



# **Bachelor of Business Administration**

## **[Online Mode]**

# **Student Handbook**

## **July - 2025**

*\* The University reserves its right to update / change any part of these regulations as approved by the competent authority*

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**Acronym:**

ACCA, UK	Association of Chartered Certified Accountants
AI Society, UK	Artificial Intelligence Society
BCS, UK	British Computer Society
CA-Ind	Chartered Accountancy Course of The Institute of Chartered Accountants of India
CDMP, DMI	Certified Digital Marketing Professional from Digital Marketing Institute
CFA	Chartered Financial Analyst
CIM, UK	Chartered Institute of Marketing
CIMA, UK	Chartered Institute of Management Accountants
CIPS, UK	Chartered Institute of Procurement and Supply
CMA, US	Certified Management Accountant
CMA-Ind	Cost and Management Accountancy Course of The Institute of Cost Accountants of India
CPA, US	Certified Public Accountant
CS-Ind	Company Secretary course of The Institute of Company Secretaries of India
IFM, UK	Institute of Financial Markets
IIBF, India	Indian Institute of Banking and Finance
IoA, UK	Institute of Analytics
RICS, UK	Royal Institution of Chartered Surveyors
SHRM	Society for Human Resource Management

## **1. About the Program**

This is a three-year bachelor's program leading to the grant of a Bachelor of Business Administration (BBA) Degree from Jain (Deemed-to-be University). This program will prepare a learner for multiple roles across a broad spectrum of industries in a chosen area of Elective in Management. A manager can make a huge difference in the growth and success of a company's operations. A business management program will prepare one for the specific needs of a business. A study of business and the inner workings of an organization will give one a foundation for a successful career in business and management. This power-packed program will give a comprehensive understanding of emerging business trends and technologies. The curriculum is designed to provide a broad overview of all essentials of business and management and at the same time provide a deep-dive into a functional area of elective – Finance, Marketing, HRM, Analytics, International Finance and many more. The project work component provides an opportunity to use learnings from the Program to solve or investigate a business problem. Along with functional and domain expertise, the program will also equip a learner with the competencies and skills required to advance one's career into leadership and strategic roles.

### **Program Educational Objectives (PEOS)**

**PEO1:** Demonstrate a strong foundation of knowledge in key business disciplines, including management, marketing, finance, accounting, and economics.

**PEO2:** Analyze complex business problems, evaluate various options, and make informed decisions using logical and analytical reasoning.

**PEO3:** Exhibit proficiency in written and oral communication, enabling them to convey ideas, proposals, and reports clearly and persuasively.

**PEO4:** Capable of working collaboratively in diverse teams, understanding the dynamics of teamwork, and effectively contributing to group objectives.

**PEO5:** Exhibit leadership qualities, including the ability to motivate and guide teams, manage conflicts, and inspire positive change within organizations.

### **Program Outcomes (POs)**

**PO1:** Integrate management tools and concepts to solve business and social problems.

**PO2:** Evaluate business opportunities by scanning the competitive environment, key stakeholders, and business and social landscape.

**PO3:** Execute inter and multi-disciplinary approaches for problem-solving

**PO4:** Apply analytical and critical thinking skills in decision-making.

**PO5:** Develop effective communication across cultural settings and in technologically mediated environments.

**PO6:** Demonstrate leadership skills to work effectively in diverse teams.

**PO7:** Articulate the concepts and practices of entrepreneurship and innovation.

**PO8:** Demonstrate ethical reasoning and responsible global citizenship

### **Graduate Attributes**

- Strategic Thinking
- Problem Solving and Decision Making
- Leadership and Team Management
- Effective Communication
- Ethical and Social Responsibility
- Innovation and Creativity
- Global Perspective
- Financial and Analytical Skills
- Change Management
- Life-Long Learning
- Adaptability and Resilience
- Networking and Relationship Building
- Project and Time Management
- Customer-Centric Focus

## **2. Electives Offered**

The following electives are offered:

<b>SL No.</b>	<b>List of Electives</b>
1	Bachelor of Business Administration
2	Healthcare Management
3	Digital Marketing
4	Data Science and Analytics

5	Finance
6	Marketing
7	Entrepreneurship and Family Business
8	Events and Experiential Management

*\* Elective offered for a batch may vary based on Industry and/or University requirements*

**Indication of Elective:** Candidate is required to indicate his/her elective at the time of admission. Elective cannot be changed after the commencement of the Program.

### 3. Admission

**Eligibility:** Pass in the (10+2) examination from State Board / CBSE / NIOS / IGCSE / IB / ICSE recognized by the State or Central Government.

Candidates who are due to appear in the (10+2) examination are also eligible to apply.

**Academic Documents:** A colour scan of the below-mentioned original document is required to be uploaded on the admission portal at the time of seeking admission -

- i. Grade sheet of Class 10
- ii. Grade sheet of Class 12
- iii. Aadhar Card for Indian Nationals and Passport for Foreign Nationals
- iv. ABC and DEB/APAAR ID.

Scans from a photocopy or a faxed copy are not accepted. The University reserves the right to demand a hard-copy of the original document as part of the process of verifying the authenticity and may revoke the admission at any time for non-fulfillment of any eligibility requirements.

**Admission Intake:** There will be two intakes in a year – the January Cycle and the July Cycle.

### 4. Duration and Credits

The duration of the BBA Program is 3 years divided into 6 Semesters. The concept of credit is used to define the weightage of a course in the curriculum.

A total of 3600 learning hours ensures that a student has acquired knowledge at par with the on-campus mode of delivery and learning over the three years.

<b>Semester</b>	<b>Credits</b>
<b>I</b>	<b>19</b>
<b>II</b>	<b>22</b>
<b>III</b>	<b>18</b>
<b>IV</b>	<b>20</b>
<b>V</b>	<b>19</b>
<b>VI*</b>	<b>22</b>

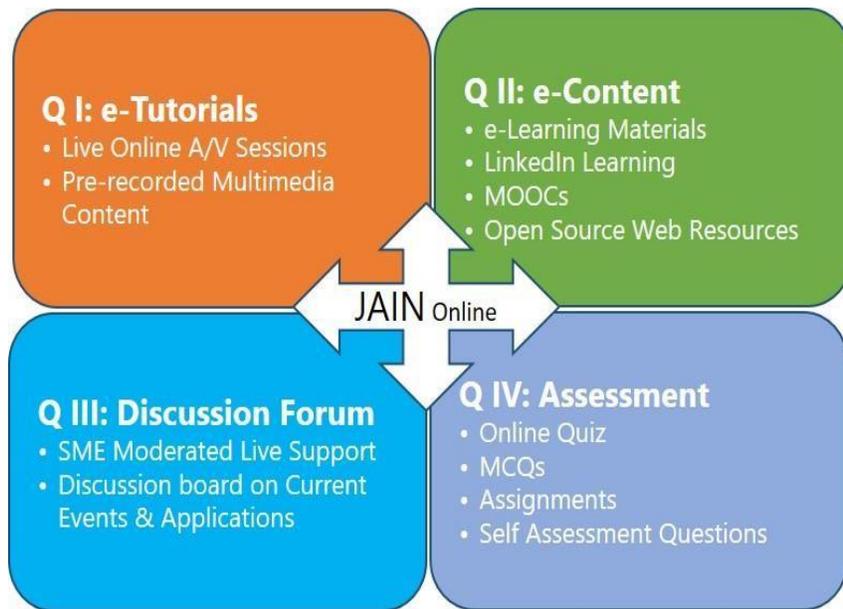
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## **5. Program Delivery**

**Mode of Program delivery:** Online

**Pedagogy:** Program delivery follows the prescribed four Quadrants approach resulting in maximum learner engagement. Each course involves 120 hours of learning (1 credit equals 30 learning hours). A combination of the following formats will be used: two-way live online audio-video lectures, pre-recorded audio-video lecture available on the University Management System (UMS), multimedia content, interactions through the discussion forum on the UMS, exhaustive e-content/printed material for in-depth reference, self-study activities that Includes Assignments, Quiz and Multiple Choice Questions (MCQ), Essay-type questions, Case Study etc., individual and group projects, programming exercise, dissertation, Massive Open Online Courses (MOOC) and various experiential learning methods.

**Fig: Four Quadrant Approach**



**Table: Distribution of Learning Hours**

Quadrant	Weightage
I	27 %
II	20 %
III	16 %
IV	37 %

**University Management System:** Our UMS platform has been designed to engage and inspire a learner by providing access to all the learning resources including texts, videos, screencasts and lecture recordings; participate in discussion forums; communicate with the faculty and the program team. A learner has the option to take-up the several quizzes and the MCQs that follow at the end of every unit of the course, track learning progress, submit assignments and much more.

**Self-Learning Material:** A learner is provided access to an exhaustive and customized Self Learning Material (SLM) on the UMS. The SLM will also indicate sources of additional readings and resources available on the internet.

**Medium of instruction:** The medium of instruction and examination is English.

**e-Tutorials:** Two-way live interactive regular sessions will be scheduled on Saturdays for 5- 7 hours.

## 6. Assessment Scheme

The performance of students will be based on Continuous Assessment (CA) and End Semester Examination (ESE) as per the weightage given in the following table:

**Table: Distribution of Weightage (CA: ESE)**

Assessment Type	Weightage (%)
Continuous Assessment	30
End Semester Examination	70

<b>Total</b>	<b>100</b>
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Assessment of performance in Research Project is based on – Project Synopsis (Weightage 15%) Interim Report (Weightage 15%) Five-minute Video Presentation on the project (Weightage 20%) and Project Report (Weightage 50%)

## **7. Criteria for Continuous Assessment**

The assessment scheme is designed not only to assess the attainment of course outcomes by the learner but also to help and guide them to undertake systematic studies. The Continuous Assessment (CA) marks will be awarded based on Three Assignments.

There are three Continuous Assessments. Each continuous assessment will be for 30 marks.

- The first assessment will be scheduled after the completion of Module 2 of the course (Post Week 5). (Questions will be from Module 1 and Module 2).
- The second assessment will be scheduled after the completion of Module 4 of the course (Post Week 10). (Questions will be from Module 3 and Module 4).
- The third assessment will be scheduled after the completion of Module 5 of the course (Post Week 12). (Questions will be from Module 1, 2, 3, 4 and 5 (weightage approx. 50%).

The average of the best two scores out of the three assessments will be considered as the Continuous Assessment marks.

### **Assessment Details:**

Window Period: According to Calendar of Events

Maximum Duration: 60 minutes in a single sitting (After Login)

Number of attempts: One

Portion: 2 Modules for CA1 and CA2; All 5 Modules for CA3

*NOTE: Once you start attempting the assessment, you do not have the option of pausing or completing it partially. You have to complete the entire assessment in a single attempt.*

These MCQs will be based on the application of concepts learned (real-life or hypothetical situations) and case studies and will require substantial preparation by the learners.

Each question in the CA and ESE will be carefully mapped to the attainment of CourseOutcomes considering the levels as per Bloom's Taxonomy.

### **Additional Information on Assessment:**

- i) Each MCQ will have four options of which only one of them will be correct.
- ii) There will be no negative marking for selecting a wrong response, hence students are advised to attempt all the questions.
- iii) The assessment will have to be attempted online as per the schedule notified.
- iv) A learner will be required to take an assignment in a single sitting of a maximum 60 minutes (based on login).
- v) The assessment can be attempted only once during the schedule announced using any device.

vi) Certain Courses may have a different pattern of CA.

## 8. End-Semester Examination

**Examination mode:** Online Proctored Examination

**System requirement:** A desktop or laptop computer with a working webcam and microphone facility connected to a stable and non-shared internet connection for the entire duration of the examination.

**Exam Date:** The University will conduct End Semester Examination (ESE) for both odd and even Semesters twice in a year. ESEs are usually conducted around the 18<sup>th</sup> Week from the commencement of the Semester. The schedule of examination may change as per guidelines issued by University Grants Commission (UGC) and/or relevant authority.

**Eligibility:** The student should have 75% participation in all activities of the program.

**Examination fee and registration:** In the first attempt, a learner has to register for all the courses of the Semester by paying the prescribed examination fee. For subsequent attempts, a learner can pay the examination fee on per course basis. The prescribed examination fee will have to be paid as per due date and is non-refundable nor will be adjusted towards subsequent examinations in case a student does not appear in examinations of any courses.

**Exam Duration:** 180 Minutes, Single sitting (based on login)

**Maximum Marks:** 70

**Eligibility for Pass:** A learner shall be declared to have passed a course if he/she secures a minimum C Grade in that course.

In addition,

- i) A minimum of 40% marks in aggregate (Total of scores in Continuous Assessment and End Semester Examination) is required to secure a C Grade; and
- ii) A minimum of 25 marks should be scored separately out of 70 marks in the End Semester Examination.

Similarly, a learner shall be declared to have passed in Master Thesis / Project if he/she secures a minimum of 40% in aggregate

## 9. Grading System

The University awards the grades and grade points for each course as per the table below:

**Table: Grade and Grade Point**

Grade	A+	A	B+	B	C+	C	F
Corresponding Grade Point	10	9	8	7	6	5	0
Percentage of Marks	≥90 - ≤100	≥80 - <90	≥70 - <80	≥60 - <70	≥50 - <60	≥40 - <50	< 35
CLASS	Outstanding	Excellent	VeryGood	Good	Above Average	Pass	Fail

The Semester performance of a student will be indicated as "Semester Grade Point Average (SGPA). The SGPA will be weighted average of Grade Points of all letter grades received by a student for all the Course Modules in the semester.

The final Grade Card will indicate Cumulative Grade Point Average (CGPA) and shall be based only on Grade Points obtained in courses for which Modules have been earned.

## 10. Question Paper Pattern

The End Semester Examination (ESE) for 70 marks will have the following pattern\* –

### Section – A: 50 Marks

(A learner is advised to assign 90 - 120 minutes to this section)

This section will have 50 MCQs of 1 mark each with varying difficulty levels. Each MCQ will have four options of which only one of them will be correct. There will be no negative marking for selecting a wrong response, hence learners are advised to attempt all the questions.

### Section - B: 20 Marks

(A learner is advised to assign 60 - 90 minutes to this section)

This section will have 6 questions requiring descriptive answers of 5 marks each and the students will be required to answer any 4 of them. Generally, a word count of 200 to 300 words is sufficient to provide a satisfactory answer to a 5 mark question.

*\* Certain Courses may have a different pattern of ESE.*

### **11. Re-examination Policy**

- i) A learner has to register by paying a prescribed fee to reappear for End Semester Examination as per notification issued by the University subject to completion of a programme within the maximum period prescribed.
- ii) The Continuous Assessment marks originally secured by the learner, in the first appearance in the course(s) if any, will be carried forward.

### **12. Promotion Policy**

Learners will be promoted from one year to another provided they have paid all the fee dues and do not have any discipline cases pending against them. Appearing in the CA may be considered while deciding the promotion. They should however note that they have to pass each course as per the passing requirements and earn the minimum credit units required for the award of a degree/ qualification.

### **13. Award of Degree**

The learner will be awarded the degree as per point No. 4.

- a) For the Bachelor of Business Administration degree upon fulfillment of the following criteria:
  - i) Must have passed all the courses of the six semesters;
  - ii) Must have complied with all other assessment guidelines and criteria notified during the conduct of the Program.

The Degree Certificate will indicate the elective opted by the learner.

#### **14. Semester Break**

With prior approval, a learner may be allowed to take a break (temporary withdrawal) from the Program for a Semester or more for valid reasons of health/career. The learner shall be allowed to continue the program after re-registration as per the university norms.

#### **15. Research Project**

Students undertake a Research project during the end of Fifth Semester. It provides an opportunity for the students to apply classroom learning and practice in an industry environment. The duration of the project is a minimum of 8 weeks. A learner can work with a company as an intern, undertake project, perform activities identified by the company and assist the organization in its functions or alternatively can carry out an independent research in the chosen elective area. The learner is required to submit a project report in the prescribed format. Learners are encouraged to convert their research into a paper/case and publish in association with a mentor.

The assessment will be according to pre-defined Rubrics based on performance Indicators like Similarity Check (Plagiarisms), Quality of References, Continuity of Work, Attainment of Learning Outcomes and Overall Quality in terms of potential of publishing/ Patenting. While the students will give a certificate of it being his/ her original work, they will also give a No Objection Certificate of it being published or patented under the name of JAIN (Deemed-to be University).

#### **16. Academic Integrity and Ethics**

- i. A learner who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but also is relevant to the evaluation of a student's level of performance and progress.
- ii. Where there has been a violation of the basic ethos and principles of academic integrity and ethics, the Dean/Board of Examiners/Course Coordinator may use their discretion during the Semester on the disciplinary action to be taken.
- iii. Academic dishonesty includes, but is not necessarily limited, to the following:
  - a) Using more than one gadget/device during the conduct of the online examination;
  - b) Switching off the webcam during the conduct of the online examination;
  - c) Cheating or knowingly assisting another learner in committing an act of cheating;

Unauthorized possession of learning material, examination materials, destruction or hiding of relevant materials;

- d) Act of plagiarism;
- e) Unauthorized changing of marks or marking on examination records.

