H	H		H	M
CO3	M	H	H	M	H	H	M	H	M		H
CO4	H		H	H	H	M	H	M	H	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

PRINCIPLES OF MARKETING

Course Code: BA122 **Credits: 04**

Course Objectives

- This course helps the students to understand how organizations identify customers and their needs and wants.
- This course aims to enhance contemporary marketing Knowledge and management practice in the field of marketing.
- The course enables the student to understand the real life marketing problems.
- This course relates to the holistic development of knowledge in marketing with an applied integration in the field of interest.

Course Outcomes

After completion of this course, students will be able to

CO1: Identify basic principles, concepts of marketing, role of marketing in business and society.

CO2: Demonstrate a clear understanding of micro and macro environments on marketing as well as on segmentation, targeting and positioning.

CO3: Interpret consumer behavior for implementation & application of marketing plans.

CO4: Evaluate and Integrate various elements of marketing to develop a marketing plan.

Course Content

Module I- Introduction to Marketing

Introduction to Marketing Marketing - Definition, Evolution, core concepts, Marketing v/s Selling, Role of a Marketing Manager in the current scenario, Introduction to 7 P's of marketing, Marketing Environment – Internal and External Environment, Market segmentation, Targeting & Positioning (STP) Market Segmentation, meaning, its benefits, Bases for segmenting Consumer market, Market Targeting, Product positioning concept.

Module II- Product Mix and Pricing Decisions

Product - Concept, Levels of Products – core benefit, basic product, expected product, augmented product and potential product, new product development, branding decisions, packaging & labeling, Product Life Cycle.
Price :Meaning, Pricing objectives, Pricing Strategies - Skimming pricing, Penetration pricing and psychological pricing, Geographical pricing, promotional pricing and differential pricing.

Module III- Place Mix and Promotion

Place : Need and importance of distribution, Factors influencing selection of distribution channel, Channels of Distribution.

Promotion : Promotion Mix – Elements : Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing etc. Brief overview of people, process and physical evidence.

Module IV– Trends in Marketing Digital Marketing

Meaning, Importance, Green Marketing - Meaning, Importance, Use of Information Technology in marketing practices – Virtual marketing, E-buying behavior etc

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References
Textbook:

- Kolter, Keller, Koshy Jha , Marketing Management,
- Kotler, P and Armstrong, G (2016), *Principles of Marketing 15th Edition*, Pearson.

Reference Books:

- Baines, P; Fill, C and Page, K, *Essentials of Marketing*, Oxford University Press
- Marketing Management- 3edition Arun Kumar and N Meenakshi Vikas Publication
- Saxena, Rajan , Marketing Management, Fourth Edition, New Delhi, Tata McGraw Hill Education Pvt. Ltd.
- Lamb/Hair/Sharma and McDaniel, *MKTG: A South-Asian Perspective*; New Delhi, Cengage Learning
- Jobber, D and Fahy, J, Foundations of Marketing – 2E, New Delhi, Tata McGraw Hill Education Pvt. Ltd

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively

PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

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CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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Sushant University

School of Business

BUSINESS COMMUNICATION

Course Code: SB231 **Credit: 02**

Course Objectives

- To identify various communication skills involved in the business organization.
- To develop business communication skills among the students

Course Outcomes

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

CO1: Overcome the challenges and utilize the opportunities of business communication
CO2: Plan and execute different business correspondence for professional communication
CO3: Analyse real-life business scenarios
CO4: Develop and present professional presentations catering to the need of the hour

Course Contents

Module I: Introduction to Business Communication
Basics of Effective Business Communication, Forms and types, Process, Challenges and opportunities

Module II: Written Communication
Planning and execution of Business Communication Structure and Layout- Report Writing, - Memos, Circulars, Notices, Agenda and Minutes of Meetings, Business E-mail, Proposal, and Business Plan

Module III: Presentation: Strategies & Techniques Presentation
Planning, outlining and Structuring, Nuances of delivery, Visual Aids in Presentations, Importance and implementation Non-Verbal Communication in Presentation

Module IV: Strategic Reading
Reading and analyzing Case studies - related with Cross-Cultural differences, Business Strategies and Techniques, Negotiation Skills, Sales and Marketing

Text Book(s)

- Communication Skills and Business Communication- R. C. Sharma_ Krishna Mohan
- Essentials of Business Communication-Rajendra Pal and J.S. Korlahalli

Reference Book(s)

- Business Communication- Shalini Kalia_ Shailja Agarwal
- Business Communication - Meenakshi Raman and Prakash Singh

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO2	Apply management concepts and approaches in real life scenarios.
PO3	Convey ideas and information effectively
PO4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO5	Inculcate professionalism for long term sustainable growth.
PO6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

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CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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****Multi-Disciplinary Course- TDCC** **:Credit 3**

Sushant University

School of Business

COST AND MANAGEMENT ACCOUNTING

Course Code: BA205

Credits: 4

Course Objective

The primary objective of the course is to familiarize the students with the basics of cost accounting, various cost concepts, allocation and control of various costs and different methods of costing.

Course Outcomes

The learning outcomes that students are expected to achieve in this course include:

CO 1-Develop a clear understanding of the conceptual frameworks and definitions of specific terms that are integral to Cost Accounting and Management Accounting.

CO 2- Understand the basis of conventional and contemporary costing systems

CO 3-Apply the concepts and techniques of budgetary control of costs

CO 4- Critically analyse relevant costs and provide recommendations for decision making

Course Contents

Module I:

Cost concepts: , Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Overhead allocation, Overhead Apportionment.

Module II:

Contract costing: Concepts, Profits on ongoing contracts, Notional Profit, escalation clause. Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts

Module III:

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

Module IV:

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

PEDAGOGY

The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

TEXT & REFERENCES

Text:

- Jain & Narang, " Cost Accounting", Kalyani Publishers, 2002.
- Arora,M.N. ",Cost Accounting", 2nd Edition, Vikas Publishing House Pvt. Ltd.,2001.

References:

- Horngren, " Managerial Cost Analysis", 22nd revised edition, Prentice Hall, 2003.
- Gowda, J. Made, "Advanced Cost Accounting", 1st Edition, Himalya Publishing House, 2001.
- Maheshwari, S. N. and S. N. Mittal, " Cost Accounting – Theory and Problems", 22nd Revised
- Edition, Shri Mahavir Book Depot, New Delhi, 2003.
- S. P. Jain, "Cost Accountancy- Principles and Practice", Kalyani Publishers
- P. C. Tulsiyan, "Cost Accounting", Tata McGraw Hill.

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
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PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

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CO4	H	H	M	H	H	M			H	H	H

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Sushant University

School of Business

Course Code: HR221 **TALENT MANAGEMENT**

Credits: 03

Course Objectives

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Outcomes

CO1: Understanding Talent Management, Challenges and Dilemmas
CO2: Understanding best HR practices for talent management and managing talent for teams and organizations
CO3: Gaining insight on talent management in different organizational contexts
CO4: Developing an understanding of how to identify talent and create development plans using data

Course Contents

Module I: Talent Mànagement

Meaning and significance of talent management attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

Module II: Competency Mapping

Features of competency methods, approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- business strategies - methods of data collection for mapping - Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Module III: Performance management and employee development

Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Module IV: Employee engagement

Meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey. Identifying managerial positions which are critical for the business - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents.

Text Book (s)

- Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
- Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
- Performance Management - Herman Aguinis, Pearson Education, 2007
- Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
- Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.

Reference Book (s)

- Sparrow, P., Scullion, H. &Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
- Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
- Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report) https://dea.nu/sites/default/files/Report_EHRM.pdf.

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CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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Specialization -Finance

Sushant University

School of Business

ORGANIZATIONAL ETIQUETTES & SKILLS MANAGEMENT

Course Code: SB232

Credits: 02

Course Objectives

- To bridge the gap between industry requirement and student's knowledge and skill sets
- To build personal and professional efficiency of students
- To inculcate problem solving and develop creative thinking skills
- To develop employability skills of students

Course Outcomes

CO1- To develop skills of both listening and oral communication

CO2- To build personal and professional effectiveness and develop effective interpersonal communication

CO3- Implement the problem solving techniques and ways to develop creative thinking

CO4- To bridge the gap between corporate requirements as well as knowledge and skill sets

Course Contents

Module I: Oral communication

Meaning, nature, scope, principals of effective oral communication, Techniques of effective speech, the art of listening, barriers to listening, Telephone etiquettes, video conferencing etiquettes, creating lasting impressions online, Managing remote interactions,

Module II: Developing Interpersonal skills

Difference between informal and interpersonal communication, kinds of interpersonal communication, recovering from difficult interpersonal situations, managing conflicts, speaking persuasively, handling stress.

Module III: Problem Solving and Creative thinking

Recognizing and Defining a problem, Analyzing the problem, Developing possible alternatives, Evaluating Solutions, Resolution of a problem, Implementation, Barriers to problem solving, Definition and meaning of creativity, Convergent and Divergent thinking, Idea generation and evaluation (Brainstorming)Debating

Module IV:

Understanding career management, developing a long- Term career plan, setting short term career goals, setting short term goals, difference between wishing, dreaming and goal setting, Personal and professional goals, positive affirmation for smart goals, time management. Group Discussions.

Pedagogy

Interactive sessions, discussions, case studies, situation based role plays, Presentation, audio visual tools, stories, experiential learning activities, simulations, assignments, quizzes.

Texts

Communication Skills and Business Communication- R. C. Sharma_ Krishna Mohan

Soft Skills- Gajendra singh Chauhan and Sangeeta Sharma

References

- Business Communication- Shalini Kalia_ Shailja Agarwal
- Communication skills- Sanjay Kumar and Pushp Lata

PO's (Program Outcomes)- At the end of the program the students will be able to:

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CO4	H	H	H	M	H	M		M	H	H	

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**** Summer Internship 8 Weeks will be evaluated in Semester V**

ENTREPRENEURSHIP DEVELOPMENT

Course Code: BA206 **Credits: 04**

Course Objectives

- This course aims to inculcate understanding basic concepts in the area of entrepreneurship
- This course provides understanding the role and importance of entrepreneurship for economic development
- This course also aimed for developing personal creativity and entrepreneurial initiative
- This course deals with understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.