# **Bachelor of Business Administration** **[Online Mode]**

## **Course Matrix**

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**Course Matrix:**

<b>Bachelor of Business Administration</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G206	Quantitative Techniques for Business	3
			<b>22</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB0C301	Managerial Finance	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E4031/ 25VBB1E4032/ 25VBB1E4033	Investment Analysis and Portfolio Management/ Workforce Planning / Consumer Behavior	4
DSE	25VBB1E4041/ 25VBB1E4042/ 25VBB1E4043	Financial Analytics/ Training and Development/ Services Marketing	4
CC	25VBB0C405	Digital Business Management	2
VAC	25VBB0C406	International Business	2

			<b>20</b>
<b>Semester V</b>			
Course Type	Course Code	Course Title	Credit
VAC	25VBX0C501	Indian Constitution	2
MDE	25VBB0C502	Cost and Management Accounting	4
DSE	25VBB1E5031/ 25VBB1E5032/ 25VBB1E5033	Advertising and Sales Promotion/ Strategic HR/ Advanced Financial Management	4
DSE	25VBB1E5041/ 25VBB1E5042/ 25VBB1E5043	Brand Management/ International HR/ Behavioral Finance	4
CC	25VBX0S505	Digital Marketing and E-Commerce	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E6031/ 25VBB1E6032/ 25VBB1E6033	HR Analytics/ International Financial Management/ Retail Marketing	4
DSE	25VBB1E6041/ 25VBB1E6042/ 25VBB1E6043	Compensation and Compliance Management/ Financial Technologies/ International Marketing	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>
<b>Total Credits</b>			<b>120</b>

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## Detailed Syllabus

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## Semester I

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<b>Course Title</b>	<b>English</b>
<b>Course Code</b>	<b>25VBX0AE101</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>AEC</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Session</b>	<b>12 Hours</b>

### Course Description:

This course is designed to equip BBA students with strong foundational skills in English communication, critical thinking, and literary appreciation. Through the integration of literary texts, rhetorical theory, grammar, and writing strategies, students will develop a nuanced understanding of language in context. The course is highly relevant for future business professionals who must articulate ideas clearly, interpret complex information, and engage in meaningful discourse in both national and international arenas.

### Course Outcomes (COs):

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Examine literary texts in historical contexts and demonstrate awareness of their social and cultural relevance.	L4 (Analyzing)
CO2	Explain how literary works represent human experiences from diverse cultural backgrounds, enhancing interpretive and communicative competence.	L2 (Understanding)
CO3	Apply principles of grammar and syntax to construct clear and contextually appropriate English sentences in academic and professional domains.	L3 (Applying)
CO4	Appraise rhetorical strategies in selected speeches and writings to evaluate persuasive effectiveness and audience impact.	L5 (Evaluating)
CO5	Create structured and thematically driven written content using advanced language skills such as argumentation, comparison, and narrative composition.	L6 (Creating)

### Course Module:

<b>Module 1: Language and Rhetoric</b>
<b>No. of Hours: 24</b>
<b>Scope of Module:</b> This module introduces students to the intersection of language and literature, the basics of rhetorical communication, and the foundation of oratory skills. Students will study both poetic and prose texts to explore literal and metaphorical meanings, and rhetorical frameworks that have shaped persuasive communication.
<b>Topics:</b> Relationship between Language and Literature; Literal and Metaphorical Meaning; Shakespeare's Sonnet 18; Robert Frost: "Stopping by Woods on a Snowy Evening"; Introduction to Rhetoric and its Historical Background; Modes of Appeal by Aristotle; Martin Luther King Jr.: "I Have a Dream"; Techniques of Oratory: Audience Connection, Storytelling; Oratory in Julius Caesar: Brutus vs. Mark Antony.
<b>Learning Outcome:</b> Comprehend rhetorical and poetic devices to analyze speeches and poems effectively.

<b>Module 2: Poetry and Grammar Foundations</b>
<b>No. of Hours: 24</b>

**Scope of Module:**

This module focuses on interpreting poetic texts using symbolic analysis and builds grammatical foundations by emphasizing sentence construction, structure, and transformation.

**Topics:** Symbolism in Poetry: William Blake's "The Tyger" and Ted Hughes' "Hawk Roosting"; Indian English Poetry: Sarojini Naidu and Nissim Ezekiel; Grammar: Phrases, Clauses, and Sentence Types; Grammar: Active and Passive Voice; Introduction to Reported Speech.

**Learning Outcome:**

Explain symbolic language in poetry and demonstrate grammatical accuracy in sentence formation.

**Module 3: Prose and Argumentation**

**No. of Hours:** 24

**Scope of Module:**

Students will explore prose as a form distinct from poetry and develop skills in structuring logical arguments. The module includes exposure to both Western and Indian prose with emphasis on thematic interpretation.

**Topics:** Types and Functions of Prose; *In Praise of Idleness* by Bertrand Russell; Indian Prose in English: Swami Vivekananda's Parliament of Religions Addresses; Components and Structure of an Argument; Copleston vs. Russell Debate on Existence of God.

**Learning Outcome:**

Assess prose texts and construct logical, structured arguments in writing and speech.

**Module 4: Drama and Structured Writing**

**No. of Hours:** 24

**Scope of Module:**

This module addresses dramatic theory and writing mechanics. It encourages interpretation of theatrical texts and promotes precision in structuring sentences and paragraphs.

**Topics:**

Aristotle's Theory of Drama; Bharata's Natyashastra and Indian Drama Tradition; Vijay Tendulkar: Silence! The Court is in Session; Sentence Construction: Simple, Compound, Complex Sentences; Paragraph Writing: Structure and Examples.

**Learning Outcome:**

Discuss dramatic and syntactic structures in both literary and practical writing contexts.

**Module 5: Applied Writing Skills**

**No. of Hours:** 24

**Scope of Module:**

This capstone module enables students to develop persuasive and expressive writing. They will learn strategies of debate and techniques for personalizing written expression through essays.

**Topics:**

Structure and Practice of Debate; Techniques of Defense and Rebuttal; Introduction to Essay Writing: Compare & Contrast, Cause & Effect; Richard Feynman: *The Value of Science*; G.K. Chesterton: *On Running After One's Hat*; Charles Lamb: *Dream Children: A Reverie*.

**Learning Outcome:**

Develop effective argumentative and expressive essays using personal style and logical structure.

**CO/PO Mapping Table**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	2			1
CO2	1	2	1	1	3			2
CO3	1		1	2	3			
CO4	2		2	3	3	2		
CO5	2	2	2	3	3	2		1
Articulation	1.6	1.6	1.4	2.2	2.8	2.0	0.0	1.3

<b>Course Title</b>	<b>HRM and Organizational Behavior</b>
<b>Course Code</b>	<b>25VBX0C102</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:**

This course provides a foundational understanding of Human Resource Management and Organizational Behavior. It integrates the functional aspects of HRM—such as recruitment, selection, training, and compensation—with behavioral dimensions, including personality, perception, motivation, team dynamics, and organizational culture. The course equips students to manage human resources effectively and align employee behavior with organizational objectives.

**Course Outcomes (COs): (With BTL)**

CO Number	Course Outcome Statement	BTL Level
CO1	Analyze the fundamental concepts and practices in HRM.	4- Analyse
CO2	Assess the role and activities of the human resource management function.	5- Evaluate
CO3	Appraise the significance of HRM practices in a competitive environment.	4- Analyse
CO4	Apply behavioral factors in conjunction with organization need.	3- Apply
CO5	Identify OB process that address organization requirements.	3- Apply

**Course Modules****No. of Hours: 24**

<b>Module 1: Introduction to HRM and Strategic HRM</b>
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**Scope of Module:** Introduces the evolution and structure of HRM, highlighting its strategic relevance and foundational practices for workforce planning and job design.  
**Topics:** Concept of HRM, evolution of HRM, role and significance of HR managers, functions of HRM, HR structure, strategic HRM meaning and process, importance of strategic HRM, human resource planning, HRP process, person-job fit, job analysis process, job description, job specification, job enrichment, enlargement, and rotation  
**Learning Outcome:** Analyze HRM concepts and workforce planning strategies in organizations.

**No. of Hours: 24**

**Module 2: Recruitment, Selection, and Training**

**Scope of Module:** Covers sourcing, evaluating, and inducting employees, along with planning and delivering training programs using on-the-job and off-the-job methods.  
**Topics:** Recruitment: concept, need, scope, factors affecting recruitment, sources and process, selection: definition, stages, tests and interviews, induction and socialization, training: meaning, importance, training vs development, training process, executive development methods  
**Learning Outcome:** Design and execute recruitment, selection, and training systems effectively.

**No. of Hours: 24**

**Module 3: Performance and Compensation Management**

**Scope of Module:** Focuses on measuring employee performance, compensation design, and managing movements like promotions, transfers, and demotions.  
**Topics:** Performance management: meaning, performance appraisal, trait, behavioral, and result methods, anchors and appraisal process, compensation objectives, promotions: purpose and basis, transfers: meaning, reasons and types, demotions: meaning and reasons  
**Learning Outcomes:** Apply performance appraisal and reward practices aligned with organizational goals.

**No. of Hours: 24**

**Module 4: Foundations of Organizational Behavior**

**Scope of Module:** Builds understanding of how individuals and groups behave within organizations and how behavior can be managed to support organizational success.  
**Topics:** OB: meaning, historical perspective, process, limitations, globalization and OB, OB models, roles of managers, challenges and opportunities in OB, personality traits, perception and biases, learning theories, motivation theories, attitude formation  
**Learning Outcomes:** Apply behavioral theories and concepts to individual workplace scenarios.

**No. of Hours: 24**

**Module 5: Group Behavior, Culture, Change, and Trends**

**Scope of Module:** Deals with group dynamics, organizational culture and change, and recent technological trends transforming HRM and OB practices.  
**Topics:** Group dynamics, team types, group vs team, effective teams, cross-functional teams, power and conflict, negotiation, stress, organization culture and characteristics, change and OD interventions, recent trends: people analytics, HR bots, applicant tracking systems, green HRM, moonlighting, virtual reality in HR  
**Learning Outcomes:** Evaluate group dynamics and contemporary innovations in HRM and OB.

**CO-PO Mapping Table**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO8
CO1	3	2	1	2	2	1	

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<b>CO2</b>	3	3	2	2	2	1	
<b>CO3</b>	3	2	2	2	3	2	1
<b>CO4</b>	2	2	1	2	3	1	
<b>CO5</b>	2	2	1	2	3	1	
<b>Articulation</b>	2.6	2.2	1.4	2	2.6	1.2	1

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<b>Course Title</b>	<b>Financial Accounting</b>
<b>Course Code</b>	<b>23VBX0E103</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course introduces the basics of financial accounting. Students will learn how to record business transactions, prepare ledgers, trial balance, and financial statements like Profit & Loss Account and Balance Sheet. The course also covers important topics like depreciation, bank reconciliation, and error correction. Students will get a basic understanding of computerized accounting systems and how technology is used in accounting today. By the end of the course, students will be able to understand and prepare simple financial reports used in business.

<b>CO Number</b>	<b>Course Outcome Statement</b>	<b>BTL Level</b>
CO1	Understand and explain the fundamental concepts, objectives, types of accounting, users of financial statements, and apply the accounting equation and rules of debit and credit to record business transactions	L5 (Evaluate)
CO2	Apply the principles of the double-entry system to record transactions in books of original entry, prepare ledgers, post entries, and construct a trial balance while identifying and correcting bookkeeping errors.	L3 (Apply)
CO3	Prepare Trading and Profit & Loss Accounts and Balance Sheets with and without adjustments, demonstrating a clear understanding of the structure and importance of financial statements in business decision-making.	L4 (Analyse)
CO4	Apply appropriate methods of depreciation (SLM and WDV), prepare related journal entries, and reconcile differences between cash book and bank passbook through a Bank Reconciliation Statement	L3 (Apply)
CO5	Identify and rectify various accounting errors, and evaluate the application of computerized accounting systems, including their features, advantages, software selection, and integration with management information systems.	L5 (Evaluate)

### Course Modules

#### Module 1: Fundamentals of Financial Accounting

**Scope of Module:** This unit introduces the basics of financial accounting, including its meaning, purpose, and types. It explains who uses financial statements and the types of business entities. Students will also learn the accounting equation, how transactions affect accounts, and the rules of debit and credit.

**Topics:** Meaning and objectives of Financial Accounting, Types of accounting, Users of financial statements (Internal and External), Types of business entities, Meaning of accounting equation, Effects of transactions in assets, liabilities, and capital, Rules of debit and credit. GAAP principles and conventions.

**Learning Outcome):** Understand the basic concepts, users, and purpose of financial accounting; apply accounting equations and debit/credit rules to analyze transactions.

### **Module 2: Accounting Process and Recording**

**Scope of Module:** This unit explains the double-entry system and how business transactions are recorded using journals, ledgers, and subsidiary books. Students will learn how to post entries, prepare a trial balance, and identify errors through it. It provides practical knowledge of the full accounting process, from initial entry to trial balance preparation.

**Topics:** Double-entry accounting system, Ledger accounts, Books of prime entry and journals, Subsidiary Books: Sales, Purchase, Cash & Bank, Sales Returns, Purchase Returns, Expenses, and Asset Ledgers, Ledger Posting and Closing, Preparation of Trial Balance, Errors located and not located through trial balance.

**Learning Outcome:** Apply the accounting process from journal to ledger and trial balance, identify and manage errors in bookkeeping.

### **Module 3: Financial Statements – Basic to Advanced**

**Scope of Module:** This unit teaches students how to prepare Trading, Profit & Loss Account, and Balance Sheet from a trial balance. It covers adjustment entries like outstanding expenses, prepaid expenses, and accrued income. Students will learn to prepare complete financial statements with necessary adjustments.

**Topics:** Preparation of Trading and Profit & Loss Account from Trial Balance, Preparation of Balance Sheet, Adjustment entries: Outstanding expenses, Prepaid expenses, Accrued income, Provisions, Interest on capital, and Drawings, Preparation of Financial Statements with Adjustments.

**Learning Outcomes:** Prepare financial statements with and without adjustments, understanding their structure and significance.

### **Module 4: Depreciation – Concepts, Methods, and Accounting Treatment**

**Scope of Module:** This topic explains the meaning, need, and causes of depreciation on fixed assets. It covers two main methods—Straight-Line and Written Down Value—and how to calculate them. Students will learn the accounting treatment of depreciation, including journal entries and asset disposal.

**Topics:** Concept and Causes of Depreciation: Understanding the need for charging depreciation due to wear and tear, obsolescence, and usage over time. Methods of Depreciation: Straight-Line Method(SLM) Formula-based calculation, annual depreciation amount remains constant. Written Down Value Method (WDV). Annuity Method. Depreciation is charged on the book value, resulting in a decreasing amount over the years. Accounting Treatment: Journal entries for charging depreciation, Asset disposal and accumulated depreciation adjustments.

**Learning Outcomes:** Students will understand the concept, need, and methods of charging depreciation on assets. They will be able to calculate depreciation and record related journal entries and adjustments.

**Module 5: Rectification and Technology in Accounting**

**Scope of Module:** This unit covers different types of accounting errors and their rectification using suspense accounts. It introduces computerized accounting systems, their features, benefits, and limitations. Students will also learn about accounting software, how to choose them, and their role in management information systems.

**Topics:** Types and rectification of accounting errors, Suspense account, Overview of Computerized Accounting System, Features, advantages, limitations, Accounting Packages, Criteria for selection, Integration with Management Information Systems.

**Learning Outcomes:** Correct accounting errors and understand the role and use of computerized accounting systems and software integration.

**CO-PO Mapping Table**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3							2
CO2		2	3					
CO3				2				
CO4	3	2						
CO5							2	2
Articulation	3	2	3	2	0	0	2	2

<b>Course Title</b>	<b>Modern Business Environment</b>
<b>Course Code</b>	<b>25VBX0C104</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:**

The **Modern Business Environment** course offers a comprehensive understanding of the dynamic forces shaping businesses in today's globalized and technology-driven world.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Analyze the general forces affecting the operation of business in its environment.	L4 (Analyze)
CO2	Examine the nature and implications of environmental factors on Indian business environment.	L4 (Examine)
CO3	Assess the impact of environment on Business decisions.	L5 (Assess)
CO4	Apply strategies to handle dynamic business environment	L3 (Apply)
CO5	Appraise the role of environment on setting business objectives	L5 (Appraise)

**Course Module**

**No. of Hours:12**

**Module 1: Fundamentals of Business and its Environment**

**Scope of Module:**

This module introduces the foundational concepts of business, its objectives, types, and environment. It examines the internal and external forces, along with micro and macro elements, that influence businesses. It also explores the role of economic systems, policies, and growth

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patterns in shaping business decisions.

**Topics:**

Business Environment: Meaning, Characteristics, Importance, Types of Business Environment, Volatility, Uncertainty, Complexity, Ambiguity in business environment. Internal and External Factors, Micro & Macro Environment, Environment Scanning – Process, Tools : PESTLE, SWOT, Merits and Limitations of Scanning, Real-time data and AI tools for environment scanning. Economic Systems & Indicators (GDP, Inflation, Interest Rates), Economic Goals and Sustainable Development Goals (SDGs), Economic Growth vs. Development, Business Interaction with Economic Environment, ESG (Environmental, Social, Governance) implications on economic policies.

**Learning Outcome:** *Students will be able to describe the fundamentals concepts of business environment.*

**No. of Hours:12**

**Module 2: Regulatory & Political Framework**

**Scope of Module:**

This module focuses on the Indian policy framework and the political-legal institutions impacting businesses. It explores liberalization, privatization, globalization, government roles, and regulatory acts like the Competition Act and Consumer Protection Act

**Topics:**

Evolution of Economic Reforms (1991 to Present), Liberalization, Privatization, Globalization – Impact Analysis, Role of Public, Private, Joint Sectors, PPP Models in Infrastructure, Aatmanirbhar Bharat, Startup India, Make in India initiatives. Political Institutions & Stability, Business & Political Risk, Government-Business Relations, Regulatory Reforms and Ease of Doing Business, Digital Governance, e-Governance, Policy Predictability. Overview of Business Laws, Competition Act 2002, Consumer Protection Act 2019, Intellectual Property Rights (IPR), Labor Laws, Digital Data Protection Act 2023, ESG-related compliance.

**Learning Outcome:** *Students will be able to Explains the economic policies influencing business. Understand the insight into government activities governing business environment & laws governing business environment.*

**No. of Hours:12**

**Module 3: Socio-Cultural & Technological Dynamics**

**Scope of Module:**

Students will analyze how societal structures, cultural diversity, values, ethics, and technological advancements influence business behavior. The module also delves into ethical dilemmas, business ethics, and the rise of digitalization, e-commerce, and emerging technologies shaping modern business landscapes.

**Topics:**

Social Structure & Class, Social Responsibility and CSR Regulations, Social Audit & Corporate Governance, Ethical Dilemmas and Business Decisions, Diversity, Equity, Inclusion (DEI) in the workplace. Culture, Sub-culture, and Cross-cultural Communication, Cultural Sensitivity in Marketing & HRM, Enculturation, Acculturation, and Language Influence, Managing global virtual

teams, Intercultural training. Types & Impact of Technology on Business, E-commerce, FinTech, EdTech, HealthTech sectors, AI, Automation, Blockchain, IoT & Digital Business, Smart Business Models.

**Learning Outcome:** Students will be able to *analyze the impact of social factors on business & impact of cultural factors on business and Relate the impact of technological environment on society and business.*

**No. of Hours:12**

#### **Module 4: Globalization, Natural & Financial Environment**

##### **Scope of Module:**

This module explores globalization, foreign trade, ecological balance, and the financial systems supporting businesses. It discusses FDI, SEBI's role, and sustainability initiatives while highlighting how businesses navigate environmental and financial complexities in a globally integrated economy.

##### **Topics:**

Phases & Features of Globalization, Global Market Entry Strategies, FDI, FII & Their Influence on India, India's trade policies post-COVID, Global trade realignment. Ecology and Business, Corporate Role in Environmental Protection, Climate Change & Green Business Models, Carbon Credits, Net Zero Goals, ESG Reporting Indian Financial System – Structure & Institutions, Role of SEBI, RBI, and Financial Intermediaries.

**Learning Outcome:** *Appreciate the role of globalization on economic development Share the significance of ecology on business success Understand the importance of financial market.*

**No. of Hours:12**

#### **Module 5: Sectoral & National Business Environment**

##### **Scope of Module:**

This module provides insights into India's industrial policies, the public and private sectors, and the dynamics of small-scale industries. It also examines ethics and strategies for inclusive and sustainable economic revival.

##### **Topics:**

Industrial Policy Reforms & Their Impact, Public & Private Sector Roles, Disinvestment Strategies and Performance, Production Linked Incentive (PLI) Schemes, Startup Ecosystem. MSMEs & Startup Landscape in India, Challenges and Policy Support for MSMEs, Industrial Sickness – Prevention & Cure, MSME Digitization, Udyam Registration, TReDS Introduction to Business Ethics: Meaning and Definition, Importance of Ethics in Business, Sustainable Business Practices: Green Supply Chain Management, Circular Economy Models, ESG (Environmental, Social, Governance) Reporting & Auditing.

**Learning Outcome:** *Students will develop knowledge related to different sectors of economy and understand the feature of ethics & Sustainability.*

#### **CO/PO Mapping Table**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
CO1	3	2	2	2	2	2		2
CO2	3	3	2	2				3
CO3	2	-	3	2	2	2		3
CO4	3	2	2	3				2
CO5	3	2	2	2	3	2		3
<b>Articulation</b>	2.8	2.25	2.2	2.2	2.3	2	0	2.6

<b>Course Title:</b>	<b>Generative AI for Online Learners</b>
<b>Course Code:</b>	<b>25VBX0S105</b>
<b>Semester:</b>	<b>I</b>
<b>Credits:</b>	<b>2</b>
<b>Course Type</b>	<b>Skill Enhancement Course</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:**

This undergraduate-level course introduces learners to the foundations and practical uses of Generative AI, linked closely with the prescribed textbook \*Generative AI for Online Learners\*. The focus is on improving study habits, creativity, and confidence in using AI tools responsibly. Students will engage with key chapters on fundamentals, prompting basics, smart learning, academic writing, and ethical AI usage, supported by reflective journaling and practical tasks.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Describe the working principles and applications of Generative AI tools (Ch. 1–4).	L3
CO2	Demonstrate basic prompting techniques to generate useful learning outputs (Ch. 15).	L3
CO3	Apply AI for summarizing content, simple problem-solving, brainstorming ideas, and writing tasks (Ch. 5–7).	L3
CO4	Practice responsible AI use with awareness of ethics and originality (Ch. 11–14).	L4
CO5	Recognize opportunities and risks of AI for learning and career development (Ch. 10, 17, 18).	L5

**Course Modules**

**No of Hours: 12**

<b>Module 1: Introduction to Generative AI</b>
<b>Scope of Module:</b> This module introduces learners to the fundamental concepts of Generative AI, clears common misconceptions, and explores key applications across education, creativity, and productivity.
<b>Topics:</b> Defining Artificial Intelligence and Generative AI, Evolution of AI and its real-world applications, Myths and misconceptions about Generative AI, Demonstration of AI tools for text, image, and media generation, First guided activity using a Generative AI tool
<b>Learning Outcome:</b> Learners will understand the core concepts and applications of Generative AI.

**No of Hours: 12**

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<b>Module 2: Prompting Basics</b>
<b>Scope of Module:</b> This module focuses on the skill of prompt engineering, teaching learners how to design effective prompts to interact with AI tools, refine responses, and avoid common pitfalls.
<b>Topics:</b> What is a prompt? Understanding inputs and outputs, Types of prompts, Do's and don'ts in prompt writing, Iterative refinement: improving AI outputs step by step, Practical exercises in crafting and refining prompts
<b>Learning Outcome:</b> Learners will apply effective prompting techniques for desired AI outputs

**No of Hours: 12**

<b>Module 3: Smart Learning with AI</b>
<b>Scope of Module:</b> This module demonstrates how learners can leverage AI to enhance study practices, including summarization, concept reinforcement, self-testing, and academic preparation.
<b>Topics:</b> Summarizing articles, books, and lectures with AI, Using AI for question generation and self-quizzing, AI-assisted note-taking and study aids, Preparing assignments and exam strategies with AI tools, Practical exercises in academic productivity with AI
<b>Learning Outcome:</b> Learners will use AI tools to enhance academic learning and productivity.

**No of Hours: 12**

<b>Module 4: Ethics and Originality</b>
<b>Scope of Module:</b> This module addresses ethical dimensions of AI in education, focusing on academic integrity, issues of bias and hallucinations, and cultivating reflective practices for responsible AI use.
<b>Topics:</b> Academic honesty and originality in the age of AI, Recognizing and addressing AI-generated bias and misinformation, Understanding "hallucinations" in AI responses, Reflective journaling as a method of self-assessment and ethical use
<b>Learning Outcome:</b> Learners will demonstrate responsible and ethical use of AI in learning.

**No of Hours: 12**

<b>Module 5: Future-Proof Yourself with AI</b>
<b>Scope of Module:</b> This module prepares learners for lifelong learning and professional growth by integrating AI into communication, productivity, creativity, and adaptability in evolving workplaces.
<b>Topics:</b> AI for workplace productivity and collaboration, Enhancing communication skills with AI assistance, Creative applications of AI in content generation, design, and ideation, Lifelong learning strategies with AI as a partner, Preparing for future career opportunities in an AI-driven world
<b>Learning Outcome:</b> Learners will leverage AI for lifelong learning, creativity, and professional growth.

**CO PO Mapping Table**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	3	–	–	2	2	3	–	–
<b>CO2</b>	–	3	–	2	–	2	3	–
<b>CO3</b>	2	3	–	–	2	3	–	–
<b>CO4</b>	–	2	2	–	–	–	3	3
<b>CO5</b>	–	3	–	3	2	–	2	2
<b>Articulation</b>	2.5	2.75	2	2.33	2	2.66	2.66	2.5

<b>Course Title</b>	<b>Financial Literacy &amp; Planning</b>
<b>Course Code</b>	<b>25VBX0S106</b>
<b>Semester</b>	<b>I</b>
<b>Credits</b>	<b>3</b>
<b>Course Type</b>	<b>SEC</b>
<b>Learning Hours</b>	<b>90 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course offers foundational knowledge and practical skills in personal finance management, covering key areas such as budgeting, saving, investing, banking, insurance, and retirement planning. Through real-life applications and structured financial planning principles, students are empowered to take control of their financial decisions and work towards long-term financial well-being.

### Course Outcomes (COs):

Upon successful completion of this course, learners will be equipped to:

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Develop the ability to create and manage a personal budget, enabling effective control of expenses and savings.	L3 (Apply)
CO2	Gain insights into various investment options and strategies, empowering informed decision-making for wealth accumulation.	L4 (Analyze)
CO3	Acquire the skills to evaluate and select appropriate insurance coverage, ensuring comprehensive financial protection.	L5 (Evaluate)
CO4	Understand debt management techniques, allowing for responsible borrowing and effective repayment strategies.	L2 – (Understand)
CO5	Create a foundational understanding of retirement planning, preparing for long-term financial security and stability.	L1 (Remember)

**Course Module**

No. of Hours:18

**Module 1: Fundamentals of Personal Finance and Investment Planning****Scope of Module:**

This module introduces essential concepts related to savings, income management, and financial goal setting. It further explores the distinction between saving and investing, the impact of compounding, inflation, and age-based asset allocation. It concludes with an overview of various government-backed savings and retirement schemes.

**Topics:**

Introduction to personal finance, income and budgeting, saving strategies, emergency fund planning, setting financial goals, smart spending habits, comparison of savings and investment, importance and benefits of compounding, investment objectives, understanding risk and return, inflation impact, age-based asset allocation, government-backed schemes like NSC, PPF, Post Office Schemes, ELSS, and retirement benefits including NPS.

**Learning Outcome:**

Ability to manage income and expenses effectively while adopting disciplined saving and investing habits.

**Module 2: Fundamentals of Banking and Financial Markets****Scope of Module:**

This module provides knowledge on different types of bank deposits and loans. It also covers the structure and role of the Indian banking system, including RBI. Students will be introduced to the basics of capital and money markets, including securities like equity, bonds, and the process of IPOs and FPOs.

**Topics:**

Banking structure in India, types of banks and financial institutions, Role of Reserve Bank of India. Banking services - Deposits and Types of deposits, Loans and Types of loans and advances provided by Banks. secondary functions of Banks, Other financial institutions in India and their functions. Capital Market and Money Market, Securities and its types, i.e., Equity, Debentures or Bonds, IPOs and FPOs, FinTech in Personal Finance.

**Learning Outcome:**

To identify and utilize suitable banking products and understand foundational elements of financial markets.

### Module 3: Mutual Funds and Insurance for Financial Planning

#### Scope of Module:

This module focuses on capital market participation through mutual funds and the intermediaries involved. It also introduces insurance, types of coverage, policy structures, premium mechanisms, and trends in the insurance sector.

#### Topics:

Mutual Funds, Types of Mutual Funds, Brokers, sub-brokers, Process for becoming a capital market investor, ESG (Environmental, Social, and Governance) Investing. Introduction to Insurance, Types of Insurance, Insurance Policies and Coverage. The ability to assess their individual insurance needs, considering factors such as personal circumstances, assets, and potential risks. Insurance Premiums and Payments, Claims Process, Underwriting and Risk Assessment, Regulations and Compliance, Emerging Trends in Insurance.

#### Learning Outcome:

To analyze different aspects related to mutual fund investments and insurance needs based on individual financial conditions and goals.

**Module 4: Managing Investments in Mutual Funds, Stocks, and Bonds****Scope of Module:**

This module explores practical aspects of handling mutual funds, stock markets, and debt markets. It covers risk-return evaluation, investment selection, market behavior, and trade execution.

**Topics:**

Risk and Return in Mutual Funds, Selecting the Right Mutual Fund, Investment Strategies and Goals, Buying and Selling Mutual Funds, Monitoring and Managing Mutual Fund Investments. Basic Concepts of Stocks, How the Stock Market Works, Key Players in the Stock Market, Risk and Return in Stock Market Investing, Investment Strategies and Goals, Market Volatility and Emotional Considerations, Buying and Selling equity instruments. Introduction to the Debt Market, Types of Debt Instruments, Risk and Return in Debt Market Investments, How the Debt Market Operates, Yield and Interest Rate Dynamics, Credit Risk Assessment, Buying and Selling Debt Instruments.

**Learning Outcome:**

To evaluate various financial instruments and construct a portfolio that aligns with investment goals and risk tolerance.

## Module 5: Investment Risk Management and Evaluation

### Scope of Module:

This module introduces risk management techniques and investment evaluation tools. It focuses on hedging strategies using options and futures, diversification, stop-loss techniques, and the application of metrics like TVM to assess investment performance.

### Topics:

Introduction to Investment Risk Management, Types of Investment Risks, Risk Tolerance and Investment Objectives, Diversification as a Risk Management Strategy, Use of Derivatives for Risk Management, Stop-loss Strategies and Risk Controls, Monitoring and Rebalancing. Introduction to Investment Hedging, Types of Investment Risks, Common Hedging Instruments, Using Options for Hedging, Using Futures for Hedging, Currency Hedging, Risks and Considerations in Hedging. Introduction to Investment Evaluation, Key Investment Metrics, Risk Assessment and Measurement, Time Value of Money (TVM), and Performance Benchmarks.

### Learning Outcome:

To apply asset allocation principles and manage financial instruments to create a portfolio aligned with personal investment goals and risk preferences.

### CO-PO Mapping

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	1	1	1	
CO2	3	3	2	3	2	1	2	
CO3	2	3	1	3	1	1	1	
CO4	3	2	1	2	1	1	1	2
CO5	2	2	1	2	1	1	1	1

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<b>Articulation</b>	2.6	2.4	1.2	2.4	1.2	1	1.2	1.5
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## Semester-II

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<b>Course Title</b>	<b>Business Regulatory Framework</b>
<b>Course Code</b>	<b>25VBX0C201</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### **Course Description:**

The Business Regulatory Framework provides the legal foundation and structure within which businesses must operate. It consists of laws, regulations, and guidelines that govern the formation, operation, conduct, and dissolution of businesses.