Course Outcomes

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

CO1: Understand the business environment in order to identify business opportunities

CO2: Specify the basic performance indicators of entrepreneurial activity

CO3: Evaluate the effectiveness of different entrepreneurial strategies,

CO4: Demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.

Course Contents

Module I: Entrepreneurial Management Concept and Model of Entrepreneurship Entrepreneur

Definition and concept of Enterprise, Evolution of Entrepreneurship ,Theories of Entrepreneurship Innovation theory & theory of high achievement. Characteristics and Skills of Entrepreneurship Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship Problems of Entrepreneurship,

Module II: Types of Entrepreneur and Development of Business plan

Functions, Qualities Entrepreneur vs Manager Professionals vs Family Entrepreneurs Entrepreneurs vs Intrapreneur, Types of Entrepreneurs, Women Entrepreneurs Entrepreneurial Motivation Process of entrepreneurship. Meaning of Business plan, Significance and Contents of a Business Plan, developing Business Plan

Module III: Entrepreneurial Behavior

Entrepreneurial Qualities, concept nature, attitudes, essential attitude, Motivation: concept and theories, Maslow's Need Hierarchy Model, McClelland's Theory, factors

Motivating Entrepreneurs, concept of competency developing entrepreneurial competencies, Invention and Innovation, nature and cases of business risks, Social Responsibility of Entrepreneur.

Module IV: Entrepreneurial Development and Training, Finance & Support agencies

Sources of Finance, Support to Entrepreneurs by DIC, SIDBI, SIDCO, SSIB, NSIC, SISI, Other Institutions etc Meaning and objectives of Entrepreneur, Development of EDP, Need and relevance of EDP's Phases/steps in EDP, Problems in conducting EDP's. Barriers to Entrepreneurship, and emerging opportunities for entrepreneur.

Pedagogy

A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References

Texts

- T.N. Chhabra Entrepreneurship Development
- Trehan, A. (2011). Entrepreneurship. Dreamtech Press.
- Charantimath, P. M. (2009). Entrepreneurship Development and Small Business Enterprises. Delhi: Pearson Education.
- Dr. Dilip Sarwate, Entrepreneurship Development and Project Management, Everest Publishing house
- Vasant Desai, Dynamics of Entrepreneurship development and Management, Himalaya Publishing House
- David H Holt, Entrepreneurship and New Venture Creation, Prentice Hall
- Paul Ajit Kumar, Paul, Entrepreneurship Development, Himalaya Publishing House Mumbai

References

- Bygrave, W., & Zacharaki, A. (2011). Entrepreneurship. United States of America: John Wiley& Sons.
- Hatten. (2009). Small Business Management Entrepreneurship and Beyond. Canada: Cengage Learning.

Helpful Websites/e-books/Journals / Magazines:

E-resources/blogs

- chaaipani.com/entrepreneurship/
- yourstory.com
- nptel.ac.in/courses/122106032/Pdf/7_3.pdf
- www.inc.com/rhett-power/15-free-ebooks-that-will-help-you-grow-as-an-

entrepreneur.html

PO's (Program Outcomes)- At the end of the program the students will be able to:

PSOs (Program Specific Outcomes)

PO-1	Demonstrate an understanding of business functional areas and their interlinkage within.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	H	M	H	H	H	H	H	H	H
CO2	H	M	H	H	M		H	H		H	M
CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

School of Business

SEARCH ENGINE OPTIMIZATION AND SEARCH ENGINE MARKETING

Course Code: DM222

Credits: 03

Course Objectives

This course deals with fundamental concepts of Search Engine Optimization (SEO) and Search Engine Marketing (SEM). The primary objectives of this course are;

- Develop a clear understanding of the process of getting website ranks on search engine
- Familiarize the student with the basic concepts, standards, standard practices of SEO and SEM
- Demonstrate the ability to measure the SEO efforts and optimize the rank for increasing the web presence
- Critical thinking skills and the ability to develop quality content via keyword planning .
- Evaluate the search engine optimizations as a digital marketing strategy and various tools to assess the website

Course Outcomes

By the end of the course, the student will:
CO1: Learn to develop strategies to effectively use SEO for getting a high rank in the search results
CO2: To plan the appropriate keywords for a better and more engaging content
CO3: To help understand the role of SEM in the rank optimization of a website
CO4: To assess on-the-page SEO and off-the-page SEO parameters to check the health of a website

Course Contents

Module I: Introduction to SEO and SEM
SEO Basics: Importance and components of SEO, Google algorithm updates; Concepts of crawling and indexing; Search Engine Ranking; Local SEO, Mobile SEO, e-Commerce SEO; Introduction to SEM: An overview of SERP; Google Ads: Introduction to Google Ad words; SEO vs SEM; Key Terms

Module II: Keyword Strategy and PPC advertising
Keyword strategy; Short tail and long tail keywords, Identify Long-Tail Keywords, Competition Research; Keyword Difficulty; Keyword Research Tools- SEMRush, Moz, etc., Analyzing Google Search Console Data; Search Queries and keywords; Optimization techniques for keywords; User Interface, Planning and control of keywords, Creating compelling Ads: Designing Image Ad, Creating Animated Ads, YouTube Video Promotion; Different Ad Types, Pricing models, Ad Page Rank, Billing and payments

Module III: On the page SEO and Off the page SEO
On-Page SEO; Website Content, URL Structure, Pictures, Title Tags & Meta Tags, Headline Tags, Internal Linking. Off-Page SEO- Key parameters; Backlinks, Using Social Media to Spread Content, importance of various platforms for improving rank

Module IV: Audit and Optimization
Measuring SEO effectiveness; Understanding the SEO Audit Reports, Leads/ROI, Indexed Pages, Inbound Links; Formulating strategies for rank optimization

Pedagogy

- Well-structured content designed by Industrial Experts by Facebook, HCL Technologies, Star India, etc.
- Live sessions by Industrial Experts
- Doubt solving sessions by Teaching Assistant
- Discussion Forum & WhatsApp Group Support
- Mentor will be provided to resolve academic as well as non academic related queries
- Recordings of the live sessions will be provided within 48 hours on the platform
- Real world Projects, Case Study & Assignments

Text Books

- The Referral Engine – John Jantsch
- Digital Marketing for Dummies, By Ryan Deiss and Russ Hennesberry, 2017
- Art of SEO (3rd edition) by Eric Enge.
- Marketing and Online Media to Reach Buyers Directly – David Meerman Scott

Reference Books

- Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
- Digital Marketing for Dummies, By Ryan Deiss and Russ Hennesberry, 2017
- The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly – David Meerman Scott

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.

PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
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CO3	H		H	M	H	H	M	H	M		H
CO4	M	H		H	H	M		M	H	H	H

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Sushant University

School of Business

PRODUCTION & OPERATIONS MANAGEMENT

Course Code: SB301 **Credits: 04**

Course Objectives

To objective of the course is to acquaint the students with decision making in Planning, scheduling and Control of production and operations management functions in both manufacturing and services; impact of Information Technology and technological advancement for up gradation of facilities and Productivity Improvement in operations.

- Develop students' basic understanding of concepts, theories and techniques of operations management
- Empower them to understand and apply the linkage of production & operations management with supply chain management, quality management and marketing management and
- Equip them to take up advanced courses in areas such as operations control, supply chain management, statistical quality control, and quality management etc.

Course Outcomes

After completion of this course, students will be able to

CO1: Grasp the production aspects of any firm, be it in physical products or services.

CO2: Compute productivity and wastivity indices.

CO3: Analyze relevant Cost-Volume-Profit data to find out the level of activity required to break even using CVP analysis.

CO4: Synthesize information about item requirement, price, carrying cost and ordering cost to arrive at optimum economic quantity (lot size) for the item using EOQ model.

CO5: Critically examine production data to evaluate process stability by creating and using the tools of control charts.

Course Content

Module I- Introduction to Operations Management

Definition. Production functions, Functions & Responsibilities of Production management and its relations to other management functions. Automation. Difference between services and Manufacturing. Competitiveness Strategy and productivity. Computing productivity and wastivity. Job opportunities in operations; World Class manufacturing practices; emerging trends and implications for operations.

Module II- Product and Service Design

Objectives, legal and environmental issues, Lifecycles. Design attributes - commonality, modularity and standardisation. Postponement or Delayed Differentiation; Customization. Reliability, Improving reliability. Phases in product design and development. Design for manufacturing, concurrent Engineering, CAD, and Recycling Component Commonality. Design for Manufacturability (DFM). Service Design, Difference between product design and service design.

Module III- Capacity Planning, Process Selection and Facility Layout & Location

Defining and Measuring Capacity, Planning Capacity, Make or Buy Decisions. Challenges of Planning Service Capacity. CVP Analysis. Types of manufacturing Processes – processes by Market Orientation (MTS, ATO, MTO & ETO); processes as Production Systems – project, job shop, batch, assembly line and continuous flow. Processes and Customer Involvement. Flexible manufacturing Systems. Facilities layout types -process, product, fixed and group layouts. Other service layouts - warehouse or storage, retail and office layouts. Principles of facilities layout. Facility Location, Selection of Site for the Plant, Procedures and Techniques of Locational Analysis and Decisions.

Module IV- Inventory & Quality

Inventory Management - Inventory management and analysis, Inventory types, Inventory Costs. Inventory Models. Inventory Control, Concept of EOQ. Quality and Quality dimensions.

Pedagogy

A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References

Textbooks

1. Kachru, Upendra (2011). *Operations Management*, Excel Books, New Delhi (abbreviated as UK in this document). Available at National Digital Library of India at http://ndl.iitkgp.ac.in/document/oFlL-FpT7FH-XTuorQEQ0wTeSLCC1-kuBgzR4BPUoM3-8mbBAfDiZ58AIKF5mPt4OixFegGn8_ObSDQPrYbr2g
2. From SSB's McGraw online list (Available) ebook titled "Production and Operation Management" by Ajay k Garg
3. Chary, S. N. (2013). *Production and Operations Management*, 5th Edition, ISBN: 9781259005107, 1259005100, McGraw Hill.

Reference Books

1. Chunawala and Patil, *Productions and Operations Management*, Himalaya.
2. Everest E. Adam & Albert, *Productions and Operations Management*, PHI Publications, 4th Ed.
3. Monks, Joseph G. *Operations Management (Theory & Problems)*, McGraw-Hill Intl.
4. Vonderembse, Mark, White, Gregory, *Operations Management, Concepts, Methods and Strategies*, John Wiley & Sons, 2004.
5. Asaka, Tetsuichi and Kazuo Ozeki, *Handbook of Quality Tools: The Japanese Approach*, Cambridge, MA: Productivity Press, 1997.
6. Besterfield, Dale H., *Quality Control: Upper Saddle River*, NJ: Prentice Hall, 1997.

7. Burr, Adrian and Malcolm Owen, *Statistical Methods for Software Quality: Using Metrices to Control Process and Product Quality*, Cincinnati, OH: International Thomson Publishing, 1996.
8. Carlyle, W. Mathew, Douglas C. Montgomery, and George C. Runger, *Optimization Problems and Methods in Quality Control and Improvement*, Journal of Quality Technology 32, no. 1 (January 2000): 1-17.
9. Evans, James R, *The Management and Control of Quality*, Cincinnati, OH: South-Western College Publishing, 1999.
10. Juran, Joseph M., and A. Blanton Godfrey. eds. Juran's *Quality Handbook*, 5th ed. New York: McGraw-Hill, 1990.

Helpful Websites/e-books/Journals / Magazines:

1. www.knoah.com/images/pdf/operation/productionmanagement
2. www.netmba.com/marketing/product/lifecycle
3. www.nngroup.com/reports/life_cycle_of_tech.html
4. http://www.marcbowles.com/courses/adv_dip/module4/module10/m10three.htm
5. http://www.weibull.com/SystemRelWeb/component_reliability_importance.htm
6. http://www.scribd.com/doc/12630984/MBA-IInd-SEM-POM-Unit-12-Product-Design-Manufacturing-Technology
7. Logistics, Supply Chain and Operations Management Case Study Collection (2016). David B. Grant https://www.koganpage.com/product/logistics-supply-chain-and-operations-management-case-study-collection-9780749475956
8. Humanitarian Logistics Database
9. https://www.the-klu.org/faculty-research/resident-faculty/maria-besiou/humanitarian-logistics-database/
10. http://www.gscg.org/

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively.
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems.

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards start-ups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H	M	H	M	H	H	M	H
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CO3		H	H	H	H	H	H	M	H	H	H
CO4	H	H	H	M	H	M		H	H	H	

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Sushant University

School of Business

BUSINESS LAW

Course Code: BA303

Credits: 04

Course Objectives

- To provide an overview of important laws that have a bearing on the conduct of business in India.
- To comprehend practical legal knowledge of general business law issues and topics to help them become more informed, sensitive and effective business leaders.
- To encourage critical thinking in order to examine all sides of a discussion.
- Understand the significant relationship that exists between business and legal environment as its application can provide the prospective managers and their organizations, immediate and long-term benefits and can help in avoiding costly mistakes.

Course Outcomes

After completion of this course, students will be able to
CO1: Identify the legal issues that apply to the facts of a described situation or problem.
CO2: Apply basic legal knowledge to the business transactions.
CO3: Analyse and examine the positions of the parties to a legal conflict.
CO4: Critically evaluate the consequences of decisions from the light of law.

Course Contents

Module I: Indian Contract Act, 1872
Essentials of Valid Contract, Discharge of Contract, Remedies for Breach of Contract; Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

Module II: Sale of Goods Act, 1930
Sale and Agreement to Sell, Goods–Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat Emptor, Auction Sale, Rights of an unpaid Seller,Rights of a Buyer.

Module III: The Negotiable Instruments Act 1881
Essentials of a Negotiable Instrument, Kinds of Negotiable Instruments, Holder and Holder in Due Course, Negotiation by Endorsements, Crossing of a Cheque and Dishonour of a Cheque

Module IV: Consumer Protection Act, 2019
Need for Consumer Protection, Rights of Consumers, Consumer protection councils, manner in which complaint is made, Procedure on admission of complaint, consumer disputes redressal, rights to appeal, recent amendments in act.

Texts and References

Texts

- Kuchhal, M.C., Mercantile Law, Vikas Publishing House Pvt. Ltd., New Delhi, 6th edition,

● Kapoor, N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi,2017

References

● Tulsian, P.C., Business Law, Tata McGraw-Hill Publishing Company Limited, New Delhi,2015

● Ashok K bagrial, Company Law,12th edition

Websites for reference

- www.indialawsite.com
- www.India Corporate Advisor.com
- www.Indianlegaleagle.com
- www.indiaitlaw.com

PO's (Program Outcomes of BBA)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
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Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

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	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO3		H	H	H	H	H	H	M	H	H	H
CO4	H	H	H	M	H	M		H	H	H	

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Sushant University

School of Business

FAMILY MANAGED BUSINESS

Course Code: BA307

Credit:3

Course Objective: To understand the importance of family-owned businesses for achieving competitive advantage in the marketplace.

Course Outcomes: On successful completion of this course, the students will be able:

CO1: Indentify and relate generation rules and theories of family business
CO2: Describe and Discuss importance of governance in family business challenges
CO3: Formalizing next generation leaders as successors for family business
CO4: Designing and assembling of life cycle stages and transgenerational entrepreneurship.

Course Contents

Module I

Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence.

Module II

Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

Module III

Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power. Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change

Module IV

Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship. The Future of Family Business: New Leaders of the Evolution - Three states of evolution - Continuity and culture -

changing the culture - The change formula - Organization Development approaches to change.

Texts & Reference Books:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.

2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010

3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.

4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.

5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.

6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
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Sushant University

School of Business

CROSS CULTURAL MANAGEMENT

Course Code: HR321

Credits: 03

Course Objectives

- The course aims to develop understanding of the functions of the various human resource activities within multinational corporations (MNC).
- It provides an overview of the impact of globalization in shaping international human resource management practices in MNCs.
- This course intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Course Outcomes

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

CO1: Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
CO2: Recognize and value cultural differences
CO3: Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM
CO4: Obtain, through elective courses, an in-depth knowledge of specific IHRM-related theories, skills and practices

Course Contents

Module I International Human Resource Management overview

Introduction to IHRM; Human Resource Management in the International Firm- The Framework; Cross national differences in personnel and organisations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries.

Module II International staffing perspective

International Staffing: Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers and expatriates

Module III International training & development perspective

Training and Development in International Perspective: Training and development for expatriates; Training and development for international staff, Motivation in cross-cultural context.

Module IV Challenges and trends

Significant Issues in IHRM: Employees participation – Practices in various countries; Cross border ethics management; Comparative study of HRM practices in major global economies;; IHRM trends- Complexities & latest trends

Pedagogy

The class format will include readings, multimedia based presentations, and case discussion. Small projects will be included. Significant class time will be used to discuss, explore and analyze recent developments in the field. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work. Citing live examples and linking it with topics are used as an important pedagogy.

Text

- Saini, D. S. and Sami A. K., Human resource management – Perspectives for the new era, Response Books (A Division of Sage), New Delhi.
- Dowling P. J., International human resources management, Cengage EMEA.
- Harzing, A. W. and Pinnington, A., International human resource management, Sage Publication, London.

References

- Aswathappa, K. and Dash, S., International human resource management, McGrawHill Education India. 5. Hollinshead, G., International and comparative human resource management, McGrawHill Education India.
- Dessler, G., and Varkkey, B., Human resource management, Pearson Education, Delhi.
- Rao, V. S. P., Human resource management: Text and cases, Excel Books
- Evans, P., Pucik, V. and Bjorkman, I., The global challenge: International human resource management, McGrawHill Education India.
- Tayeb, M.H., International human resource management, Oxford University Press, India.

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Sushant University

School of Business

BANKING MORTGAGE AND INSURANCE

Course Code: FI321 **Credits: 03**

Course Objectives

- To provide relevant analytical training to familiarise students wit h the latest strategic,managerial and industrial developments in banking and insurance industry.
- To develop the ability to apply knowledge and understanding of banking to complex issues, both systematically and creatively and to improve business and management leadership and practice.
- To enable advanced study and understanding of Banking Law and Practice, Financial Services, Marketing of Banking Services, Central banking, Digital banking, Life assuranceand General Insurance.

Course Outcomes

After completion of this course, students will be able to
CO 1: Identify the issues that apply to the facts of a described situation or problem.
CO2:Apply problem-solving approaches for risk management to operations of banking.
CO3: Analyse and develop the required skills to design new products to suit the future requirements of the banking/insurance industry.
CO 4: Critically evaluate the consequences of decisions.

Course Contents

Module 1: Introduction to Banking:
Definition - Functions of a bank, classification of banks, Evolution of Banking in India, origin, Structure and organization of banks; Reserve Bank of India, Commercial bank, Regional rural banks - Cooperative banks, Development banks - Nationalization, Privatization and Globalization of Banks in India, Banking Sector Reforms.

Module II: Commercial Banking in India:
Functions, Deposit mobilization by banks, Types of deposits, Opening of accounts, KYC norms Ancillary services rendered by banks: Agency services, General utility services, E- Banking services: ATMs, plastic cards, mobile banking, internet banking, EFTs, CTS, Bank assurance

Module III: Mortgage

Purpose, Types, Usufructuary Mortgage, English Mortgage, Equitable Mortgage Or Mortgage By Deposit of Title Deeds, Anomalous Mortgage, Priority of Mortgages, Limitation Period in Mortgages, Registration of Charge, Required Documentation.