### **Course Outcomes (COs):**

<b>CO1</b>	Create awareness about the legal framework and structure of business units.	<b>L5 (Create)</b>
<b>CO2</b>	Develop knowledge of mercantile laws with respect to contracts and the sale of goods.	<b>L3 (Develop)</b>
<b>CO3</b>	Examine unfair trade practices and consumer laws.	<b>L4 (Examine)</b>
<b>CO4</b>	Analyse the legal provisions relating to Information and Economic Laws.	<b>L4(Analyse)</b>
<b>CO5</b>	Interpret the processes of formation and disclosure requirement of Companies.	<b>L5(Interpret)</b>

### **Course Modules**

<b>Module 1: Introduction to Legal Framework and Business Laws</b>
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<b>No of. Hours: 24</b>
<b>Scope of Module:</b>
This module introduces the fundamental concepts of law, justice, and legal terminology, along with the structure of the Indian Constitution and judicial system, including courts and tribunals. It also explores the nature and sources of business law in India, highlighting their relevance to economic principles, fundamental rights, and governance.
<b>Topics:</b>
Legal Terms and Maxims from Law Dictionary, Meaning of Law and Justice, Overview of Constitution, Constitutional Governance, Hierarchy of Courts: Supreme Court, High Courts. Alternative Dispute Resolution and Tribunals, sources of Law and its classification. Introduction, Nature of Law, Meaning and Definition of Business Laws, Scope and Sources of Business Law, Fundamental Rights and Directive Principle of State Policies, Principles having economic significance, Overview of Business Laws in India
<b>Learning Outcome:</b>
<i>Students will be able to understand the origins of law and its functions and understand and discuss business laws in India.</i>
<b>Module 2: Regulatory &amp; Political Framework</b>
<b>No. of Hours: 24</b>
<b>Scope of Module:</b>
This module provides a comprehensive understanding of key Indian commercial laws, including the Indian Contract Act, 1872, the Sale of Goods Act, 1930, and the Right to Information Act, 2005. It covers essential concepts such as valid contracts, breach and remedies, sales transactions, consumer rights, and public access to government information.
<b>Topics:</b>
Indian Contract Act, 1872: Definition of Contract, essentials of a valid contract (all essential elements are to be explained in detail), classification of contracts, breach of contract, and remedies for breach of contract. The Sale of Goods Act, 1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, rights and duties of the buyer, rights of an unpaid seller. Right to Information Act, 2005: Objectives of the RTI Act, Scope, SuoMoto disclosure, Method of seeking information, Eligibility to obtain information, Authorities under the Act.
<b>Learning Outcome:</b>
<i>Students will be able to Identify various types of contracts and its enforceability. Understand the sale contract and rights of an unpaid seller. Understand the Right to Information Act with authorities under the Act.</i>

<b>Module 3: Socio-Cultural &amp; Technological Dynamics</b>
<b>No. of Hours: 24</b>
<b>Scope of Module:</b>
This module focuses on the legal framework promoting fair competition and consumer rights in India through the Competition Act, 2002 and the Consumer Protection Act, 2019. It covers regulatory bodies, key definitions, offenses, penalties, and the structure of consumer redressal agencies at various levels.
<b>Topics:</b>
The Competition Act, 2002: Objectives of Competition Act, the features of Competition Act, components of Competition Act, CCI, CAT, offenses and penalties under the Act. Consumer Protection Act, 2019: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Consumer Protection Act. Consumer Redressal Agencies – District Forum, State Commission, National Commission
<b>Learning Outcomes:</b>
Students will be able to understand <i>the meaning, and purpose of this Act and the Tribunal in charge of redressal of grievances, know the rights, duties of the Consumer and know the duties of the redressal machineries.</i>

<b>Module 4: Economic Laws and Negotiable Instruments</b>
<b>No. of Hours: 24</b>
<b>Scope of Module:</b>
This module provides an overview of the Foreign Exchange Management Act (FEMA), 1999 and the Negotiable Instruments Act, 1881, focusing on regulation of foreign exchange and the legal framework governing financial instruments. It includes key definitions, regulatory authorities, features, penalties, and procedures related to negotiable instruments and foreign transactions.
<b>Topics:</b>
FEMA 1999: Objects of FEMA, definition of important terms – authorized dealer, currency, foreign currency, foreign exchange, foreign security , Directorate of Enforcement, salient features of the FEMA, offences and penalties.
Negotiable Instruments Act, 1881: Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course, Dishonor of Negotiable Instrument - Noting and Protest
<b>Learning Outcomes:</b> <i>Understand and know the laws relating to FEMA and the laws relating to the Negotiable Instruments Act.</i>

<b>Module 5: Laws relating to Intellectual Property Rights and The Companies Act, 2013</b>
<b>No. of Hours: 24</b>
<b>Scope of Module:</b>
This module introduces the fundamentals of Intellectual Property Rights (IPR) and company law in India, including trademarks, copyrights, patents, trade secrets, and procedures for company formation under the Companies Act, 2013. It also covers SEBI's 2021 amendments on listing obligations and disclosure requirements, offering insight into corporate governance and regulatory compliance.
<b>Topics:</b> Laws relating to Trademarks, Copyrights, Designs, Trade Secrets & Patents, IPR Procedure, Trade Secrets Vs. Patents, IPR protection
Meaning and Definition – Features – Kinds of companies as per Companies Act 2013 – (Meaning only) – Steps involved in formation of company as per Companies Act 2013 – Promotion Stage – Meaning of promoter, Position of Promoter and Functions of Promoter
Incorporation stage – Documents required for incorporation- Memorandum of Association and Articles of Association, Certificate of incorporation, Certificate of Commencement of Business. Understanding of SEBI (Listing Obligations and Disclosure Requirements) Amendment Regulations, 2021
<b>Learning Outcomes:</b>
<b>Learning Outcome:</b>
<i>Students will be able to analyze the different Intellectual Property rights and Procedures for obtaining the same. Understand the laws relating to formation and disclosure requirements with respect to Listing obligations of SEBI.</i>

### CO-PO MAPPING

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	2	-	-	-	2
CO2	3	3	2	2	1	1	1	2
CO3	2	1	3	2	1	1	1	2
CO4	3	2	2	3	1	1	1	2
CO5	3	2	2	2	3	1	1	
<b>Articulation (Sum/Weight)</b>	<b>2.8</b>	<b>2</b>	<b>1.8</b>	<b>2.2</b>	<b>1.2</b>	<b>1</b>	<b>1</b>	<b>2</b>

<b>Course Title</b>	<b>Financial Markets and Instruments</b>
<b>Course Code</b>	<b>25VBX0C202</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course provides an in-depth understanding of the structure and functioning of financial markets and the various instruments traded within them. Students will explore the primary markets, secondary markets, and the key roles played by financial institutions, investors, and regulators. The course covers a wide range of financial instruments, including stocks, bonds, derivatives, and alternative investments, with an emphasis on their characteristics, valuation, and risk management. Additionally, the course examines market efficiency, trading strategies, and the impact of macroeconomic factors on financial markets. By the end of the course, students will be equipped with the foundational knowledge required to analyze market dynamics and make informed decisions regarding investment and financial strategies.

### Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Illustrate on the fundamental concepts of financial institutions and markets, and their crucial role in the economy.	L 2 (Understand)
CO2	Differentiate between money market and capital market instruments, and analyze their functions and impact on financial systems.	L 4 (Analyze)
CO3	Evaluate the operations and functions of banks and their significance in promoting economic growth and rural development.	L 5 (Evaluate)
CO4	Examine the role and functions of NBFCs, mutual funds, and stock exchanges in providing financial services and investment opportunities.	L 4 (Analyze)
CO5	Analyze the complexities of the derivatives market and the foreign exchange market, and assess their importance in managing risks and facilitating international trade.	L 4 (Analyze)

### Course Module

**No. of Hours:24**

### **Module 1: Introduction to Financial System**

#### **Scope of Module:**

This module introduces the fundamentals of the financial system, covering key components like financial markets, institutions, instruments, and regulators. It explores how funds are mobilized, allocated, and managed within the economy, highlighting the roles of central banks, commercial banks, and financial markets in economic growth and stability.

#### **Topics:**

Definition and types of financial institutions, Types of financial markets, Differences between primary and secondary markets, Role of financial institutions and markets in the economy, Structure and components of Indian financial system.

Financial system structure; credit creation; government managing fiscal deficit through financial markets; the reforms phase of financial markets, provision of liquidity; the role of RBI as money market regulator.

**Learning Outcome:** *Students will be able to examine and articulate the financial system and its importance in the financial markets.*

**No. of Hours:24**

### **Module 2: Overview of Financial Markets**

#### **Scope of Module:**

This module provides an overview of financial markets, including their structure, types (money, capital, foreign exchange), and functions. It examines the role of financial instruments, market participants, and the impact of market dynamics on the economy. The module also covers trading mechanisms, liquidity, and market efficiency in modern financial systems.

#### **Topics:**

Introduction to short-term lending & borrowing mechanism, meaning of money market, Instruments traded in the money market, Participants in the money market, Functions of money market.

Capital market structure; Meaning of capital market, Types of capital market instruments, Participants in capital market, Functions of capital market.

Introduction to long-term borrowing & lending mechanism; concepts of govt. securities market; issue of g-sec instruments; different types of g-sec auctions; corporate bond market; issuers and subscribers; role of primary dealers; floating rate bonds, bonds with call & put options; corporate issued debentures; types of debentures; retail participation in debt market.

**Learning Outcome:** *Students will be able to understand and define all the money market, capital market and bond market instruments and its utility for various participants.*

**No. of Hours:24**

### **Module 3: Monetary Policy, Liquidity Management, and Risk Assessment in Debt Markets and Credit Ratings**

#### **Scope of Module:**

This module covers the role of RBI's monetary policy and liquidity management in economic stability. It explores risks in the debt market, including interest rate, credit, and liquidity risks, and examines credit rating concepts, methodologies, and their impact on investment decisions and financial market dynamics.

#### **Topics:**

Purpose and objectives of monetary policy; monetary policy committee structure;

government prescribed policy framework; inflation targeting; open market operations; CRR and SLR management by RBI.

Different types of risks in debt market; inflation risk, interest rate risk, rating risk, reinvestment risk, credit risk, liquidity risk; understanding bond prices v/s interest rates.

Purpose of credit rating; rating process; conflicts in rating; effects of rating; a brief introduction to govt. approved rating agencies in India; rating philosophies adopted by rating agencies.

**Learning Outcome:** *Students will be able to analyze the critical role played by the Central Bank in managing the financial markets, evaluate risks that impacts the outcome of debt instruments' yield and evaluate the process of credit rating and its importance for investors.*

**No. of Hours:24**

#### **Module 4: Introduction to Stock Market and Stock Exchange**

##### **Scope of Module:**

This module introduces the fundamentals of the stock market and stock exchanges, covering their structure, functions, and key participants. It explores how stocks are traded, the role of stock exchanges, market indices, and regulatory frameworks. Students will gain an understanding of stock market operations and investment strategies.

##### **Topics:**

Introduction to primary market concepts; SEBI regulations for conducting IPOs; role of intermediaries; book building concepts; allotments; listing.

Definition and features of mutual funds, Types of mutual funds, Functions of mutual funds, Recent developments in mutual funds.

Meaning, Definition and functions of stock exchange (in detail), Types of trading in the stock exchange (in detail), Trading mechanism in stock exchange, Types of orders in stock exchange, recent developments in stock exchange.

Definition and features of derivatives market, Types of derivatives instruments, trading mechanism in derivatives market, recent developments in derivatives market.

**Learning Outcome:** *Students will be able to analyse and articulate the concepts of primary market and the process followed in public issues, evaluate functions and types of stock exchanges and define derivatives instruments and trading mechanisms.*

**No. of Hours:24**

#### **Module 5: Foreign Exchange Market and NBFCs**

##### **Scope of Module:**

This module covers the functioning of the foreign exchange market, including currency trading, exchange rate mechanisms, and factors influencing currency fluctuations. It also explores the role of Non-Banking Financial Companies (NBFCs), their functions, regulatory framework, and their impact on financial inclusion and the broader financial system.

##### **Topics:**

Definition and features of foreign exchange market, Types of foreign exchange instruments (in detail), Participants in foreign exchange market (in detail), recent developments in foreign exchange market.

Definition and features of foreign exchange market, Types of foreign exchange instruments (in detail), Participants in foreign exchange market (in detail), recent developments in foreign exchange market.

Features of hire purchase; financial calculations for different types of hire purchase; advantages and disadvantages of hire purchase; concepts of leasing; different types of leasing; financial calculations for different types of leasing; advantages and limitations of leasing; concepts of factoring; utility of factoring for different types of companies.

**Learning Outcome:** Students will be able to Assess features of the foreign exchange market and types of instruments, examine functions of NBFCs and their growth in India and differentiate between hire purchase and leasing concepts under different circumstances and how factoring helps certain types of businesses.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	2	2	3	1	-	-	2
<b>CO2</b>	3	3	2	3	-	-	-	2
<b>CO3</b>	3	3	2	2	1	2	-	3
<b>CO4</b>	3	2	2	2	1	-	2	2
<b>CO5</b>	3	3	3	3	-	-	2	3
<b>Articulation</b>	3	2.6	2.2	2.6	1	2	2	2.4

<b>Course Title</b>	<b>Business Management</b>
<b>Course Code</b>	<b>25VBB0C203</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course introduces students to the core concepts and practices of business management, covering essential functions like planning, organizing, leading, and controlling. It blends classic theories with modern approaches, preparing students to think strategically, lead teams, and make effective decisions in today's dynamic business environment.

### Course Outcomes (COs):

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Apply fundamental management principles to solve basic organizational challenges and improve business operations.	L3 – Apply
CO2	Analyze classical and modern management theories to assess their applicability in current business practices.	L4 – Analyze
CO3	Apply strategic planning and decision-making tools to develop effective solutions for business problems.	L3 – Apply
CO4	Evaluate various leadership styles, motivational theories, and staffing strategies to recommend effective managerial actions.	L5 – Evaluate
CO5	Analyze the role of directing, communication, and control mechanisms in enhancing organizational performance.	L4 – Analyze

**No. of Hours:24**

## Module 1: Fundamentals of Management & Business

### Scope of the Module:

This module builds the conceptual foundation for students to understand the nature and role of management in business. It introduces the key components of managing organizations effectively in today's dynamic environment, while emphasizing ethical and value-based management practices.

### Topics:

Introduction to Management: meaning, nature, scope and importance, business and its objectives, levels of management and managerial skills, managerial roles (Mintzberg's roles), management functions (planning, organizing, directing, staffing, controlling), management vs. administration, leader vs. manager vs. entrepreneur, values and ethics in management, business environment: economic, social, legal overview.

### Learning Outcome:

Understand foundational management concepts and their relevance in business operations.

**No. of Hours:24**

## Module 2: Evolution & Theories of Management

### Scope of the Module:

This module provides a comprehensive overview of the evolution of management thought, helping students connect classical approaches with modern management practices. It enhances the ability to critically analyze organizational challenges through multiple theoretical lenses.

### Topics:

Historical evolution of management thought, classical theories: scientific, administrative, bureaucratic, behavioral theory, quantitative approach, systems approach, contingency approach, contemporary approaches: lean management, agile management, evidence-based management.

### Learning Outcome:

Explore how management theories have evolved and shaped modern practices.

**No. of Hours:24**

### **Module 3: Planning & Decision Making**

#### **Scope of the Module:**

Students will gain practical knowledge of planning and decision-making frameworks that are essential to managerial success. This module focuses on applying analytical thinking to develop strategies and make informed business decisions.

#### **Topics:**

Planning: meaning, features, types, process, strategic vs. tactical planning, principles of effective planning, planning premises and forecasting, management by objectives (MBO): features, steps, pros and cons, decision making: nature, importance, principles, decision-making models: rational, bounded rationality, intuitive, problem-solving, group decision making, tools: SWOT, SMART goals, scenario planning.

#### **Learning Outcome:**

Develop skills in planning and structured decision-making to support business goals.

**No. of Hours:24**

### **Module 4: Organizing, Staffing & Leadership**

#### **Scope of the Module:**

This module deep-dives into how organizations are structured and managed. It emphasizes effective leadership and human resource practices as vital elements in achieving organizational success and motivating teams.

#### **Topics:**

Organizing: concept, process, importance, organizational structures: functional, matrix, team-based, network, delegation of authority, centralization vs. decentralization, staffing: HR planning, recruitment, selection, sources of recruitment, leadership: meaning, characteristics, theories (trait, behavioral, contingency, transformational), motivation theories: Maslow, Herzberg, McClelland, Vroom, Porter-Lawler.

#### **Learning Outcome:**

Apply effective organizing, staffing, and leadership practices in real-life business contexts.

<b>Module 5: Directing, Controlling &amp; Emerging Trends</b>
<p><b>Scope of the Module:</b></p> <p>This module combines critical operational functions such as directing and controlling with current global trends and challenges in management. It prepares students to adapt to evolving business scenarios through innovation, ethics, and inclusive practices.</p>
<p><b>Topics:</b></p> <p>Directing: meaning, principles, importance, communication in management: process, types, barriers, virtual communication, controlling: characteristics, techniques, control process, coordination and managerial effectiveness, contemporary issues in management: business ethics and CSR, corporate governance, worker participation in management, quality management and business excellence, digital transformation in management, workplace diversity and inclusion</p>
<p><b>Learning Outcome:</b></p> <p>Comprehend the importance of directing and controlling and analyze current trends shaping business leadership.</p>

### CO–PO Mapping Table

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			3				
CO2	2	3				3	2	2
CO3	3	2		2				

<b>CO4</b>	2				3		3	1
<b>CO5</b>		3	3		2			
<b>Articulation</b>	<b>2.5</b>	<b>2.6</b>	<b>3</b>	<b>2.5</b>	<b>2.5</b>	<b>3</b>	<b>2.5</b>	<b>1.5</b>

<b>Course Title</b>	<b>Business Economics</b>
<b>Course Code</b>	<b>25VBX0G204</b>
<b>Semester</b>	<b>II SEM</b>
<b>Credits</b>	<b>3</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>90 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

Business Economics is a foundational course designed to equip students with the essential economic principles and tools necessary for analyzing business decisions and market dynamics. The course bridges the gap between economic theory and practical business applications, focusing on how businesses operate within the broader economic environment.

<b>CO No.</b>	<b>Course Outcome</b>	<b>BTL Level</b>
<b>CO1</b>	Apply fundamental economic concepts— marginalism, opportunity cost, optimization, and trade-offs in business decision-making.	<b>L3 (Apply)</b>
<b>CO2</b>	Analyze consumer behaviour, market dynamics, demand–supply frameworks, and elasticity for effective decision-making.	<b>L4 (Analyze)</b>
<b>CO3</b>	Evaluate production and cost structures, perform break-even and revenue analysis, and apply forecasting techniques in planning.	<b>L5 (Evaluate)</b>
<b>CO4</b>	Compare and critique market structures (perfect competition, monopoly, oligopoly, etc.) and apply competitive models like game theory.	<b>L4 (Compare)</b>
<b>CO5</b>	Examine macroeconomic variables and globalization trends, and assess their impact on business along with new-age tools and digital disruptions.	<b>L5 (Examine)</b>

### Course Module

**No. of Hours: 18**

<b>Module 1: Fundamentals &amp; Economic Decision-Making</b>
<b>Scope of Module:</b> This unit lays the groundwork by introducing essential economic principles and the logic behind business decisions.
Topics:

Overview of Business Economics, Nature and scope; microeconomics vs. macroeconomics, Marginalism, Opportunity Cost, and Risk/Uncertainty, Optimization techniques, constrained vs. unconstrained decisions, Equi-marginal principle and discounting,- Role of economic information and trade-offs in business contexts. AI Tool Suggestion: - ChatGPT for understanding basic concepts and clarifying doubts.