Module IV: Introduction to Insurance:

Definition of insurance, Basic principles of insurance, Segments of insurance – life insurance and non-life insurance, Types of life insurance policies – Pure and Term, Types of non-life insurance: Fire, Marine, Motor and Miscellaneous, Recent trends in Insurance in India, Role of IRDA in India.

Texts

- D.M. Mithani and E.Gordon, .*Banking and Financial System.* Himalaya Publishing House.
- Dr. Prem Kumar Srivastava. *Banking Theory & Practice.* Himalaya Publishing House.
- Mishra,M.N and S.B.Mishra. (2016). *Insurance: Principles and Practice.* S.Cha nd publications
- Insurance Regulatory and Development Authority – IRDA- Publications. (201 7).

References

- M.L. Tannan . *Banking Law and Practice in India.* Eastern Book Company.
- Kothari and Bahl. (2017). *Principles and Practice of Insurance.* S.Chand & Son s.

Program Outcomes (POs)

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards start-ups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H	M	H	M	H	H	M	H
CO2	H	H	M	H	H	H	H	H	M	H	M
CO3		H	H	H	H	H	H	M	H	H	H
CO4	H	H	H	M	H	M		H	H	H	

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Sushant University

School of Business

PROJECT MANAGEMENT

Course Code:BA202 **Credits: 04**

Course Objectives

- This course helps in understanding project planning, identification of a project, feasibility analysis including market, technical and financial appraisal of a project.
- It provides conceptual and practical insights on the nuances of project finance both from financing and borrowing perspectives.
- This course aims to provide the relevance of alternative project appraisal techniques and learn to apply appraisal techniques for evaluating live projects.
- This course helps in making students learn various administrative aspects of managing projects.

Course Outcomes

After completion of this course, students will be able to

CO1: Identify basic principles, concepts of marketing, role of marketing in business and society.

CO2: Demonstrate a clear understanding of micro and macro environments on marketing.

CO3: Interpret consumer behavior for implementation & application of marketing plans.

CO4: Evaluate various dimensions of marketing mix of any product, service, idea and experience.

Course Contents

Module I: Introduction to Project Management

Project's Concept: Definition, Nature and Types and project Life cycle. Project management – Nature and scope of project management, Project management as a profession, Role of project manager, Factors influencing effective Project Management. Project Identification and Formation: Identification of investment opportunities, Project Idea generation, Project screening, Feasibility study, Project selection, Project formulation and Project report preparation.

Module II: Project Appraisal and Project Financing

Project Appraisal: Objectives, essentials of a project methodology – Market appraisal, Technical appraisal, Financial Appraisal, Socio-economic appraisal and Managerial appraisal.

Means of Financing: Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions); Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.)

Module III: Project Planning and Scheduling

Objectives – Process or planning, components or good planning, Project designing, project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

Development of Project Network: Time Estimation (Simple Practical Problem with EST, EFT, LST, LFT, Total Float), Determination of the Critical Path, Scheduling when Resources are limited, PERT Model, CPM Model (Simple Practical Problem of Crashing).

Module IV: Project Execution and Administration

Project contracting, Contract pricing, Types – Project organization: Forms of organization, Project communication, Project coordination, Project Review and Control Time and Cost control; Performance review; Project control system; Project Audit, Termination and Abandonment Analysis.

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References

Textbooks:

- Chandra Prasanna, *Projects Planning, Analysis, Financing, Implementation and Review*; Tata McGraw Hill.
- Desai Vasant; *Project Management;* Himalaya Publishing House.

Reference Books:

- Gupta Ambrish; *Project Appraisal and Financing*; Prentice Hall of India.
- Choudhary S.; *Project Management*; McGraw Hill.
- Nagarajan K; *Project Management;* New Age International (P) Ltd.
- Singh Narendra; *Project Management & Control*; Himalaya Publishing House.

Helpful Websites/e-books/Journals / Magazines:

- www.adb.org
- www.finance-monthly.com
- International Journal of Project Management By Elsevier *(Published in collaboration with the Association for Project Management-APM and the International Project Management Association-IPMA)*

PO's (Program Outcomes): At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

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SOCIAL MEDIA MARKETING

Course Code: DM322 **Credits: 04**

Course Objectives

The objective of this course is to acquaint the students with social media marketing fundamental tools which will help them to understand the application of product promotion. This course will provide practical experience to use the social media tools.

Course Outcomes

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

CO1: Understand the tools and techniques of social media marketing

CO2: Apply the social media marketing tools for developing skills of product promotion and presentation in the market place

CO3: Analyse the real business situation and Create paid- owned and earned media for business online.

CO4: Develop effective social media marketing strategies for various types of industries and businesses

Course Contents

Module I- Introduction to social media marketing

Introduction to social media marketing, creating social media strategy, setting strategic goal, Define your audience, Investing in smart mix of channels, the most widely used social networks, Facebook-mass media of social platform, instagram-engaging customers visually, Twitter- real time news, videos and customer services, LinkedIn-social networking for business professionals,You tube-video, influencer and adsSnap chat- showcase your brand creativity

Module II- Publishing on social media

Paid- owned- earned media(POEM framework)crafting engaging messaging balancing an editorial calendar introduction to SEO and SEM

Module III-Interacting with the customers

Building and maintaining a community Providing social- first customer service selling on social media encouraging direct and assisted sales partnering with influencers.

Module IV- Social media marketing tools

Utilizing built-in social media tools, Multipurpose social media management suites, Social media automation tools, Social media analytical tools.

Pedagogy

Primarily class lectures followed by question-answer session/ class test/assignments/ case study at the end of each unit. Citing live examples and linking it with topics are used as an important pedagogy.

Text and References

Textbook

- Barker, M; Barker, D, Bormann, N and Neher, K (2013) Social Media Marketing: A strategic approach, Cengage learning, New Delhi

References

- Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee)
- Marketing with Social Media (Linda Coles)
- The Social Media Marketing Book (Dan Zarrella)
- Social Media Marketing 1st Edition (Michael R. Solomon, Tracy Tuten)
- The Art of Social Media: Power Tips for Power Users (Guy Kawasaki, Peg Fitzpatrick)

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
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PO-3	Convey ideas and information effectively
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School of Business

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

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	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO3	H	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		H	H	H	H

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INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: HR322

Credits: 04

Course Objectives

- To gain basic knowledge regarding provisions pertaining to industrial relations and labour laws applicable in the Indian context.
- To develop an understanding of the interaction pattern among labour, management and the State
- To build awareness of certain important and critical issues in Industrial Relations.
- To induct the students to the principles governing Industrial Law with a special reference to the various legal concepts as applicable to the labour laws.

Course Outcomes

After completion of this course, students will be able to

CO1: Develop a clear understanding of contemporary industrial relations principles and techniques as practiced in Organizations.

CO2: Apply various conceptual and practical aspects of employee relations at macro and micro levels.

CO3: Analyse the current issues in Labour Legislation and Industrial Relation Policies.

CO4: Critically evaluate the nature of labour legislation, administrations and judiciary in the sphere of social security, insurance and wage legislations.

Course Contents

Module I:

Introduction to Industrial Relations (IR); The Concept of Industrial Relations, Background to IR, Evolution of IR in India, Current scenario of IR in India; Constitutional Framework on Industrial Relations.; Role of Trade Union in IR, Changing Profiles of Major Stakeholders of IR in India.; Employers' Organization; Collective Bargaining: Concept, Approaches, Importance, Techniques, Types and Processes, Negotiation, Positive Employee Relations,

Module II:

Labour Problems: Discipline and Misconduct, Grievance Handling Procedure, Labour turnover, Absenteeism, Workers' Participation in Management(WPM),; Industrial Disputes: Nature & Causes, Prevention and Settlement of Industrial Disputes,; Industrial Disputes Act 1947: Main Provisions.; Legal Framework of Industrial Relations; Trade Union in India: Concept & Evolution, Functions and Role of Trade Unions in Collective Bargaining; The Trade Unions Act 1926.

Module III:
The Factory Act 1948 ; The Contract Labour Act 1970 ; The Employees State Insurance Act 1948 ; The Industrial Employment (Standing Orders) Act 1972; The Minimum Wages Act 1948 ; The Payment of Wages Act 1936, The Employees' Provident Fund and (Miscellaneous Provisions) Act 1952 ;

Module IV:
Contemporary Trends in Industrial Relations; Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes; Recommendations of the National Labour Commission, International Labour Organization (ILO): Objectives, Structure and Procedure for Admission as a Member; Managing without Unions, International Dimensions of Industrial Relations.

Texts and References
Text

- Venkatarantnam, C.S., Industrial Relations, Oxford University Press, New Delhi.(Library)
- E I Ravindranath, Industrial Relations in India Tata Mc Graw Hill (Online) (link) http://mcgrawhilleducation.pdn.ipublishcentral.com/epubreader/industrial-relations-inindia

References

- Monappa, Arun; Nambudiri, Ranjeet & Selvaraj, Patturaja. Industrial Relations & Labour Laws– Tata Mc Graw Hill.
- Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson.
- Dynamics of Industrial Relations, Mamoria, Gankar – Himalya Publishing House
- HRM & Industrial Relations, P. Subba Rao, Himalya Publishing House

Helpful Websites/e-books/Journals / Magazines

- https://labour.gov.in/labour-law-reforms
- https://clc.gov.in/clc/labour-law
- https://www.globallegalinsights.com/practice-areas/employment-and-labour-laws-and-regulations/india

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.

PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
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Matrix - Mapping of COs with POs and PSOs

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CO4	H	H	H	M	H	M		M	H	H	

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Sushant University

School of Business

LEARNING AND DEVELOPMENT

Course Code: HR324

Credits: 04

Course Objectives

The objective of this course is to introduce foundations and practical issues involved in employee learning, training and development in business organizations. Second, this course will focus on personal development; the goal being to obtain greater self-knowledge that will help one to become an effective manager, leader and person.

Course Outcomes

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

CO1- Define critical elements for creating an environment conducive to Learning and Development.

CO2- Discuss individual objectives to support organizational strategies and objectives.

CO3- Understand the career management process from both the employer and employee perspectives

CO4- Analyze the latest trends in L&D and understand their future scope.

Course Contents

Module I- Introduction to Employee Learning and Development

Introduction to Employee Learning and Development, Scope, Importance, Factors Influencing Working and Learning, Learned capabilities, Learning Theories & Principles, Learning Process , Learning Cycle, Training and Learning, Transfer of Training, Challenges and Issues in Training and Employee Development.

Module II-Training Evaluation & Employee Development

Training Evaluation: Meaning, Reasons, Evaluation Process, Evaluation Practices, Determining Costs, Measuring Human Capital and Training Activity. Employee Development: Introduction, Approaches to Employee Development, Development Planning Process, Implementation of the training programme, Traditional Training Methods, E-Learning & Use of Technology in Training.

Module III- Career Management

Introduction to career and career management, Importance, Career Stages, Career Management Systems, Roles of Employees, Line managers, HR Managers, and Company in Career Management, Challenges in Career Management.

Module IV-The Future of Learning and Development

Challenges in Learning and Development, Technology in Training & Learning, Learning Management Systems (LMSs), Technologies for Training & Learning Support, Technologies for Training Administration, Systems for Training Delivery, Support & Administration, Key Issues in Implementing Change

Pedagogy

Interactive sessions, Case studies, Role-plays, Tutorials, Class Exercises, Term Paper, Management games, Seminars. The course is covered by adopting a combination of lecture methods, class presentation by groups of students, case discussions and self study sessions. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

Text and References

Text

- G. Pandu Naik - Training and Development: Text, Research and Cases HRD Solutions for Excellence, Latest Edition, Excel Books
- Noe, A. Raymond - Employee Training & Development, Latest Edition , Mc. Graw Hill Publication

References

- Blanchard, P., Effective Training-Systems, Strategies and Practices, Latest Edition, Pearson Education
- Lynton, Rolf & Pareek, Udai, Training for Organizational Transformation, Latest Edition Sage Publications
- Reddy, Ratan., Effective HR Training Development Strategy, Latest Edition, Himalya Publishing House Publications
- Goldstein, Irwin L., Training in Organizations, Latest Edition, Cengage Learning

Helpful Websites/e-books/Journals / Magazines

- www.businesscasestudies.co.uk
- www.mindtools.com
- www.businessballs.com
- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.

PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
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CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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INNOVATIVE PAYMENT METHODS

Course Code: FI324 **Credits: 04**

Course Objectives

The objectives of this course are to:

- Understand new ways of making payments from consumer-to-business (C2B), from consumer-to-consumer (C2C), and from business-to-business (B2B).
- Explore current payment system technologies to examine their strengths and weaknesses
- Understand the ways technological innovation is changing these traditional systems.
- Learn about new front-end innovations like digital wallets

Course Outcomes

After completion of this course, students will be able to

CO1: Understand how current payment systems operate

CO2: Discuss the growth of payment systems and their regulations

CO3: Visualize the impact of fintech in the future of payment systems.

CO4: Interpret how regulations manage innovative approaches, and employ best practices of utilizing fintech

Course Contents

Module I- Introduction

History of payment methods, current global trends in payment methods, two sided payment markets, complexity of payment process, cost burden for merchants Credit Card rewards

Module II- Digital Wallets

Evolution of digital wallets and Introduction to Fintech Innovations in the Payment Sector. Digital Wallets; Payment Gateways; Payment and Content Management; Security and Privacy Issues related digital wallets. On-line, Pre-paid and post-paid digital Payment Systems. Architectural Framework for digital payment systems. The Checking System and the Importance of Financial Intermediation, Electronic Fund Transfers Using Automated Clearing House (ACH), Pure Digital Wallets, From Pure Wallet to Payment Ecosystem, Social-Network-Based Payment Innovations

Module III- Credit Card Innovations

Origin of credit card network, Credit Card Network: Key Stakeholders and Business Models, the credit card network: advantages and inefficiencies, Innovations that Make Credit Card Transactions More Secure, Innovations that Expand Credit Cards' Customer Base

Module IV – Payment Technology in Emerging Markets

M-Pesa: PayTech in Developing Markets, M-Pesa: Business Model, PayTech in India

Pedagogy

The course is covered by, lecture methods, discussion, class presentation by groups of students, self-study sessions, and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Texts and References

Textbooks

- David S. Evans and Richard Schmalensee, Paying with Plastic, Second edition, The MIT Press
- D. Rambure & A. Nacamuli, Payment Systems: from the Salt Mines to the Board Room, Palgrave Macmillan

Reference Books

- Vince, C., &Cripe, B. (2008). Reshaping your business with web 2.0. New Delhi: McGraw Hill Computing.
- Jaspal Singh, Digital Payments in India: Background, Trends and Opportunities

Program Outcomes (PO's): At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
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School of Business

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CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

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TAXATION

Course Code: FN322 **Credit: 4**

Course Objectives: The objective of this course is to make students aware of taxation laws and different direct and indirect tax regimes.

Course Outcomes: At the end of the course the student should be able to:
CO1: Understand tax structure in India and interpret the important terms used therein.

CO2: Familiarize with key concepts used in the direct and indirect taxes.

CO3: Apply theoretical knowledge into real world situations.

CO4: Develop basic understanding of direct and indirect tax laws.

Course Content:

Module I:
Taxation-Types (Direct & Indirect), Tax Slabs, Income Tax: Basic Concepts – Previous Year, Assessment Year, Person and Agricultural Income. (Taxes-Regressive or Progressive). Residential Status and Incidence of Tax.

Module II:
Income under the head Salary: Pension, Gratuity, Provident Fund, Allowances, Perquisites, etc. Deductions. Income under the head House Property: Self Occupied Property, Let-out Property. Gross and Net Annual Value. Deductions. Interest on Loan, etc.

Module III:

Genesis of GST in India, Different GST Models, Taxes subsumed in GST, Compensation Cess, Concept of Intra State supply and Inter State Supply, Mixed Supply, Composite Supply, Benefits of GST.

Module IV:
Concept of Input Tax Credit and other provisions
Input Tax Credit: Meaning and Calculation, Eligibility for taking Input Tax Credit, Time of Supply, Registration, Tax Invoice: Credit and Debit Notes, Payment of Tax, Returns.

Text & References

Textbook

- Singhania, Vinod K. and Monica Singhania. *Students' Guide to Income Tax.*

Taxmann Publications Pvt. Ltd., New Delhi.

- Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax.* Bharat Law House, Delhi.
- V. S. Datey, "Indirect Tax Laws", CHH India

Reference books:

- Chandra, Mahesh., S.P. Goyal and D.C. Shukla. *Income Tax Law and Practice.* Pragati Prakashan, Delhi.
- Pagare, Dinkar. *Law and Practice of Income Tax.* Sultan Chand and Sons, New Delhi.
- Mehrotra, H.C. *Income Tax Law.* Sahitya Bhawan, Agra.

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO2	Apply management concepts and approaches in real life scenarios.
PO3	Convey ideas and information effectively
PO4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
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CO3		H	H	H	H	H	H	M	H	H	H
CO4	H	H	H	M	H	M		H	H	H	

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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: FN324 **Credits: 04**

Course Objectives

This course intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently. The course also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general investment management tools which are applicable when managing investments with any of all asset classes.

The objectives of this course will enable students to:

- Develop an understanding of various security and non-security forms of investments.
- Familiarize with various risks and returns associated with investments
- Compute and compare the valuations of equity as well as debt securities.
- Formulate portfolios keeping in mind the risk levels and expected returns.

Course Outcomes

After completion of this course, students will be able to

CO1- Demonstrate the understanding of various investment options along with associated risks.
CO2- Compute the historical risk and returns as well as expected risk and returns of securities.
CO3- Apply the concepts of fundamental and technical analysis by analyzing various stocks
CO4- Compare the performance of different portfolios by using different models.

Course Content

Module I- Investment Basics

Concept of investment: Gambling, Speculation and Investment, Investment Alternatives, Introduction to securities market (Primary and Secondary), concept of risk and return. Calculation of historical risk and return, Expected risk and return, Calculation of risk and return of two asset and three asset portfolios, stock market indices.

Module II- Security Analysis

Bonds/Debentures: Prices and yields, Valuation of bonds. Fundamental Analysis: Economic, Industry and Company Analysis. Equity Valuation: Balance sheet valuation,

Dividend Discount Models, Free Cash Flow Model, P/E ratio and Earnings multiplier approach, Other approaches to equity valuation.

Module III – Technical Analysis and Derivatives

Technical Analysis: Dow Theory, Support and Resistance levels, candlestick charts, Basics of Elliott Wave Theory, MACD, RSI, Moving Averages. Derivatives: Meaning, Forward contract Vs. Future contract, Call Options and Put Options, Buying & Selling options, Marking to market.

Module IV - Portfolio Management

Concept of Portfolio, Modern Portfolio Theory, CAPM and ABT, Efficient Market Hypothesis, Portfolio Management: Investment policy and Strategy, Implementation of portfolio, Portfolio evaluation, Portfolio Revision.

Pedagogy:

A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References
Textbooks

- Chandra Prasanna, *Investment Analysis and Portfolio Management*; McGraw Hill, 4th Edition.
- Pandian P, *Security Analysis and Portfolio Management*, Vikas Publication, 2nd Edition.
- Fischer, Donald E. (2002). *Security Analysis and portfolio management*, 6th Edition, PHI New Delhi.