**Learning Outcomes:** Apply fundamental economic concepts such as marginalism, opportunity cost, and optimization to solve business decision-making problems under conditions of risk and uncertainty.

**No. of Hours: 18**

### **Module 2: Consumer Behavior, Demand, and Price Mechanisms**

**Scope of Module:** This unit combines classical consumer theory with market dynamics, emphasizing how individual choices determine overall market outcomes.

**Topics:** Cardinal and Ordinal Utility; Diminishing Marginal Utility, The indifference curve approach and consumer equilibrium (budget constraints), Concepts of demand and supply, demand curve, and supply curve, Law of Demand and Conditions of Supply, Price, income, and cross-elasticity: measuring responsiveness, Role of the price mechanism in resource allocation and profit maximization, AI Tool Suggestion: Google Trends for analyzing demand and supply trends.

**Learning Outcomes:** Analyze consumer behaviour using utility theory and demand-supply mechanisms, and evaluate the impact of price elasticity on market outcomes and business decisions.

**No. of Hours: 18**

### **Module 3: Production, Cost Analysis, & Forecasting**

**Scope of Module:** Focusing on the internal operations of firms, this unit explains how production decisions, cost structures, and forecasting support profitability and strategic planning.

**Topics:** Production functions: short-run and long-run perspectives, Fixed, variable, and other cost classifications, Economies of scale, returns to scale, and the law of diminishing returns, Break-even point (BEP) computation and interpretation, Total, average, and marginal revenue concepts, Demand forecasting methods: Qualitative vs. Quantitative, Incorporating modern tools and analytics in demand forecasting, AI Tool Suggestion: Wolfram Alpha for complex calculations related to production and costs.

**Learning Outcomes:** Evaluate production and cost functions, conduct breakeven and revenue analysis, and integrate forecasting techniques to support effective business planning.

**No. of Hours: 18**

### **Module 4: Market Structures & Competitive Strategies**

**Scope of Module:** This unit examines different market forms and competitive models, helping students understand how market dynamics and competition shape business strategy.

**Topics:** Perfect competition, monopoly, and monopolistic competition, Comparative features: pricing, surplus, and efficiency, Collusive and non-collusive behavior in oligopolies, Game theory

fundamentals, Sweezy’s Kinked Demand Curve, and price leadership, Allocative and productive efficiency, The impact of innovation and technological progress on market evolution, AI Tool Suggestion: Tableau Public for data visualization and forecasting.

**Learning Outcomes:** Assess different market structures and apply strategic models—including game theory—to understand firm behavior and competitive positioning

**No. of Hours: 18**

**Module 5: Globalization, Macroeconomic Environment, & Emerging Trends**

**Scope of Module:** The final unit connects macroeconomic insights with global business environments, while integrating recent trends that are reshaping the field of business economics.

**Topics:**Key macroeconomic variables and circular flow of income, Overview of macroeconomic relationships that influence business activity, Trends in globalization and its effects on both developed and developing economies, Challenges and opportunities in domestic and international business operations, Digital transformation and data analytics in economic decision-making, Sustainability, ethical business practices, and innovation as competitive tools, The role of technology in modern demand forecasting and market analysis, AI Tool Suggestion: Google Public Data Explorer for accessing macroeconomic data.

**Learning Outcomes:** Critically evaluate macroeconomic variables, globalization effects, and emerging trends like digitalization and sustainability to enhance business strategy.

**CO/PO Mapping Table**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	1	-	2	1
CO2	2	3	2	3	1	-	2	1
CO3	2	3	2	3	1	-	2	1
CO4	3	3	3	3	1	1	2	1
CO5	3	3	2	3	2	1	2	1
Articulation	2.6	2.8	2.2	3.0	1.2	1.0	2.0	1.0

<b>Course Title</b>	<b>Communicative English</b>
<b>Course Code</b>	<b>25VBX0AE205</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>AEC</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:** This course is designed to help BBA students enhance their English language proficiency, improve communication skills, and prepare for academic and professional interactions. The course integrates foundational grammar, spoken and written communication, digital literacy, and workplace-oriented communication. Through literary texts, real-world

applications, and multimedia tools, students will develop their linguistic abilities and become confident communicators.

### Course Outcomes (COs):

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

CO Code	Course Outcome Statement	BTL Level
CO1	Demonstrate a clear understanding of communication fundamentals and apply them effectively in real-life situations.	BTL 3 – Applying
CO2	Exhibit improved proficiency in reading, writing, listening, and speaking in English.	BTL 2 – Understanding
CO3	Utilize digital tools and platforms for effective communication and language enhancement.	BTL 3 – Applying
CO4	Compose and deliver professional correspondence and presentations with clarity and confidence.	BTL 5 – Evaluating
CO5	Engage in strategic and intercultural communication using critical and creative approaches.	BTL 6 – Creating

### Course Module:

<b>Module 1: Foundations of Communication and English Proficiency</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module lays the groundwork for understanding communication as a process and develops essential grammar skills required for professional and academic contexts.
<b>Topics:</b> <ul style="list-style-type: none"> <li>• English as the Global Lingua Franca</li> <li>• Process and Types of Communication</li> <li>• Barriers to Effective Communication</li> <li>• Fundamentals of English Grammar: Nouns, Verbs, Tenses, Subject-Verb Agreement, Sentence Structure, Connectives</li> <li>• Situational Dialogues and Grammar Exercises</li> </ul>
<b>Learning Outcome:</b> Students will be able to understand the basics of communication and apply foundational grammar concepts in various academic and professional contexts.
<b>Module 2: Reading, Dialogue and Conversational Competence</b>
<b>No. of Hours:</b> 24

**Scope of Module:**

This module enhances reading comprehension through literary texts and strengthens spoken communication through dialogue practice and functional language.

**Topics:**

- Reading Skills and Comprehension
- Literary Text: "The English Teacher" by R.K. Narayan
- Dialogue and Conversation Principles
- Functional English: Everyday Interactions
- Language Functions: Requests, Enquiries, Directions, Instructions

**Learning Outcome:**

Students will be able to comprehend literary texts and demonstrate conversational fluency using functional English expressions.

**Module 3: Digital Literacy and Communication with Technology**

**No. of Hours:** 24

**Scope of Module:**

This module focuses on enhancing writing skills and leveraging digital resources for effective communication, culminating in the development of professional presentation capabilities.

**Topics:**

- Digital Tools: E-Libraries, Online Dictionaries, INFLIBNET, BBC, British Council
- Writing Skills: Essays, Reports, Descriptive and Narrative Writing
- Presentation Skills: Public Speaking, Interviews, PowerPoint Presentations, Group Discussions

**Learning Outcome:**

Students will proficiently utilize digital tools and platforms to advance professional writing and deliver impactful presentations.

**Module 4: Advanced Communication Strategies for the Workplace**

**No. of Hours:** 24

**Scope of Module:**

This module prepares students for workplace communication through creative thinking, formal writing, and effective multicultural communication practices.

**Topics:**

- Creative and Critical Thinking in Communication
- Official Correspondence: Letters, Emails, Resumes, Cover Letters
- Cross-Cultural Communication: Global Etiquette, Communication Barriers

**Learning Outcome:**

Students will be able to draft workplace communication and apply strategic thinking in multicultural professional environments.

**Module 5: Strategic Communication, Networking, and Personal Expression**

**No. of Hours:** 24

**Scope of Module:**

The module equips students with skills in strategic communication, conflict resolution, personal branding, and expressive writing through reflective literature.

**Topics:**

- Digital Platforms: Emails, Blogs, Social Media, Online Meetings
- Negotiation and Conflict Resolution
- Networking and Elevator Speech
- Life Writings: Memoirs, Diaries, Autobiographies
- Literary Text: "Diary of Anne Frank"

**Learning Outcome:**

Students will be able to apply strategic communication skills for networking, conflict resolution, and personal expression.

**CO/PO Mapping Table**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	2	2	2	3	2		1
<b>CO2</b>	2	1	1	1	3			
<b>CO3</b>	1	1	2	2	3			
<b>CO4</b>	2	1	2	3	3	2	1	
<b>CO5</b>	2	2	3	3	3	3	2	2
<b>Articulation</b>	2.0	1.4	2.0	2.2	3.0	2.3	1.5	1.5

<b>Course Title</b>	<b>Quantitative Techniques for Business</b>
<b>Course Code</b>	<b>25VBB0G206</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>3</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>90 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

Quantitative Techniques for Business introduces students to the foundational tools of statistical and quantitative analysis essential for effective business decision-making. The course covers a wide array of topics including data collection and classification, graphical and tabular data representation, measures of central tendency and dispersion, probability theory and distributions, correlation and regression analysis, index numbers, and time series analysis. By integrating theoretical concepts with practical applications, students develop analytical skills to interpret business data, recognize patterns, and make data-driven decisions. This course is especially relevant for learners aiming to enhance their problem-solving and analytical abilities in a dynamic business environment.

### Course Outcomes (COs)

**Upon successful completion of this course, learners will be equipped to:**

CO	Course Outcome	BTL
CO1	Explain a foundational understanding of quantitative analysis techniques in business.	L5 (Evaluate)
CO2	Analyze statistical methods to interpret business data effectively.	L4 (Analyze)
CO3	Evaluate probability theory and distribution to make informed business decisions.	L5 (Evaluate)
CO4	Perform correlation and regression analyses to identify relationships and make predictions.	L3 (Apply)
CO5	Appraise the construction of index numbers and advanced techniques to analyze time series data.	L5 (Evaluate)

### Course Module

**No. of Hours:18**

#### Module 1: Understanding and Preparing Business Data

##### Scope of Module:

This module provides a foundational overview of data and its role in business decision-making. It introduces learners to various types of data, methods of data collection, and essential concepts

such as population, sample, and data processing. The module also covers the preliminary steps in organizing data, including classification, tabulation, and understanding class intervals—skills that are critical for effective statistical analysis in business contexts.

**Topics:**

Introduction to Data and information, Different Types of data, Importance of different types of data in decision making. Types of collection of data, Concept of Sample and Population, Data processing, attributes of information. Basics of Classifying and Tabulating the data, Understanding Class intervals and class widths.

**Learning Outcome:** *Identify and organize different types of business data using appropriate collection methods and classification techniques to support accurate and meaningful analysis.*

**No. of Hours:18**

**Module 2: Organizing and Summarizing Business Data**

**Scope of Module:**

This module equips students with essential skills to organize and summarize business data for interpretation and decision-making. It covers the construction of frequency distributions, classification into discrete and continuous series, and the use of various graphical tools such as bar charts, histograms, line charts, and pie charts for data visualization. Additionally, it introduces measures of central tendency—mean, median, and mode—providing learners with statistical tools to describe and analyze the central behavior of data sets.

**Topics:**

Introduction to frequency distribution and Series, Organizing the data into discrete and continuous series, creating frequency distributions. Discrete and continuous series, Frequency distribution, Graphical representation of frequency distribution – line chart, bar graph, histogram and Pie chart Techniques for graphical representation of data including line charts, bar charts, histograms, and pie charts. Importance of central tendency, Arithmetic Mean, Harmonic Mean, Geometric Mean, Median, Mode.

**Learning Outcome:** *Construct frequency distributions and apply appropriate graphical and statistical methods to summarize and interpret the central patterns in business data.*

**No. of Hours:18**

**Module 3: Probability and Data Dispersion Analysis**

**Scope of Module:**

This module covers key concepts in understanding data spread and probability. Students will learn about measures like range, standard deviation, and variance to analyze data dispersion. The module also introduces basic probability theory, including Bayes' Theorem and different probability distributions such as Binomial, Poisson, and Normal. These concepts will help students analyze and make decisions based on data patterns and uncertainty.

Data dispersion, Range, Percentile, Decile, Quartiles, Quartile deviation, Standard Deviation, Variance, Coefficient of Variation. Variables, Events and Trials, Definition of Probability, characteristics of probability, Rules in probability, Baye's Theorem, Relative frequency theory, Classical Approach. Probability distributions – Binomial, Poisson and Normal Distribution, Concept of Bell Curve

**Learning Outcome:** *Students will understand and apply core concepts of measures of dispersion, the fundamentals of probability, and the implications of different probability distributions in statistical analysis. They will gain the ability to interpret and make inferences from data using statistical techniques that quantify uncertainty and variability.*

No. of Hours:18

**Module 4: Statistical Relationships and Index Measurement****Scope of Module:**

This module introduces methods for analyzing relationships between variables and measuring changes over time. Students will learn to identify associations using correlation techniques, apply simple linear regression for prediction, and understand the construction and use of index numbers. The module highlights both the application and challenges of these statistical tools in real-world scenarios.

**Topics:**

Importance of association, correlation coefficient – Karl Pearson's and Spearman's Rank Correlation. Definition, forecasting using regression, linear regression model. Introduction to Index numbers, Use of index numbers, problems involved in construction of index numbers, methods of construction of index numbers

**Learning Outcome:** *Students will be able to analyze relationships between variables using correlation and regression techniques, and understand how to construct and interpret index numbers to track trends and changes in data.*

No. of Hours:18

**Module 5: Index Numbers and Time Series Analysis****Scope of Module:**

This module focuses on the construction and application of index numbers and the analysis of time-based data through time series techniques. Students will explore various methods for building index numbers and their practical uses. The module also introduces the components and models of time series analysis, along with advanced techniques such as the method of least squares, semi-averages, and moving averages to identify and interpret trends over time.

**Topics:**

Detailed methodologies for constructing index numbers, Application of index numbers. Definition of Time Series Analysis, Components of Time Series Analysis, Models in Time Series Analysis.

Detailed exploration of methods for analyzing trends, Measurement of secular trend, Method of least squares, Method of semi averages, Moving average method.

**Learning Outcome:** *Students will be able to construct and apply index numbers and use fundamental and advanced time series techniques to analyze trends and patterns in data over time.*

**CO/PO Mapping Table**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	2	2	1	2
CO2	2	3	1	1	2	2	1	2
CO3	2	3	2	2	2	3	1	2
CO4	2	3	1	2	2	3	1	2
CO5	2	3	2	2	2	3	1	2

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<b>Articulation</b>	2	3	2	2	2	3	-	2
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## Semester III

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<b>Course Title</b>	<b>Managerial Finance</b>
<b>Course Code</b>	<b>25VBB0C301</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### **Course Description:**

This course provides a comprehensive understanding of the principles and practices of managerial finance, equipping students with essential tools for making informed financial decisions within a business context. The focus is on understanding the critical role of financial management in business strategy, including investment decisions, capital budgeting, financial planning, and managing corporate finances. Students will also gain insights into governance, ethical decision-making, and emerging trends such as FinTech and sustainable finance. Through case studies and practical examples, learners will enhance their analytical, problem-solving, and decision-making abilities in various business scenarios.

### **Course Outcomes:**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Students will acquire a comprehensive understanding of managerial finance principles and their applications in diverse business scenarios.	L3 (Apply)
CO2	Develop analytical skills to assess and interpret financial data, enabling informed decision-making in a dynamic business environment.	L6 (Create)
CO3	Apply financial management techniques to make strategic decisions that align with organizational goals and objectives.	L3 (Apply)
CO4	Foster ethical decision-making by recognizing the impact of financial choices on various stakeholders and understanding the ethical considerations in financial management.	L4 (Analyse)
CO5	Enhance problem-solving skills by integrating financial theories and techniques to address real-world financial challenges faced by organizations.	L3 (Apply)

**Course Module**

No. of Hours:24

**Module 1: Managerial Finance Foundations and Analytical Tools****Scope of Module:**

This module lays the foundation for understanding the principles and applications of managerial finance. It introduces students to the scope and significance of financial management in business operations and strategic planning. The module also equips learners with analytical tools to interpret financial statements, assess organizational performance, and apply the concept of the time value of money in real-world decision-making scenarios.

**Topics:**

Overview of Managerial Finance, Definition and Scope of Managerial Finance, Importance of Financial Management in Business, Role of Financial Management in Business, Goals and Objectives of Financial Management, Wealth Maximization vs. Profit Maximization, Shareholder Value and Stakeholder Interests, Understanding Financial Statements, Purpose of financial ratio analysis, Ratio Analysis: Liquidity, Profitability, Solvency, and Efficiency ratios; Cash Flow Analysis, DuPont Analysis, Definition and significance of Time Value of Money, Time preferences and opportunity costs, Future Value and Present Value, Annuities and Perpetuities, Applications of Time Value of Money in Decision-Making.

**Learning**

Explain the objectives and functions of financial management; Interpret financial statements to assess a company's financial health; Understand and apply the concept of time value of money and its crucial role in financial decision-making.

**Outcome:**

No. of Hours:24

**Module 2: Investment Decisions and Capital Costing****Scope of Module:**

This module provides a comprehensive understanding of how financial managers assess the risk-return profile of investments, make capital budgeting decisions, and determine the cost of capital. It emphasizes the analytical and decision-making frameworks used to evaluate investment opportunities and capital expenditure strategies. The module also focuses on understanding the relationship between risk and return, along with the importance of financing costs in long-term investment decisions.