Reference Books

- Damodaran A., Investment Valuation (latest edition), Wiley.
- Graham B., The intelligent investor, HarperCollins Publishers Inc

Helpful Websites/e-books/Journals / Magazines:

- Journal of Finance
- Capital Market
- Outlook Money
- Business India
- Business World

- Dalal Street
- The Economic Times
- https://onlinelibrary.wiley.com
- https://www.investopedia.com
- https://www.moneycontrol.com

Program Outcomes (PO's): At the end of the program the students will be able to:

PO1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO2	Apply management concepts and approaches in real life scenarios.
PO3	Convey ideas and information effectively
PO4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO5	Inculcate professionalism for long term sustainable growth.
PO6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards start-ups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
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CO2	H	H	H	H	H	H	H	H	M	H	M
CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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****Credits for Excellence (Academic/Multi-Disciplinary/Co-Curricular/Extra Curricular (MDC) :Credit 2**

Sushant University

School of Business

DIVERSITY MANAGEMENT

Course Code: BA407 **Credits: 04**

Course Objectives

The course educates the students on the value of workforce diversity. Students' understanding of cultures will improve as a result of the module. Students will be better equipped for a varied job and will be able to engage more effectively with people of other cultures and social groups.

Course Outcomes

The goal of this course is to build leadership abilities necessary to effectively manage a diverse workforce among the students. It also aims to increase student awareness of the value of diversity and how to manage it.
CO1. To recall the understanding of the notion of diversity and concerns relating to diversity in a global environment.
CO2. To review the understanding of relationship between diversity management initiatives, strategies, and policies and leadership.
CO3.To illustrate students with the techniques for coping with workplace diversity.
CO4.Analyze HRM activities and workforce diversity in global organizational setup.

Course Contents

Module I: Workforce diversity- An introduction
Workforce Diversity: Definition, Aspects, and Implications Workforce Diversity Dimensions: Pros & cons of a Diverse Workforce Role of HR in Managing diversity: Hiring diverse & multicultural workforce, engaging diverse workforce, building rapport & relationships across differences.

Module II: Diversity & HRM functions
Theoretical perspectives on diversity in the workplace Workforce Diversity and HRM Functions: Recruitment & selection, Training & development Managing Diversity-Key to sustainable organizational performance

Module III: Diversity management strategies in global environment
Global demographic & socio-economic trends Organizational Strategies for Managing Workforce Diversity: -Creating an inclusive workplace- Culture & communication in global workplace Approaches to Diversity Management System

Module IV: Diversity management trends
Best Practices in workforce diversity:- Role of technology in managing workforce diversity- Multi-culturism & diversity- Ethical and legal Issues in diversity management, Future of Globalization & diversity

Text(s)
1. Barak, M. E. M. (2014). Managing diversity: Toward a globally inclusive workplace (3 rd ed.). Sage Publications.
2. Ozbilgin, M, A Tatli& K. Jonsen. (2015). Global diversity management an evidence -

based approach(2nded.). Palgrave.
3. Clements, P., & Jones, J. (2008). The diversity training Handbook. Kogan Page.
4. Bendl, R. I., Bleijenbergh, E. Henttonen& Mills A. J. (ed) (2015). The Oxford Handbook of Diversity in Organizations. Oxford University Press.
5. Kossek, E. E., &Lobel, S. A. (1997). Managing diversity: Human Resource Strategies for Transforming the Workplace. Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). Diversity success strategies. Butterworth.

PO's (Program Outcomes) At the end of the program BBA students will be able to:

PO1	Demonstrate an understanding of business functional areas and their interlinkage within.
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CO3	H		H	M	H	H	M	H	M		H
CO4	M	H		H	H	M		M	H	H	H

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AFFILIATE MARKETING

Course Code: DM421 **Credits: 04**

Course Objective

The key objectives of this course are to enable the students:

- To equip students with in-depth knowledge of affiliate marketing.
- To make students familiar with the various affiliate marketing platforms.
- To develop skills to design affiliate marketing campaigns.
- To analyze the performance of affiliate marketing campaigns.

Course Outcomes

After completing the course, students will be able to:

CO1: Define the key concepts in Affiliate Marketing.
CO2: Differentiate between various Affiliate Marketing Platforms and their effective use.
CO3: Identify the factors to consider while setting Affiliate Marketing Program
CO4: Categorize and modify the program promotion and affiliate strategies of promotion as per customers requirement and as per organization for achieving the strategic vision.

Course Contents

Module I: Introduction to Affiliate Marketing

History of Affiliate Marketing - Definition and working of affiliate marketing, parties involved in Affiliate Marketing, Pros and Cons of Affiliate Marketing, Compensation methods. The basis of Affiliate Marketing: Affiliate Marketing Process, Affiliate Program payment methods, Cookies and Affiliates, Cross selling and up selling, Multi-tier marketing and commissions, List of affiliate marketing software.

Module II: Affiliate Marketing platforms

Affiliate Marketing Platforms, Affiliate marketing with Commission Junction, Affiliate Marketing with different platforms for example, Affiliate Marketing with Link share, Affiliate Marketing with Amazon Associates, Affiliate Marketing with Flex offers, Affiliate Marketing with click bank.

Module III: Setting Up Affiliate Marketing Program

Signing up as an Affiliate, Logging into affiliate account, Integrating Affiliate Links into your websites, Monitoring affiliate performance and tracking sales, How to attract affiliates, Hosting and implementing an affiliate program, Setting up an affiliate program. Affiliate network service agreement, Data feeds and customer returns, Merchants/publisher management. Affiliate program promotion and content pages.

Module IV: Advanced Affiliate Strategies

Affiliate Links and how to deal with them, Promoting your affiliate program, Overcoming the challenges of affiliate marketing, Performing market analysis and market research, Market

Strategies Establishment. Affiliate Marketing and organic Search Optimization, An SEO's Perspective for Affiliate Marketing. Common Mistakes of Beginner as Affiliate Marketers.

Text and Reference Books

Textbooks:

- Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing by Kevin Ulaner.
- Affiliate Marketing- by Ted Sudol, Paul Mladjenovic.

Reference Books:

- The Complete Guide to Affiliate Marketing on the Web- by Bruce C. Brown
- Affiliate Marketing: Build Your Own Successful Affiliate Marketing Business from Zero to 6 Figures- by Walker, Jonathan S

Suggested Journals:

- Journal of Digital and Social Media Marketing, Henry Stewart Publications.
- Journal of Marketing, Sage Publication.

Suggested Online Course:

- https://www.locationrebel.com/how-to-start-affiliate-marketing/
- https://www.udemy.com/course/clickbank-affiliate-marketing-success/
- https://www.udemy.com/course/seo-complete-guide-to-building-amazon-affiliate-sites/
- https://www.udemy.com/course/sell-t-shirts-with-teespring-beginner/

PO's (Program Outcomes of BBA)- At the end of the program the students will be able to

PO-1	Demonstrate an understanding of business functional areas and their interlink age within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long-term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.

PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
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CO3	H		H	M	H	H	M	H	M		H
CO4	M	H		H	H	M		M	H	H	H

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PERFORMANCE AND COMPENSATION MANAGEMENT

Course Code: HR421 **Credits: 04**

Course Objectives

- Familiarize students about concepts of performance and compensation management
- Enhance ability to communicate effectively on issues relating to performance and compensation management
- Develop the understanding of the current practices and challenges of performance and compensation management.

Course Outcomes

After completion of this course, students will be able to

CO1: Define performance management system and compensation management system

CO2: Explain the importance of the performance management system in enhancing employee performance

CO3: Develop effective performance and compensation management systems to achieve organizational goals

CO4: Analyse the performance management system of organizations

Course Content

Module I- Introduction to Performance Management

Performance Management: Introduction, Concept, Objectives Framework; Performance Management and Performance Appraisal; Performance Management Process, Performance Management and Reward Systems. Steps in Performance Management, Integral parts of Performance Management. Methods of Performance Management. Diagnosing the causes of Poor Performance

Module II- Performance Planning & Appraisal

Performance Planning Process and Documentation of Performance Appraisal Organizational mission, strategy and goals, Techniques of performance appraisal, Performance Coaching, Mentoring and Counselling, Conducting a performance appraisal as a manager, Use of Technology and e-PMS, Performance Systems Trends, Ethical Perspectives in Performance Appraisal. Shift from Performance Appraisal to Potential Appraisal

Module III- Introduction to Compensation Management

Nature and Objectives of Compensation, Factors affecting Compensation Policy, Concept of Wages and Salary, Minimum Wages, Fair Wages and Living Wages. Understanding Elements of Compensation Structure: Fixed Pay, Variable Pay, Cash Benefits, Incentives, Executive Compensation , Understanding Salary Slip

Module IV- Pay & Rewards

Concept of Social Security : Laws relating to Social Security, Introduction to Provident Fund, Employees State Insurance, Gratuity, Superannuation, Bonus, Reward Systems, Retirement, VRS / Golden Handshake

Pedagogy: A blended learning pedagogy will be used. The learning is student centric and is based on activities and project-based learning. Primarily class lectures followed by question/ answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used so that students can apply the concepts in real life settings. Caselets and business articles will be used.

Texts and References

Text:

- Milkovich, Compensation, Latest Edition, Latest Edition, Tata McGraw-Hill Publishing Company Ltd.
- Martocchio, Joseph, Employee Benefits, Tata McGraw-Hill Publishing Company Ltd.
- A. M. Sharma and N. Sambasiva Rao, Compensation System and Performance Management, Himalaya Publishing House

References:

- T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
- Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance: Book by Michael Armstrong
- Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
- Robert B.: Performance management, McGraw-Hill Education India.
- Gary Dessler , Human Resource Management, Prentice Hall.
- Armstrong, M. & Baron, A: Performance management and development, Jaico

Helpful Websites/e-books/Journals / Magazines

- www.businesscasestudies.co.uk
- www.mindtools.com
- www.businessballs.com
- www.hr.com
- www.hrmguide.net
- www.citehr.com
- www.humancapitalonline.com

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively.
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems.