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Topics:

Definition and Importance of Risk and Return, Significance of Investment Returns, Objectives of Calculating Returns, Types of Returns: Nominal, Real, and Risk-Adjusted Returns, Return on Assets, Return on Investments, Relationship Between Risk and Return, Measurement of Risk: Standard Deviation and Variance; Capital Budgeting Process, Investment Appraisal Techniques: Payback Period, Discounted Payback Period, Profitability Index, ARR, Discounted Cash Flow (DCF) Analysis, Net Present Value (NPV) and Internal Rate of Return (IRR) and MIRR; Capital Rationing, Definition, Significance and Calculations of Cost of Capital, Cost of Equity and Debt; Weighted Average Cost of Capital (WACC), Marginal Cost of Capital, Flotation Costs, Role of Cost of Capital in Financial Decision-Making.

**Learning**

**Outcome:**

Measure and assess the risk associated with various financial instruments and return; Understand the capital budgeting process and its importance in strategic decision-making; Calculate the Weighted Average Cost of Capital (WACC) for a firm.

**No. of Hours:24**

**Module 3: Financial Planning, Working Capital and Capital Structure**

**Scope of Module:**

This module focuses on the strategic financial tools and techniques that enable organizations to plan for future growth, manage short-term financial operations, and determine optimal capital structures. It provides insight into financial forecasting, budgeting, working capital optimization, and theories related to capital structure. Students will gain a strong foundation in developing financial plans, evaluating cash flow cycles, and understanding leverage decisions in corporate finance.

**Topics:**

Definition and Objectives of Financial Planning, Importance of Financial Planning in Corporate Strategy, Key Components of a Financial Plan, Linkage Between Financial Planning and Organizational Goals, Financial Planning Process, Performance of Financial Statements, Forecasting Techniques, Time Series Analysis, Scenario Analysis, Financial Modeling, Budgeting and Variance Analysis, Definition and Importance of Working Capital, Components of Working Capital: Current Assets and Current Liabilities; Working Capital Cycle and its Significance, Cash Management, Cash Conversion Cycle, Inventory Management, Receivables Management, Credit Policies and Evaluation of Creditworthiness, Terms of Sale and Credit Periods, Factoring and Discounting Receivables, Definition and Components of Capital Structure, Importance of Capital Structure in Corporate Finance, Theories of Capital Structure: NI and NOI approach, Modigliani and Miller Propositions, Pecking Order Theory, Trade-Off Theory, Leverage and Financial Distress, Capital Structure Decisions.

**Learning**

Develop Performance of financial statements for forecasting future financial performance; Identify and manage the components of working capital; Understand the Modigliani and Miller propositions and their implications.

**Outcome:**

**No. of Hours:24**

**Module 4: Dividend Decisions, Financial Markets, and International Finance**

**Scope of Module:**

This module focuses on the financial decisions related to dividend policies, the functioning of financial markets and institutions, and the basics of international finance, including foreign exchange and multinational financial decisions.

**Topics:**

Theories of Dividend Policy, Dividend Irrelevance Theory, Dividend Relevance Theory, Dividend Decision and Shareholder Value, Financial Markets Overview, Types of Financial Markets, Financial Institutions and Intermediaries, Market Efficiency and Anomalies, Foreign Exchange Market, Exchange Rate Determination, International Capital Budgeting, Multinational Capital Structure.

**Learning**

Compare and contrast different theories of dividend policy; Describe the types and functions of financial markets; Analyze foreign exchange markets and exchange rate determination.

**Outcome:**

**No. of Hours:24**

**Module 5: Governance, Strategic Finance, and Emerging Trends**

**Scope of Module:**

This module introduces learners to the broader aspects of managerial finance, including corporate governance, ethics, strategic financial decisions like mergers and acquisitions, and emerging trends such as FinTech, sustainable finance, and behavioral finance. It aims to build awareness of evolving financial landscapes and responsible financial practices.

**Topics:**

Corporate Governance Principles, Board of Directors and Executive Compensation, Ethical Issues in Finance, Social Responsibility of Corporations, Types of Mergers and Acquisitions, Valuation Methods, Due Diligence, Post-Merger Integration, Financial Technology (FinTech), Sustainable Finance, Behavioral Finance, Impact of Economic and Regulatory Changes.

**Learning**

Understand principles of corporate governance and their role in decision-making; Identify and classify different types of mergers and acquisitions; Explore the impact of financial technology (FinTech) on financial decision-making.

**Outcome:**

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## CO-PO Mapping

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	2	2	2	1		1	
<b>CO2</b>	3	3	2	3	2		2	
<b>CO3</b>	3	3	2	3	2		2	
<b>CO4</b>	2	2	1	3	2	1	1	3
<b>CO5</b>	3	3	2	3	2	1	2	
<b>Articulation</b>	2.8	2.6	1.8	2.8	1.8	1	1.6	3

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<b>Course Title</b>	<b>Marketing Management</b>
<b>Course Code</b>	<b>25VBBC0302</b>
<b>Semester</b>	<b>III Semester</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course offers a comprehensive overview of marketing management, equipping students with the knowledge and skills to analyse markets, understand consumer behaviour, and formulate strategic marketing plans. It covers key areas including the marketing mix, market segmentation, global and service marketing, ethical practices, and marketing performance metrics. Through case studies and real-world applications, students will explore emerging trends such as digital marketing, AI, and sustainability to make informed, responsible marketing decisions in dynamic business environments.

### Course Outcomes (COs): (With BTL)

CO CODE	Course Outcome Statement	Bloom's Taxonomy Level
CO1	Understand core concepts of marketing and consumer behaviour.	L2 (Understanding)
CO2	Apply strategic marketing mix decisions across product, price, place, and promotion.	L3 (Apply)
CO3	Analyse markets through segmentation, targeting, positioning, and research.	L4 (Analyse)
CO4	Evaluate marketing strategies in international, service, and ethical contexts.	L5 (Evaluate)
CO5	Create marketing solutions using metrics, innovation, and applied case analysis.	L6 (Create)

### Course Modules

#### **Module 1: Fundamentals of Marketing and Consumer Behaviour**

**No. of Hours: 24**

**Scope of Module:** This module introduces students to the foundational principles of marketing and consumer behaviour. It covers marketing concepts, philosophies, and environmental factors, along with key psychological and sociocultural influences that shape consumer decisions.

**Topics: Introduction to Marketing-** Overview of Marketing Management, Importance of Marketing in Business, Marketing Concepts and Philosophies, Marketing Environment Analysis;

Consumer Behaviour- Factors influencing Consumer Behaviour, Consumer Decision Making Process, Psychological and Sociocultural Factors, Buyer Motivation and Perception

**Learning Outcome:** By the end of this module, the reader understands core marketing concepts and can analyse consumer behaviour to support marketing decision-making.

**Module 2: Strategic Marketing Mix – Product, Price, Place, and Promotion** **No. of Hours: 24**

**Scope of Module:** Students explore the four pillars of the marketing mix—product, price, place, and promotion. The unit includes product development, pricing strategies, distribution systems, and promotional tools, including digital and traditional platforms.

**Topics:** Product Strategies- Product Development Process, Product Life Cycle Management, Branding Strategies and Brand Equity, New Product Development Techniques; Pricing Strategies- Pricing Objectives and Factors influencing Pricing Decisions, Pricing Methods and Approaches, Pricing Strategies for New Products, Price Adjustment Strategies; Distribution Strategies- Distribution Channel Structure and Functions, Channel Design and Management, Retailing and its Role in Marketing, Retail Formats and Strategies, Promotion Strategies: Elements of Marketing Communication, Advertising and Public Relations, Personal Selling and Sales Promotion, Digital Marketing and Social Media Marketing

**Learning Outcome:** Design an effective marketing mix by applying strategies for product development, pricing, distribution, and promotional activities.

**Module 3: Strategic Marketing Analysis and Planning**  
**No. of Hours: 24**

**Scope of Module:** This module focuses on strategic marketing analysis, including research methods, segmentation, targeting, and positioning. It also includes strategic planning frameworks such as SWOT analysis and the development and control of marketing strategies.

**Topics: Marketing Analysis:** Marketing Research Process, Research Design and Data Collection Methods, Data Analysis and Interpretation, Marketing Information Systems; Market Segmentation and Targeting Strategies, Positioning and Differentiation Strategies, Developing Marketing Mix for Target Segments; Marketing Planning- Strategic Planning Process, SWOT Analysis and Competitive Analysis, Marketing Strategy Development, Implementation and Control

**Learning Outcomes:** By the end of this module, Students will analyse and conduct marketing analysis, and develop comprehensive marketing strategies based on market insights and planning frameworks.

**Module 4: Specialized Marketing Domains and Ethical Practices**  
**No. of Hours: 24**

**Scope of Module:** This module emphasizes branding through communications and promotions,

both traditional and digital. It also examines brand equity, its components, and the role of brand elements in driving brand value.

**Topics:** International Marketing Management- Globalization and International Marketing, Market Entry Strategies, International Marketing Mix, Managing Global Marketing Challenges; Services Marketing Management-Characteristics of Services, Service Marketing Strategies, Managing Service Quality and Customer Relationships, Service Recovery and Complaint Handling Marketing Ethics and Practices- Ethical Issues in Marketing, Corporate Social Responsibility in Marketing, Sustainable Marketing Practices, Ethical Decision Making in Marketing

**Learning Outcomes:** By the end of this module, students will apply marketing strategies in specialized domains and demonstrate awareness of ethical and sustainable marketing practices.

**Module 5: Marketing Performance, Innovation, and Application**  
**No. of Hours: 24**

**Scope of Module:** This module develops students' ability to measure marketing performance using metrics and analytics. It also explores emerging trends such as AI and sustainability, and culminates in the application of marketing concepts through real-world case studies and projects.

**Topics:**  
**Marketing Metrics**-Key Marketing Metrics and Performance Indicators, Marketing Dashboard and Analytics, Evaluating Marketing Effectiveness, Return on Marketing Investment (ROMI); Emerging Trends in Marketing-Technology and Innovation in Marketing, Artificial Intelligence and Marketing Automation, Sustainable Marketing Trends, Personalization and Customer Experience Case Studies and Applications -Analysis of Real-world Marketing Cases, Application of Marketing Concepts to Business Scenarios, Group Projects and Presentations

**Learning Outcomes:** By the end of this module, Students will evaluate marketing effectiveness, embrace innovation in marketing, and apply strategic concepts to real-world business challenges.

**CO-PO Mapping Table**

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	–	1	1	2	2	
CO2	3	2	2	2	1	2	2	
CO3	3	3	2	2	1	2	2	
CO4	3	3	2	2	3	2	2	3
CO5	3	3	3	3	2	3	3	2

Articulation	3.0	2.6	2.25	2.0	1.6	2.2	2.2	2.5
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<b>Course Title</b>	<b>Business Ethics &amp; Negotiation Skills</b>
<b>Course Code</b>	<b>25VBB0C303</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSC</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course explores the essential principles of business ethics and equips students with practical negotiation skills relevant to contemporary business environments. It covers ethical theories, corporate responsibility, ethical dilemmas in marketing and finance, and cross-cultural considerations in negotiation. The course also fosters critical thinking and ethical leadership in both domestic and international business contexts.

### Course Outcomes (COs): (With BTL)

CO Code	Course Outcome	BTL Level
CO1	Understand the fundamental principles of business ethics and their application in decision-making.	2- Understand
CO2	Develop effective negotiation skills for business scenarios.	3- Apply
CO3	Analyze ethical issues in marketing and finance.	4- Analyse
CO4	Demonstrate cross-cultural negotiation competence.	3- Apply
CO5	Apply communication skills in negotiation situations.	3- Apply

### Course Modules

**No. of Hours: 24**

#### Module 1: Foundations of Business Ethics

**Scope of Module:** Covers fundamental concepts, ethical principles, and frameworks that govern ethical behavior in business, focusing on individual and organizational decision-making.

**Topics:** Introduction to Business Ethics, Ethical Decision-Making Models, Ethical Leadership and Corporate Culture, Ethics Theories: Deontology, Utilitarianism, Virtue Ethics, Ethical Relativism and Absolutism, Code of Conduct and Corporate Governance

**Learning Outcome:** Understand and apply ethical principles and models in business decision-making, recognizing the role of leadership in ethical corporate culture.

**No. of Hours: 24**

#### Module 2: Corporate Responsibility and Marketing Ethics

**Scope of Module:** Focuses on corporate social responsibility and examines ethical issues in marketing practices, emphasizing consumer rights and sustainability.

**Topics:** Corporate Social Responsibility (CSR) Models, Stakeholder Theory and Sustainable Development, Ethical Issues in Advertising, Pricing, and Green Marketing, Product Safety and Consumer Rights, CSR in Supply Chain Management

**Learning Outcome:** Analyze ethical dilemmas in marketing and CSR practices, and evaluate their impact on business sustainability.

**No. of Hours: 24**

**Module 3: Placement, Induction & Talent Management Fundamentals**

**Scope of Module:**

Explores ethical issues in financial decision-making and technological innovations, focusing on transparency, data privacy, and ethical investment.

**Topics:** Insider Trading, Securities Fraud, and Financial Governance, Socially Responsible Investing and Ethical Reporting, Ethical Use of Artificial Intelligence and Blockchain, Data Privacy, Security, and Technology Ethics, Ethics and CSR in the Tech-Driven World

**Learning Outcomes:** Evaluate ethical concerns in finance and technology, and apply responsible decision-making practices in modern business environments.

**No. of Hours: 24**

**Module 4: Talent Management Systems and Practices**

**Scope of Module:**

Introduces negotiation types and processes, covering planning, strategy, ethical considerations, and practical skills for effective negotiations.

**Topics:** Introduction to Negotiation: Types and Importance, BATNA and Trust-building in Negotiation, Opening, Bargaining, and Closing Phases, Creative Problem Solving and Handling Deadlocks, Ethics in Negotiation and Power Dynamics

**Learning Outcomes:** Apply negotiation strategies and analyze negotiation processes with ethical awareness and problem-solving skills.

**No. of Hours: 24**

**Module 5: Strategic Trends and Competency-Based Talent Management**

**Scope of Module:**

Covers advanced communication, cultural intelligence, and ethical conduct in global negotiation scenarios with real-world integration and application.

**Topics:** Verbal/Non-verbal Communication and Emotional Intelligence, Cross-Cultural Negotiation and Conflict Resolution, Sources of Power and Influence in Negotiation, Gender, Culture, and Power Dynamics, Final Project, Case Studies, Real-world Applications

**Learning Outcomes:** Demonstrate cross-cultural and ethical negotiation competence, using advanced communication and real-world case analysis.

**CO-PO Mapping Table**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	3	1	1	1	3	3
CO2	3	2	2	2	3	1	2	
CO3	2	3	3	2	1	1	2	3
CO4	2	2	3	2	3	1	3	
CO5	2	1	2	1	3	1	2	3

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<b>Course Title</b>	<b>INDIAN KNOWLEDGE SYSTEM</b>
<b>Course Code</b>	<b>25VBBX0S304</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>MDE</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

The Indian Knowledge System (IKS) course explores the intellectual and cultural heritage of India through the lens of ancient wisdom, scientific achievements, linguistic contributions, and ethical foundations. Designed for interdisciplinary learners, the course offers a comprehensive view of traditional Indian systems and their relevance in the modern era. It empowers students to integrate timeless knowledge into contemporary domains such as science, governance, education, wellness, and technology.

### Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understand the fundamental concepts, structure, and relevance of Indian Knowledge Systems.	L2 (Understand)
CO2	Analyze the scientific and technological contributions of ancient India across disciplines	L4 (Analyze)
CO3	Interpret classical Indian literature, language, and arts in the context of cultural heritage	L3 (Apply)
CO4	Analyze the principles of health and wellness in Indian Knowledge Systems	L3 (Apply)
CO5	Evaluate traditional Indian governance, education systems, and ethical frameworks.	L5 (Evaluate)

### Course Module

**No. of Hours:24**

**Module 1: Foundations of Indian Knowledge System**

**Scope of Module:**

Lays the philosophical and textual foundation for understanding IKS. Focuses on the core scriptures (Vedas, Upanishads), philosophical schools, and knowledge classification in ancient India.

• **Topics:**

Introduction to IKS: Definition, Scope, Relevance in the 21st Century, Knowledge classification in ancient India (Śāstra-s: Itihāsa, Nigama, Darśana, etc.). The Vedic Corpus, Philosophical Systems, Wisdom through the Ages.

**Learning Outcome:** Students will be able to **Identify and classify** the major Indian scriptures (Śāstra-s) and philosophical traditions (Darśana-s).

**No. of Hours:24**

**Module 2: Foundation Concepts for Science and Technolog**

**Scope of Module:**

Explores the relationship between language (Sanskrit) and logic, and introduces foundational scientific concepts in measurement systems, architecture, and knowledge frameworks.

• **Topics:**

Linguistics: Components of a Language, Phonetics in Sanskrit, Role of Sanskrit in Natural Language Processing. Number Systems & Units of Measurement, Architecture (Vaastu Shastra), Knowledge framework and Classification

**Learning Outcome:** Students will be able to **Explain** the foundational principles of Vaastu Shastra and their relevance in architecture and design thinking.

**No. of Hours:24**

**Module 3: Science, Engineering and Technology**

**Scope of Module:**

Covers major contributions of India in mathematics, astronomy, metallurgy, and civil engineering. Focuses on real-world applications such as town planning, temple design, and metalwork.