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
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CO3	M	H	H		H	H	M	H	M	M	H
CO4	H		M	H	H	M		M	H	H	H

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CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MK421 **Credits: 04**

Course Objectives

The course enables and focuses in recognizing the important elements to be taken care to create a win win situation for the customer and the organization with technology and Research. The strategies in CRM will create opportunities for holistic development.

Course Outcomes

After completion of the course the students should be able to:

CO1: Understand the basic concepts of Customer relationship management
CO2: Discuss marketing and other aspects of CRM in different sectors
CO3: Analyse basics of operational Customer relationship management with issues faced by organizations
CO4: Develop Strategies for acquiring, maintaining and retaining the customers.

Module I- Introduction

Definition of CRM, CRM as a business strategy, elements of CRM, History of CRM, Schools of thoughts on CRM, Relationship Pyramid, Dynamics of Customer Supplier Relationships, Nature and context of CRM, Strategy and Organization of CRM: strategy, The relationship oriented organization: Mission, Culture, Structure, People, Communication & Information system.

Module II- Marketing Aspects of CRM

Customer Knowledge: Value of Customer knowledge, The utilization of data as an asset, From Data to Customer Knowledge, Privacy, Personal Data Protection, Information Policy, Communication & Multi-channels, The Individual Customer Proposition: Customization, Individualization of the product offering, Individualized pricing policy. Introduction to Relationship Policy: Relationship Policy Per Segment, Relationship policy by relationship phase, The Relationship Policy Translating the relationship policy into contact moments.

Module III-Analytical CRM

Relationship data management: Customer Identification, Expanding the size of the customer database, Customer profiling. Data analyses & Data mining, Segmentation & Selections, Retention, cross-selling. Evaluating the effect of marketing activities on the customer value, Lifetime value, Alternatives for lifetime value, Balanced scorecard, Reporting Results.

Module IV-Operational CRM

Call centre management, Internet and website, Direct mail, Effective direct mail message. CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation Choosing CRM Tools / Software Package: Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation. CRM systems and

Implementation, Implementation of CRM systems Applications in various industries: Applications in manufacturing, banking hospitality and telecom Sectors, Ethical issues in CRM

Pedagogy

Primarily class lectures followed by question-answer session/ class test/ assignments/case study at the end of each module. Citing live examples and linking these with topics would be used as an important pedagogy.

Text Books & References

Texts

- Peelan, E. (2005). Customer Relationship Management. Pearson Education. ISBN: 978-0273681779
- Buttle, Francis. Customer Relationship Management, Elsevier Publishing
- Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, Tata McGraw Hill.

References

- Ken, B. (2000). Customer Relationship Management: The Handbook of Key Customer Relationship Management. Prentice Hall. ISBN: 9780273650317
- Greenberg, P. (2001). CRM at the speed of light: Capturing and keeping customers in
- Internet real time. Elsevier .ISBN: 0072127821
- Greenberg, Paul. CRM at the Speed of Light: Essential Customer Strategies for the 21st Century. McGraw Hill
- Greenberg, Paul. CRM at the Speed of Light: Social CRM Strategies, Tools, and Technologies for Engaging Your Customers. McGraw Hill

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
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PO-3	Convey ideas and information effectively
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CO4	H		M	H	H	M		M	H	H	H

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Sushant University

School of Business

START-UP & DIGITAL BUSINESS MANAGEMENT

Course Code: BA402 **Credits: 04**

Course Objectives

The course focuses on the management of digital business and the formulation, implementation, and evaluation of e-business strategies. The course encourages the students to launch their own start-up.

Course Outcomes

At the end of the course students will be able to:

CO1: Understand the opportunities associated with digital business and the start-up economy.

CO2: Explore the drivers of digital business that can help to develop an e-business strategy.

CO3: Understand the digital business support tools to achieve multi-directional goals.

CO4: Understand the role of competitive advantage and sustainability in implementing e-business strategy

Course Contents

Module I: Introduction to Digital Business & Start-up Opportunities

Introduction, E-market places, structures, mechanisms, economics and difference between physical economy and digital economy, The Big Idea- generate ideas with brainstorming, Start-up, Ideation process, start-up economy, The Six Forces of Change- The Start-up Equation, The entrepreneurial ecosystem in India, Opportunities in Digital Business

Module II: Drivers of Digital Business and Scope

Big Data & Analytics, Mobile, Cloud Computing, social media, BYOD, and Internet of Things (digitally intelligent machines/services), E-business strategy- operating model, E-business Strategic formulation- Company's Internal and external environment, E-business strategy into action, challenges and E-Transition, cases and synthesis

Module III: Digital Business Support Services

Digital adoption Platforms, Social Intranet Tools, Cloud CRM, e-SCM, ERP as e-business backbone, HCM platforms, Employee-self-service portal, Cloud storage tools, Project Management Software, Digital Accounting Tools, CMS Platforms

Module IV: Gaining and sustaining a competitive advantage

Materializing e-business: From Idea to Realization-Business plan preparation, Competing effectively, First-mover advantages, Generic strategies, Integrating generic strategies, Expanding product lines, Lock-in and switching costs, Bricks and clicks, The problem of sustaining competitive advantage

Text and References

Text

- A textbook on E-commerce - Publisher: Neha Publishers & Distributors
- E-commerce from vision to fulfilment-Elias M. Awad PHI-Restricted (2002)

- Digital Business and E-Commerce Management, eth edn –Dave Chaffey , August 2014
- Introduction to E-business-Management and Strategy-Colin Combe, ELSVIER, 2006
- Entrepreneurship & Small Business- Start –Up, Growth & Maturity, - Third Edition, Paul Burns – Palgrave Macmillan

References

- Product Management – Donald.R.Lehaman, Russel.s. Winer, Tata McGraw-Hill edition
- Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson
- Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito,Italy-Springer
- Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan
- E-Governance-Challenges and Opportunities in : Proceedings in 2nd International Conference theory and practice of Electronic Governance
- Perspectives the Digital Enterprise –A framework for Transformation –TCS consulting journal Vol.5
- Measuring Digital Economy-A new perspective -DOI:10.1787/9789264221796-en OECD Publishing

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CO4	H		H	H	H	M	H	M	H	H	H

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BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Code: SB404 **Credits: 04**

Course Objectives

The objective of this course is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course Outcomes

Students, who successfully complete this course, should be able to:

CO1: Identify ethical implications of business policies and decisions.

CO2: Classify the roles played by business, non-governmental organizations (NGOs), standards organizations, governments and others in CSR

CO3: Examine different CSR initiatives and explain the significance & implications of initiatives for ethical corporate sustainability.

CO4: Evaluate major Corporate Governance scandal effectively.

Course Contents

Module I- Business Ethics

Meaning of ethics, Ethics in Business, Nature of Business Ethics/ why ethical problems occur in business, Utilitarianism (Weighing Social Costs And Benefits), rights and duties, Justice and fairness, Moral issues in business: Moral reasoning for ethics, Moral Standards vs Ethical standards, Ethical decision making process, Ethical Dilemma, profit maximization vs. social responsibility, code of ethics for Business managers

Module II- Corporate Governance

Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Module III- Relevance of The Board and Role of auditors

Board Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality. Duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing, Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity.

Module IV- Corporate Social Responsibility

Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report. Strategic context of

CSR. Dynamics of the modern business world, Optimistic& pessimistic view of CSR, Global CSR & Country specific CSR initiative. Current Trends & Practices in CSR • Future Trends in CSR, Indian CSR: Selected Case Studies.

Pedagogy: Primarily class lectures followed by question-answer session/ class test/ assignments/ case study at the end of each unit. Citing live examples and linking these with topics would be used as an important pedagogy.

Text & References

Texts:

- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
- N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
- Sharma, J.P (2011), Corporate Governance, Business Ethics and CSR. New Delhi, Anne Books Pvt. Ltd.
- Mandal, S.K (2015) Ethics in Business and Corporate Governance (2nd ed.).New Delhi, McGraw Hill

References:

- Hartman, L.P &Desjardins, J. (2015) Business Ethics. New Delhi, McGaw Hill.
- Chakraborthy, S.K (1999), Values and Ethics for Organizations, Theory and Practice. New Delhi Oxford India Press.
- Paul J.(2010), Business Environment, Mc Graw Hill
- Business Ethics: An Indian Perspective by Prof. P.S. Bajaj / Dr. Raj Agrawal
- Business Ethics: Text & cases by C.S.V. Murthy
- A Study in Business Ethics by Rituparna Raj
- Business Ethics concepts and cases by Manuel G. Velasquez

E-resources/blogs

www.forbes.com/sites/csr/#238f7cb56c30
www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.htmlwww.researchgate.net/publication/267327619_CORPORATE_GOVERNANCE_NOTES http://www.businessethicsblog.com/
http://crancandmatten.blogspot.com/

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively
PO-4	Interpret how information technology affects business operations, and leverage business technologies to their advantage.
PO-5	Inculcate professionalism for long term sustainable growth.

PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards startups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H		H	H		H	H	H
CO2	H	H	M	H	M	H	H	H		H	M
CO3	M	H	H	M	H	H	M	H	M		H
CO4	H		H	H	H	M	H	M	H	H	H

Where H= High relationship (covers up to 75-95% of the desired outcome); M=Medium (covers up to 50 to 75%); L=Low (covers up to 10-50% of the desired outcome)

Specialization - Fintech

TRADING STRATEGIES

Course Code: FI422 **Credits: 4**

Course Objectives

The objectives of this course are to:

- Teaches various methods of stock trading.
- It involves learning about the most well-known deviations from the CAPM (anomalies) and how to identify new ones.
- Learn how to form optimal trading strategies that maximize the profit from the anomalies;
- Learn how to measure risks of these strategies and how to evaluate their performance.