• **Topics:**

- Mathematics: Ancient Indian Tryst Mathematics, Unique Aspects Of Indian Mathematics Astronomy

Engineering and Technology: Metal and Meatal working, Engineering and Technology: Other Applications, Town Planning and Architecture, Temple architecture and iconography

**Learning Outcome:** Students will be able to **understand** the contributions of Indian astronomy and engineering, particularly in metallurgy and civil construction.

**No. of Hours:24**

**Module 4: Humanities and Social Sciences in IKS**

**Scope of Module:**

Addresses Indian perspectives on health and wellness through Ayurveda and yogic sciences. Discusses governance, law, and public administration drawn from ancient texts.

• **Topics:**

Health Wellness and Technology, Governance and Public Administration.

**Learning Outcome:** Students will be able to **Assess** the ancient Indian concepts of health, wellness, and lifestyle through Ayurveda and Yogic sciences.

**No. of Hours:24**

**Module 5: Ethics and Education Systems**

**Scope of Module:**

Focuses on traditional education models (e.g., Gurukula system), ethical guidance from ancient scriptures, and the socio-political thought in works like Arthashastra and Bhagavad Gita.

- **Topics:**

Ancient Indian education system: Gurukula, Nalanda, Takshashila, Arthashastra and principles of good governance, Ethical frameworks in Indian texts (Manusmriti, Bhagavad Gita)

**Learning Outcome:** *Students will be able to analyze* how Indian ethical and educational systems can be integrated into current public policy and educational reforms.

**CO/PO Mapping Table**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	-	-	2
CO2	3	3	3	3	2	-	2	2
CO3	2	2	2	2	3	2	2	2
CO4	2	2	3	3	2	2	-	2
CO5	3	3	2	3	2	2	2	2
<b>Articulation</b>	2.6	2.4	2.4	2.6	2.2	2	2	2

<b>Course Title</b>	<b>Research Methodology</b>
<b>Course Code</b>	<b>25VBX0S305</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>SEC</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:** The course on Research Methodology provides students with essential skills and knowledge for conducting systematic research across various disciplines. It typically covers topics such as introduction to Research, Research Design, Data Collection Techniques, Data Analysis, Ethical Considerations and Writing a Research Report

**Course Outcomes (COs): (With BTL)**

**Course Outcomes (COs):**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Explain the fundamentals of research and formulate research questions and hypotheses	L5- Evaluate
CO2	Examine appropriate research designs and various research types to address research enquiries	L6- Create
CO3	Appraise the various techniques used in data collection	L4- Analyse
CO4	Evaluate the various techniques of analysing the data and interpreting of the research findings.	L3- Apply
CO5	Appraise the usage of academic books and tools in writing research	L6- Create

**Course Modules**

**Module 1: Fundamentals of Research: Understanding Research Theory and Basics (CO1)**

**No. of Hours: 12**

Meaning of Research; Objectives of Research; Importance of Research in Business; Usage of research; Concept of theory. Types of theory (empiricism, deductive and inductive theory); Scientific method; Characteristics of scientific method; Understanding the language of research – Concept, Construct, Definition, Variable. Research Process - Problem Identification & Formulation; Research Question; Investigation Question; Measurement Issues. Qualitative research; Quantitative research; Concept of measurement; causality; generalization; replication; Merging the two approaches. Concept of measurement– what is measured? Problems in measurement in research; Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio

**Learning Outcome:** *Understand the meaning of research and scientific method and theory and formulating research question).*

**Module 2: Constructing Hypotheses: Building Testable Assertions (CO1)****No. of Hours: 12**

*Concept of Hypothesis; Qualities of a good Hypothesis; Building testable hypothesis; Null Hypothesis & Alternative Hypothesis; Hypothesis testing - Logic of Hypothesis; importance of hypothesis in research; process of hypothesis testing.*

**Learning Outcome:** *Understand the concept and qualities of a good hypothesis and testing methods.*

**Module 3: Research Design: Exploratory Research Design (CO2) No. of Hours:12**

Concept of research design; Importance of research design in Research; Features of a good research design. Exploratory Research Design - concept, types and uses of exploratory research design. Descriptive Research Designs – concept, types and uses. Experimental Research Design: Concept of Independent & Dependent variables

**Learning Outcome:** *Ability to frame descriptive, exploratory and experimental research designs and assess their importance.*

**Module 4: Sampling Techniques (CO3)****No. of Hours: 12**

Concepts of Statistical Population; Sample; Sampling Frame; Sampling Error; Characteristics of a good sample. Sample Size, Non-Response. Probabilistic sampling, Types of Sampling (Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling). Determining size of the sample – Practical considerations in sampling and sample size.

**Learning Outcome:** *Analysing concepts related to the sampling process and Implement advanced sampling techniques and determine sample size.*

**Module 5: Data analysis (CO4)****No. of Hours: 12**

Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. Layout of a Research Paper, Journals in Computer Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing, Plagiarism and Self-Plagiarism. Use of Encyclopedias, Research Guides, Handbook, Academic Databases for Computer Science Discipline. Methods to search required information effectively, Reference Management Software like Zotero/Mendeley, Software for paper formatting like LaTeX/MS Office, Software for detection of Plagiarism

**Learning Outcome:** *Identifying the techniques used in the data analysis and academic writing process using research tools.*

**CO-PO Mapping Table**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	1	1	1	1	
CO2	1	3	-	1	1	-	1	

<b>CO3</b>	1	1	-	-	-	3	-	
<b>CO4</b>	1	3	1	-	1	-	1	
<b>CO5</b>	1	1	1	-	1	-	-	
<b>Articulation</b>	1.4	1.8	1	1	1	1.2	1	0

<b>Course Title</b>	<b>Environmental Science</b>
<b>Course Code</b>	<b>25VBX0AE306</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>AEC</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:**

This course introduces the fundamental concepts of environmental science, focusing on the interrelationship between humans and the natural environment. It covers topics such as ecosystems, biodiversity, pollution, climate change, and sustainable development. Students will explore environmental issues and their socio-economic impacts through scientific principles and real-world case studies. The course aims to promote environmental awareness and responsibility for sustainable living.

**Course Outcomes (COs): (With BTL)**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understand the principles of environmental science and their application in business contexts.	L5- Evaluate
CO2	Analyze the impact of environmental factors on business operations and strategies.	L6- Create
CO3	Evaluate environmental challenges and propose sustainable solutions for businesses.	L4- Analyse
CO4	Demonstrate awareness of legal and ethical considerations in environmental management within business settings.	L3- Apply
CO5	Develop effective communication skills to address environmental issues in business environments.	L6- Create

**Course Modules**

### **Unit 1: Introduction to Environmental Science and Business**

#### ***No. of Hours:12***

Overview of Environmental Science and its relevance to business. Sustainable Business Practices. Environmental Factors Influencing Business Operations - Economic, Social, Political, Technological, and Legal factors. Environmental Scanning Techniques for Business. Principles of Sustainable Development. Sustainable Business Models and Strategies. Corporate Social Responsibility (CSR) and Environmental Sustainability

**Learning Outcome:** Understand the fundamentals of environmental science and its application in business contexts.

### **Module 2: Environmental Management Systems**

#### ***No. of Hours: 12***

Environmental Management Systems (EMS). ISO 14001 Standards for Environmental Management. Overview of Environmental Laws and Regulations. Compliance Requirements for Businesses. Environmental Impact Assessment (EIA) and Environmental Audits. Ethical Considerations in Environmental Decision Making. Corporate Environmental Responsibility and Governance.

**Learning Outcome:** Understand legal and regulatory frameworks governing environmental management in business settings.

### **Module 3: Communication in Environmental Management**

#### ***No. of Hours: 12***

Communication Tools and Strategies for Environmental Issues. Waste Management and Recycling. Waste Generation and Types of Waste. Waste Reduction Strategies in Business Operations. Recycling and Waste Management Practices. Energy Efficiency and Conservation. Energy Consumption Patterns in Business Operations. Energy Conservation Techniques and Best Practices. Renewable Energy Sources for Business.

**Learning Outcome:** Develop effective communication skills to address environmental issues in business environments and propose strategies for waste reduction, recycling and energy efficiency in business settings.

### **Module 4: Water Resource Management**

#### ***No. of Hours: 12***

Water Consumption in Business Activities. Water Conservation Strategies and Technologies. Sustainable Water Management Practices. Air Quality and Pollution Control. Air Pollution Sources and Impacts on Health and Environment. Air Quality Monitoring and Control Measures. Emission Reduction Strategies for Businesses. Biodiversity Conservation and Natural Resource Management. Importance of Biodiversity for Business Sustainability. Conservation of Natural Resources: Forests, Wildlife, and Ecosystems. Corporate Initiatives for Biodiversity Conservation

**Learning Outcome:** Assess water resource and air quality and biodiversity conservation measures and propose sustainable solutions for business operations.

### **Module 5: Climate Change Adaptation and Mitigation**

#### ***No. of Hours: 12***

Understanding Climate Change Science and Impacts. Adaptation Strategies for Businesses to Climate Change. Mitigation Measures: Carbon Footprint Reduction and Greenhouse Gas Management. Green Business Practices and Innovation. Green Product Development and Eco-Design Principles. Eco-Friendly Packaging and Sustainable Supply Chain Management. Green Technologies and Innovation for Business Sustainability. Case Studies and Best Practices in Environmental Management

**Learning Outcome:** Evaluate climate change adaptation and mitigation strategies for business resilience.

**CO-PO Mapping Table**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>P06</b>	<b>P07</b>	<b>PO8</b>
<b>CO1</b>	3	2	2		3			2
<b>CO2</b>	2	3	3					
<b>CO3</b>	2	2	3					3
<b>CO4</b>				3				3
<b>C05</b>	3				3			3
<b>Articulation</b>	2.5	2.3	2.7	3	3	-	-	2.8

**Semester IV**

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<b>Course Title</b>	<b>Entrepreneurship</b>
<b>Course Code</b>	<b>25VBB0C401</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course equips students with foundational knowledge and practical skills to identify business opportunities, develop innovative ideas, and launch new ventures. It covers the entrepreneurial process, business planning, funding, marketing, and operations, while highlighting the role of SMEs and support institutions in India's entrepreneurial ecosystem.

### Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Explain the concepts and models of entrepreneurship.	L5 (Explain)
CO2	Identify the various stages in entrepreneurship development	L3 (Identify)
CO3	Analyze the characteristics required to become successful entrepreneurs.	L4 (Analyze)
CO4	Appraise the strategies for growth of new ventures.	L5 (Appraise)
CO5	Create alternative Business Plans, appraise them and conclude on the most suitable Business Plan..	L5 (Evaluate)

### Course Module

**No. of Hours:24**

<b>Module 1: Foundations of Entrepreneurship</b>
<b>Scope of Module:</b>
This module provides students with the theoretical foundations of entrepreneurship, including definitions, historical evolution, types of entrepreneurs, and entrepreneurial decision-making processes. It also focuses on developing entrepreneurial capabilities, identifying business problems and market gaps, and generating creative ideas.
<b>Topics:</b>
Introduction, Importance of entrepreneurship, definitions of entrepreneurship, history and evolution

of entrepreneurship, types of entrepreneurs, myths of entrepreneurship, women entrepreneurship in India, Qualities of successful entrepreneurs, careers in entrepreneurship, entrepreneurial decisions process, Entrepreneurial Process. Qualities of a successful entrepreneur, motives and drives to take up entrepreneurship, Factors impacting emergence of entrepreneurship, careers in entrepreneurship, behavioral traits of entrepreneurs, entrepreneurial decision process, Role of Entrepreneurship in Economic Development. Opportunity Recognition, identify problems and unmet needs, develop solutions to address problems, identify market gaps, sensing market opportunities, evaluation of opportunities. Introduction to AI tools for entrepreneurs, Digital platforms and technologies enabling early-stage entrepreneurship

**Learning Outcome:** *To understand the theoretical framework of entrepreneurship and evaluate the process of sensing opportunities.*

**No. of Hours:24**

## **Module 2: Entrepreneurial Competencies and Opportunity Identification**

### **Scope of Module:**

**This module helps** students to explore structured methods to generate and screen business ideas through creativity, brainstorming, research, and customer validation. It guides evaluating their strengths and weaknesses and building investment-worthy business foundations.

### **Topics:**

Sources of ideas, idea generation methods, brainstorming, secondary research, creativity and innovation, idea vs. opportunity matching, selection of ideas, ideas to market place, idea testing with potential customers. Identify the available resources, develop a unique selling proposition, identify strengths and weaknesses, assess the availability and advantage of resources, and assess the capability to attract investments. Elements of external environment, PEST to PESTEL to STEEPLE, identifying opportunities and threats in the external environment, matching internal environment factors to the external environment factors, political environment and government policies. Using Data Analytics for Opportunity Identification, AI-assisted idea generation platforms

**Learning Outcome:** *To explain the process of idea selection for start-ups. Able to analyze the internal & external environment of the enterprise.*

**No. of Hours:24**

## **Module 3: Strategic Analysis & Business Plan**

### **Scope of Module:**

This module emphasizes students assess resources, identify strengths and weaknesses, and analyze market competitiveness and integrates various functional areas into a coherent business plan, including marketing, finance, legal structure, funding sources, operations, and technology planning.

### **Topics:**

Domestic and International Competition, Industry Analysis using Porter's Five Forces, Types of Environmental Analysis. Meaning of Business Plan, Entrepreneurial Process, Importance of Business Plan, Components of Business Plan, Reasons for Failure of Business Plan, Business Model Canvas, Value Proposition, Criteria for selection of Product/Service. Market Analysis, Market Research, Feasibility Report, Market Segmentation, Developing the Product Mix, Developing the Marketing Mix, 4Ps and the 7Ps. Use of analytics tools for market research, Integration of ESG metrics in business plan design

**Learning Outcome:** *Understanding of the key aspects of industry analysis.  
To conduct Market Research.*

No. of Hours:24

**Module 4: Entrepreneurial Resource Management****Scope of Module:**

**This Module** prepare learners to make informed financial decisions, choose suitable business structures, and secure funding effectively for entrepreneurial success.

**Topics:**

Break Even Analysis, Pro Forma Profit & Loss Statements, Pro Forma Balance Sheets, Cash flow and Funds Flow Statements  
Forms of Organization, Proprietorship, Partnership, LLP, Public Limited, Legal Issues, Organization Design, Organization Structure  
Incubation Centers, Approaching the Investors, Elevator Pitch, Seed capital, Angel Investors, Angel Networks, Venture Capitalists, Private Equity, LBO, Equity vs Debt Funding, Internal vs External Funds. Fin Tech innovations in entrepreneurial finance, AI in financial forecasting and risk analysis

**Learning Outcome:** *Analyse financial statements and decision making. Learn to source funding from various channels.*

No. of Hours:24

**Module 5: Ecosystem and Institutional Support for Entrepreneurs****Scope of Module:**

This module introduces students to the entrepreneurial ecosystem in India, focusing on SMEs, institutional support systems, government initiatives, and challenges faced by small businesses. It also covers recovery strategies for sick enterprises.

**Topics:**

Selection of Technology, Decision on Types of Processes, Plant Layout, Selection of Machinery, Capacity Planning, Quality Parameters, Make or Buy Decisions. Role of SMEs in India, Classification of MSMEs, Government Support to SMEs, Problems for Indian SMEs, Sickness in SMEs, Causes of Sickness, Remedial Measures. SIDBI, KVIC, NIESBUD, IDBI, NSIC, NEN, AWAKE, CEDOK. ESG practices for MSMEs and startups, Use of AI and IoT in startup operations and decision-making

**Learning Outcome:** *Students will be able to understand the challenges of SME's*

**CO/PO Mapping Table**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2		2		-
CO2		2		2	3			2
CO3	2	2	3		2		2	-
CO4		2		3		3		-

CO5	2	2			3		2	2
<b>Articulation</b>	2.3	2	1	2.3	2.6	2.5	2	2

<b>Course Title</b>	<b>Operations Management</b>
<b>Course Code</b>	<b>25VBB0C402</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course introduces students to the key concepts, strategies, and tools of Operations Management. It integrates theory with industry application in areas such as production systems, supply chains, forecasting, quality, inventory, and decision-making. Learners will gain exposure to ESG, digital operations, Industry 4.0, and operations analytics.

### Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

CO	Course Outcome	BTL
CO1	Understand the importance and scope of Operations Management in various industries.	L3 (Apply)
CO2	Analyze how Operations Management can be leveraged to achieve a competitive advantage.	L3 (Apply)
CO3	Identify and define the strategic decisions made by an Operations Manager.	L4 (Analyze)
CO4	Acknowledge the importance of the Supply Chain in the Operations Strategy.	L3 (Apply)
CO5	Evaluate the role of distribution and warehouse management in operations management.	L5 (Evaluate)

### Course Module

**No. of Hours:24**

### **Module 1: Foundations of Operations Management**

#### **Scope of Module:**

*This module introduces the scope, strategic role, and functions of Operations Management in both manufacturing and services.*

#### **Topics:**

Introduction to Operations Management – Importance and Scope – Roles and Responsibilities of Operations Managers – Manufacturing vs. Service Operations – Strategic Role and Competitive Advantage – Operations Strategy Alignment – Understanding Productivity & Measurement – Types of Production Systems – Just-in-Time (JIT) and Lean Principles

**Learning Outcome:** Understand the scope, strategic role, and production system types in Operations Management.

**No. of Hours:24**

### **Module 2: Supply Chain and Forecasting Foundations**

#### **Scope of Module:**

Covers fundamentals of supply chains and forecasting methods essential for demand planning.