Course Outcomes

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

CO1: Understand, participate in and manage trading and investment processes within various market structures.
CO2: Identify optimal trading strategies to solve various problems
CO3: Discuss how market operates, traders behave, market structure effect traders behaviour
CO4: Visualize trading risks and Build portfolio to maximize gains

Course Content

Module I: Introduction to Markets & Trading Concepts
Understand asset Class, Types of Markets, Exchange Traded funds, commodity futures, Forex market, Random walk theory, fundamental & Technical analysis, reading stock charts, How modern market differs than in past

Module II: Trading Strategies
Performance & Business of HFT Strategies - Basic Performance Measures: Return, Volatility, Drawdown, Win Ratio, Average Gain/Loss, Correlation, Alpha and Beta, Skewness and Kurtosis, Comparative Ratios, Performance Attribution, Key Processes of HFT, Financial Markets Suitable for HFT, Market Participants, statistical Arbitrage strategies. Shorting Costs, Uncertainty, and Future Returns. Alpha: Definition and Estimation. Pin bar scalping strategy.

Module III: Portfolio Creation
Short Sales, Zero-Investment Portfolios, Shorting Costs, Uncertainty, and Future Returns. Alpha: Definition and Estimation, Predictability of Risk, Alpha and Changing Risk: Conditional CAPM, ICAPM: Alpha and Factor Models, EMH and Trading Costs, Creation of portfolios, live trading on various platforms.

Module IV: Market Anomalies

Anomalies: Definition and Potential Explanations, Value Effect: Risk-Based Explanations, Mispricing Explanations. Momentum and Related Anomalies. Momentum: Competing Explanations, New Issues Puzzle: Related Anomalies, Competing Explanations.

Note: Pre-requisites - The course assumes that the students are familiar with the concepts of time value of money and discounting, understand the CAPM and factor models, can work with probability distributions and their moments, including covariances, and can understand the output of regression analysis and basic hypothesis testing.

Pedagogy

The course is covered by adopting a combination of hands-on, lecture methods, class presentation by groups of students, self-study sessions, industry Visit and case studies. Each student is required to do the background reading from the specified chapters of the prescribed book before coming to class.

Text Book:

1. Alexander Barinov, Trading Strategies and Financial Models
2. Jaekle and Tomasini: Trading Systems, (Harriman House 2009)

Reference Books:

1. Mark Douglas, Trading in the Zone: Master the Market with Confidence, Discipline and a Winning Attitude
2. Matthew R. Kratter, The Big Book of Stock Trading Strategies

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Demonstrate an understanding of business functional areas and their inter-linkage within.
PO-2	Apply management concepts and approaches in real life scenarios.
PO-3	Convey ideas and information effectively using digital tools.
PO-4	Understand and utilize current and emerging technology to improve business competiveness and personal productivity.
PO-5	Identify, interpret and evaluate digital marketing strategy and suggesting optimization.
PO-6	Integrate various functional areas of business to guide innovation and solve complex business problems

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.
PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
PSO-4	Enhance critical thinking and analytical skills in terms of decision making.
PSO-5	Develop entrepreneurial skill to motivate towards start-ups.

Relationship between the Course Outcomes (COs) and Program Outcomes (POs) / Program Specific Outcomes (PSOs)

Matrix - Mapping of COs with POs and PSOs

Course Outcomes (COs)	Program Outcomes (POs)						Program Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H	M	H	M	H	H	M	H
CO2	H	H	M	H	H	H	H	H	M	H	M
CO3		H	H	H	H	H	H	M	H	H	H
CO4	H	H	H	M	H	M		H	H	H	

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BLOCKCHAIN & CRYPTOCURRENCY

Course Code: FI424 **Credits:04**

Course Objective

The basic objective of this course is to help students understand the practical implementations of Cryptocurrencies and Bitcoin, Blockchain Technology and Payments. This course helps students to see how new age payments systems work and how digital wallets, RTGS and the new emerging technologies are being implemented and used by businesses.

Course Outcomes

By the end of the course, the student will:

CO1: Understand how to navigate investments in cryptocurrencies.
CO2: Discuss Payments, digital wallets, RTGS, new payment stacks, emerging tech in payments
CO 3: Analyse Cryptocurrency, and the intricacies of Blockchain technology.
CO 4: Assess the utilities of digital signatures and blockchain technology in cryptocurrency.

Course Content

Module I: Introduction to Cryptocurrency

Define Bitcoin and understand it as a currency. Discuss the methodology behind transacting with Bitcoin, gain an understanding of the definition of currency and the importance of a shared common belief behind a unit of currency. Develop an understanding of cryptocurrency and bitcoin as cash-alternative method, and Bitcoin's potential value in the current market.

Module II: Rules and Structure of Bitcoin

Analyze and solve the problems of decentralized currency. Understand how Bitcoin incorporates cryptology and blockchain technology, how Bitcoin utilizes digital signatures for privacy. Examine how blockchain technology employs Hash Functions to detect tampering attempts, explore the creation and concept of Distributed Consensus Protocol and how Proof of Work for honest trading and stable currency creation. Identify importance of digital signatures, Blockchain, and the Proof of Work for stability of Bitcoin as a currency.

Module III: The Blockchain Ecosystem

Explore the Blockchain Ecosystem and use cases for Blockchain in different industries. Understand how Blockchain is built. Learn about the difference between Proof of Work and Proof of Stake, and the two interoperability of Blockchain. By analyzing the different types of crypto finance, explore different use cases of Blockchain in business, gaming, and investing. Build a deeper understanding of the fundamentals of Blockchain, be able to utilize Blockchain in many different contexts.

Module IV: The Blockchain Contracts and the Ecosystem and applications in Industry

Explore the Blockchain Ecosystem and the numerous use cases for Blockchain in different industries. , Discover how Blockchain is built. Learn about the difference between Proof of Work and Proof of Stake, and the two interoperability of Blockchain. Through analysing the different types of crypto finance, explore the different use cases of Blockchain in business, gaming, and investing. Build a deeper understanding of the fundamentals of Blockchain, be able to utilize Blockchain in many different contexts, and assess how Blockchain will affect both business and society in the future.

Pedagogy

This is a basic course that teaches payments and Cryptocurrency techniques for the MBA aspirants. The course is covered by adopting a combination of Lectures/ Interactive Sessions, handouts and class work. Class work would be in the form of hands-on practice in solving problems using a calculator and/or laptop. Each student must therefore bring his/ her own calculator and/ or laptop in every class. Besides, there would be homeworks and short in-class practice tests, demonstration of computing software Minitab/ Excel for data analysis and case problem discussion and analysis. The homeworks/ case problems handed out should be attempted/ read before coming to class for discussion.

Textbook(s):

- Bitcoin and Cryptocurrency Technologies – A Comprehensive Introduction Hardcover by Arvind Narayanan (Author), Joseph Bonneau (Author), Edward Felten (Author), Andrew Miller (Author), Steven Goldfeder (Author). Publisher: Princeton University Press

Reference Books:

- Mastering Bitcoin: Unlocking Digital Cryptocurrencies by Andreas M. Antonopoulos. Publisher: O'Reilly

PO's (Program Outcomes)- At the end of the program the students will be able to:

PO-1	Communicate effectively in the business context, using ICT and digital tools.
PO-2	Demonstrate the ability to work cohesively and effectively in teams and groups.
PO-3	Use rational and ethical judgment while analyzing business problems.
PO-4	Develop the ability to critically assess business problems and provide solutions in the global arena.
PO-5	Demonstrate an understanding of the fundamental and interdisciplinary business concepts and functions through analytical tools for achieving strategic business outcomes.
PO-6	Develop a holistic personality for professional excellence and personal growth.

PSOs (Program Specific Outcomes)

PSO-1	Acquire academic excellence with an aptitude for higher studies, research and to meet competitive exams.

PSO-2	Display competencies and knowledge in key business functional areas including accounting, marketing, and management.
PSO-3	Learn how to effectively manage people and build strong relationships.
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CO3	H	H	H	H	H		M	H	H	H	H
CO4	H	H	H	M	H	M		M	H	H	

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Specialization - Finance

DERIVATIVES & RISK MANAGEMENT

Course Code: FN422 **Credits: 04**

Course Objective

Upon successful completion of the course, the student will be able to: Equip with the ability to apply stock market basics to Indian Derivative market, Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives. Learn the mechanics, valuation and trading strategies of derivative market; develop their own trading strategies in the volatile market.

Course Outcome

CO1: To equip student with the ability to apply stock market basics to Indian Derivative market.

CO2: To understand valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives.

CO3: To evaluate the mechanics, valuation and trading strategies of derivative market;

CO4: To construct different option trading strategies in different market conditions

Course Contents

Module I: Introduction to Derivatives

Introduction, Managing Risk, Types of Business Risks, Risk Management process, Insurance Contract, Types of financial Derivatives: Commodity, Equity, Debt & Currency, Objectives and Advantages of financial Derivatives, Financial Derivatives Exchanges, Participants in Derivatives Market, Derivative Trading in India.

Module II: Forwards & Futures

Introduction to forwards and futures contract, features of forwards and futures contract, contract specifications, terminologies of future contract, Futures trading process, Marking to Market, Initial Margin, Maintainance Margin, Valuation of stock, index, commodity, currency forwards and futures

Module III: Swaps

Types of financial Swaps, Features and facilitators of Swaps. Interest rate & currency swaps Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap, Commodity swaps, equity swaps.

Options –Basic Terminology, call, Put, Quotations, Trading & settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options & futures/ forwards

Module IV: Options

Features of Options Contract, contract specifications, Option Terminology, Option Clearing Corporation, Margin Requirement, types of options, Factors influencing option pricing, Option Trading Strategies.

Text Book

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House

Reference Books

1. Futures and Option Markets, John C. Hull, Pearson Education
2. Risk Management & Derivative, Rene M. Stulz, Cengage

Program Outcomes (PO's): At the end of the program the students will be able to:

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CO3	M	H	H	H	H	H	M	H	M		H
CO4	H	H	M	H	H	M		M	H	H	H

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