#### **Topics:**

Introduction and Evolution of Supply Chain Management – Information Flow and Challenges in SCM – Product & Service Design Processes – Value Engineering and Quality Function Deployment (QFD) – Sales and Demand Forecasting Methods – Qualitative and Quantitative Forecasting Techniques – Demand Planning Tools

**Learning Outcome:** *Analyze how supply chain and forecasting practices shape operational effectiveness.*

**No. of Hours:24**

### **Module 3: Planning and Sourcing Strategies**

#### **Scope of Module:**

Focuses on aggregate planning, capacity, layout decisions, and sourcing strategies.

#### **Topics:**

Aggregate Planning Strategies – Capacity Planning and Sales & Operations Planning (S&OP) – Strategic Importance of Location Decisions – Layout Design in Services and Manufacturing – Procurement and Sourcing Strategies – Outsourcing, Offshoring, Single vs. Multiple Sourcing

**Learning Outcome:** *Evaluate sourcing, location, and planning strategies for operational decision-making.*

**No. of Hours:24**

### **Module 4: Quality, Inventory, and Performance**

#### **Scope of Module:**

Explores quality control, inventory techniques, and operational performance metrics.

#### **Topics:**

TQM Principles – Juran Trilogy – ISO Standards and Certification – Inventory Types and Functions – ABC, EOQ, and JIT Techniques – Balanced Scorecard – Key Performance Indicators – Operations Dashboards – Continuous Improvement Strategies

**Learning Outcome:** *Apply quality and inventory management tools to optimize operations performance.*

**No. of Hours:24**

### **Module 5: Advanced Operations and Sustainability**

#### **Scope of Module:**

Introduces Industry 4.0, lean systems, and ESG in operations.

#### **Topics:**

Material Requirement Planning (MRP) and Scheduling – Shop Floor Management – Lean Manufacturing and Control Systems – Industry 4.0 and Digital Transformation – Technology Innovation in Operations – Environmental and Ethical Concerns – Sustainable Supply Chain Practices – ESG and Operations Integration

**Learning Outcome:** Evaluate the impact of digital and ethical practices on sustainable operations.

**CO/PO Mapping Table**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
CO1	2	2				3	3	
CO2		3	3				3	
CO3		3			2	3	3	
CO4			2			3		
CO5		2		3	3	3	3	
<b>Articulation</b>	2	2	2.5	3	2.5	3	3	0

<b>Course Title</b>	<b>Investment Analysis and Portfolio Management</b>
<b>Course Code</b>	<b>25VBB1E403</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course introduces students to the principles of investment analysis and portfolio management. It focuses on financial instruments, calculation of risk and return for individual and portfolio assets, asset allocation, and performance assessment. Through hands-on analytical methods, students will learn to make rational investment decisions and develop strategies suited to various risk preferences and market conditions.

### Course Outcomes (COs): (With BTL)

CO Number	Course Outcome Statement	BTL Level
CO1	Understand key concepts in investment, financial markets, and instruments.	2
CO2	Apply valuation methods to analyze individual securities.	4
CO3	Construct optimal portfolios using portfolio theory and asset allocation techniques.	4
CO4	Evaluate investment performance using appropriate risk-return metrics.	5
CO5	Develop investment strategies aligned with investor goals and market scenarios.	5

**No. of Hours:24**

### Module 1: Introduction to Investment Environment and Instruments

**Scope of Module:** To provide a foundational understanding of investments and various financial instruments available in markets.

**Topics:** Meaning and objectives of investment, Investment vs. speculation vs. gambling, Investment process and investor life cycle, Financial markets and their classification, Primary vs. secondary market, Overview of stock markets

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(BSE, NSE), Debt markets and instruments, Mutual funds and NAV, Derivatives: forwards, futures, options, Real estate and alternative investments, Risk and return: concept and classification, Regulatory environment in Indian markets (SEBI).

**Learning Outcome:** Students will be able to explain the fundamentals of the investment process and classify financial instruments.

**No. of Hours:24**

### **Module 2: Security Analysis – Fundamental and Technical Approaches**

**Scope of Module:** To equip students with a dual skillset in both fundamental and technical security analysis, enabling them to assess securities for short-term trading and long-term investing using qualitative and quantitative metrics.

**Topics:** Top-down vs. bottom-up analysis approaches, Economic and industry analysis, Company analysis using SWOT, Financial statement review and ratio analysis, Valuation techniques: DDM, P/E, P/B, Limitations of valuation models, Dow Theory and chart types, Support and resistance levels, Trendlines and channels, Technical indicators: RSI, MACD, moving averages, Volume analysis, Integrating technical and fundamental signals.

**Learning Outcome:** Students will be able to analyze and evaluate securities using a combination of fundamental and technical methods.

**No. of Hours:24**

### **Module 3: Risk and Return Analysis**

**Scope of Module:** To understand and compute risk and return for individual securities and portfolios.

**Topics:** Definition of risk and return, Calculation of holding period return, Expected return and standard deviation, Covariance and correlation, Portfolio return and risk, Systematic and unsystematic risk, Beta and risk contribution, CAPM and Security Market Line, Arbitrage Pricing Theory, Volatility measurement, Value at Risk (VaR), Diversification and risk reduction.

**Learning Outcome:** Students will be able to measure and interpret the risk

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and return characteristics of financial assets and portfolios.

**No. of Hours:24**

**Module 4: Portfolio Theory and Construction**

**Scope of Module:** To provide knowledge of portfolio optimization, asset allocation and construction techniques

**Topics:** Portfolio construction principles, Markowitz Model, Efficient frontier and optimal portfolios, Single-index model, Capital Market Line (CML), Strategic and tactical asset allocation, Constraints in portfolio design, Global diversification, Risk-return optimization, Portfolio rebalancing, Behavioral aspects in asset allocation, Mutual fund-based portfolio building.

**Learning Outcome:** Students will be able to construct efficient investment portfolios aligned with risk-return preferences.

**No. of Hours:24**

**Module 5: Portfolio Evaluation and Performance Measurement**

**Scope of Module:** To evaluate portfolio performance using various risk-adjusted metrics and improve investment strategies.

**Topics:** Need for portfolio evaluation, Sharpe ratio, Treynor ratio, Jensen's alpha, Information ratio, Benchmark comparison and tracking error, Return attribution analysis, Performance reporting, Portfolio revision techniques, Investment Policy Statement (IPS), Fund manager evaluation, Strategy consistency and drift analysis, Cost and tax efficiency, Using Excel for performance analytics.

**Learning Outcome:** Students will be able to evaluate and revise portfolios using appropriate risk-return metrics and strategic tools.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
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**CO-PO**

<b>CO1</b>	<b>2</b>		<b>2</b>					
<b>CO2</b>	<b>2</b>			<b>3</b>				
<b>CO3</b>		<b>3</b>		<b>2</b>		<b>2</b>		
<b>CO4</b>	<b>2</b>	<b>3</b>			<b>2</b>			
<b>CO5</b>			<b>2</b>		<b>3</b>		<b>2</b>	<b>1</b>
<b>articulation</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>2</b>	<b>2</b>	<b>1</b>

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<b>Course Title:</b>	Workforce Planning
<b>Course Code:</b>	23VBB1E4032
<b>Semester:</b>	IV
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** This course offers a comprehensive framework for understanding and implementing workforce planning in contemporary organizations. Learners explore the fundamentals of forecasting HR supply, succession planning, work and job design, recruitment and selection, training and retention strategies, and recent global HR trends. Through applied learning, learners will gain critical HR capabilities for strategic alignment and talent development.

### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	Explain workforce planning basics, including HR supply forecasting.	2
CO2	Evaluate succession planning and competency mapping effectively.	5
CO3	Implement job analysis and work design strategies.	3
CO4	Examine effective recruitment and selection strategies.	4
CO5	Evaluate training, compensation, and meet global HR challenges.	5

### Course Modules

**No of Hours: 24**

#### Module 1: Workforce Planning Fundamentals

**Scope of Module:** This module introduces workforce planning, outlines its process, and explains succession planning and competency mapping as part of strategic HR.

**Topics:** Meaning of workforce planning, need and importance of workforce planning, workforce planning process, common problems and challenges, purpose, process and elements of succession planning, competency mapping—importance, types and process.

**Learning Outcome:** Explain foundational workforce planning concepts and critically evaluate succession planning and competency mapping processes

**No of Hours: 24**

#### Module 2: Forecasting and Work Design

**Scope of Module:** This module emphasizes HR forecasting techniques and work design principles to enhance organizational efficiency.

**Topics:** Techniques and importance of forecasting HR supply, introduction to succession planning, purpose and basic process, meaning and definition of work design, components of work design, importance, and theory.

**Learning Outcome:** Apply HR forecasting and understand succession basics and foundational principles of work design

**No of Hours: 24**

#### Module 3: Work Design Challenges, Job Analysis, and Recruitment

**Scope of Module:** This module addresses managerial roles in work design, job analysis procedures, and recruitment planning.

**Topics:** Challenges, roles and responsibilities of a manager in work design, definition and importance of job analysis, components, methods, purpose, process of job analysis, definition, purpose, and components of recruitment planning, methods for recruitment, culture and diversity in recruitment.

**Learning Outcome:** Implement job design strategies, conduct job analysis, and evaluate inclusive recruitment practices

**No of Hours: 24**

**Module 4: Selection, Training, and Compensation**

**Scope of Module:** This module explores selection systems, training programs, and compensation and retention strategies.

**Topics:** Meaning and definitions of selection, need for selection, important qualities of selection, factors influencing selection, methods, types of errors in selection, recent trends in selection, purpose and methods of training, role of training managers, skills for trainers, elements, components and types of compensation, key drivers of employee retention, effective retention strategy.

**Learning Outcome:** To learn how to approach the right kind of investor, Present an Elevator Pitch and analyze financial statements for better decision making.

**No of Hours: 24**

**Module 5: HRD Needs, Evaluation, and Emerging HRP Trends**

**Scope of Module:** This module explores selection systems, training programs, and compensation and retention strategies

**Topics:** Task analysis, person analysis, organizational analysis, assessing HRD needs, HRD process models, training vs HRD, HRD interventions, quality of work life, empowerment, creating HRD environment, collecting data for evaluation, research design and evaluation issues, current scenario of HRP, contemporary issues in HRP, opportunities and challenges in global HR.

**Learning Outcome:** Assess HRD needs and apply evaluation tools while identifying trends and challenges in global HR.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	3	2	-	1	1	1	1
<b>CO2</b>	2	2	-	1	1	-	3
<b>CO3</b>	1	2	1	2	2	-	1
<b>CO4</b>	1	1	1	2	3	-	1
<b>CO5</b>	1	2	1	3	2	1	1

<b>Course Title:</b>	Consumer Behaviour
<b>Course Code:</b>	25VBB1E4033

<b>Semester:</b>	IV
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description.** This course comprehensively explains the various factors influencing consumer decision-making and buying behavior. It delves into the psychological, personal, cultural, and social dimensions of consumer behavior and equips students with the ability to apply these concepts to develop effective marketing strategies. The course also addresses ethical considerations and the evolving landscape of consumer trends, including the role of technology and sustainability in shaping consumer choices.

### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	Understand the psychological and social factors influencing consumer behavior.	2
CO2	Analyze the decision-making process of consumers in different buying situations.	4
CO3	Evaluate the impact of cultural, social, and personal influences on consumer choices.	5
CO4	Apply consumer behavior concepts in developing effective marketing strategies.	3
CO5	Critically assess the ethical considerations in consumer behavior.	5

### Course Modules

**No of Hours: 24**

<b>Module 1: Module 1: Foundations of Consumer Behaviour</b>
<p><b>Scope of Module:</b> This module introduces the fundamentals of consumer behavior, the decision-making process, and cultural and social influences on consumer choices.</p> <p><b>Topics:</b> Definition and scope of consumer behaviour; importance of consumer behaviour in marketing; evolution of consumer behaviour; factors influencing consumer behaviour; role of perception in consumer decision making; motivation and consumer behaviour; personality and consumer behaviour; cultural influences on consumer behaviour; problem recognition; information search; evaluation of alternatives; purchase decision; post-purchase behavior; involvement and decision-making; decision heuristics and biases; consumer decision-making models; cultural factors in consumer behaviour; subcultures and consumer behaviour; social class and consumer choices; reference groups and influence; family influences on consumer behaviour; opinion leaders and their impact; social media and consumer behavior; cross-cultural consumer behaviour</p>
<p><b>Learning Outcome:</b> Understand foundational concepts and cultural/social dimensions of consumer behavior and analyze how these influence consumer decision-making.</p>

**No of Hours: 24**

<b>Module 2: Psychological and Personal Drivers</b>
<p><b>Scope of Module:</b> This module discusses the psychological and personal variables that shape consumer behavior and details models and theories associated with consumer attitudes.</p> <p><b>Topics:</b> Perception and consumer preferences; learning and consumer behaviour; motivation and consumer choices; personality and brand preferences; age and lifecycle stage; occupation and economic status; lifestyle and consumer behavior; self-concept and consumer choices; Maslow's</p>

hierarchy of needs; Freudian theory and consumer behavior; Herzberg's two-factor theory; Pavlovian theory and consumer responses; cognitive dissonance and consumer choices; brand loyalty and consumer psychology; innovation adoption process; hedonic vs utilitarian consumption; formation of consumer attitudes; change in consumer attitudes; components of attitude— affective, behavioral, cognitive; attitude models—Fishbein model, theory of reasoned action; attitude-behavior consistency; brand image and consumer perceptions; celebrity endorsements and attitude change; measuring consumer attitudes.

**Learning Outcome:** Evaluate how perception, learning, and motivation influence preferences and assess consumer attitudes and their impact on behavior

**No of Hours: 24**

### **Module 3: Communication, Ethics, and Satisfaction**

**Scope of Module:** This module focuses on how marketing communications affect consumer behavior, the role of ethics, and strategies to build consumer satisfaction and loyalty.

**Topics:** Advertising and consumer behavior; personal selling and consumer choices; sales promotion and its impact; public relations and consumer perceptions; social media marketing and consumer engagement; influencer marketing and its effectiveness; word of mouth and consumer recommendations; integrated marketing communication; ethics in marketing and advertising; deceptive advertising and consumer trust; product safety and consumer rights; pricing ethics and fairness; consumer privacy and data protection; social responsibility in consumer marketing; sustainable consumption; ethical decision-making in marketing; customer satisfaction and dissatisfaction; factors influencing consumer satisfaction; post-purchase evaluation; brand loyalty and its drivers; relationship marketing and customer loyalty; loyalty programs and consumer retention; measuring consumer satisfaction; handling consumer complaints.

**Learning Outcome:** Analyze the influence of marketing communication and ethics on consumer trust and understand strategies that enhance satisfaction and loyalty.

**No of Hours: 24**

### **Module 4: Digital, Cross-Cultural, and Sustainable Behaviour**

**Scope of Module:** This module explores modern consumer behavior trends such as online behavior, globalization, and sustainability in consumption patterns.

**Topics:** E-commerce and online shopping behavior; factors influencing online consumer choices; trust and security in online transactions; mobile commerce and consumer preferences; social commerce and online recommendations; challenges in online consumer behavior; comparison of offline and online consumer behaviour; future trends in online consumer behavior; cultural dimensions and consumer choices; globalization and homogenization of consumer preferences; cross-cultural marketing strategies; cultural sensitivity in advertising; adaptation vs standardization in global marketing; case studies on cross-cultural marketing success and failure; cultural influences on global consumer segmentation; ethical issues in cross-cultural marketing; green consumerism and sustainable choices; eco-friendly products and consumer preferences; corporate social responsibility (CSR) in consumer marketing; ethical consumption and its challenges; consumer awareness and education for sustainability; regulatory frameworks for sustainable consumer practices; case studies on successful sustainable marketing; measuring the impact of sustainable consumer behavior.

**Learning Outcome:** Understand digital and global consumption patterns and evaluate the impact of sustainability on consumer preferences.

### **Module 5: Neuromarketing, Emerging Trends, and Application**

**Scope of Module:** This final module introduces neuromarketing and contemporary trends and culminates in a project integrating all consumer behavior concepts.

**Topics:** Introduction to neuromarketing; neuroscientific techniques in consumer research; neuromarketing and advertising effectiveness; consumer neuroscience and product design; ethical considerations in neuromarketing; applications of neuromarketing in retail; case studies on successful neuromarketing campaigns; future trends in neuromarketing and consumer research; emerging consumer trends; impact of technology on consumer behavior; innovative marketing strategies; consumer adoption of new products; social and cultural trends shaping consumer choices; case studies on successful consumer innovations; challenges in predicting consumer trends; implications for marketers and businesses; integration of consumer behaviour concepts; application of consumer behaviour in marketing strategy; analysis of consumer trends in a chosen industry; group project and business case presentation; ethical considerations in marketing project; innovative approaches in consumer-centric marketing; future directions in consumer behaviour research; reflection on learning and application.

**Learning Outcome:** Understand neuromarketing techniques and trends, and integrate all concepts in a practical consumer behavior strategy.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	2	2	1
CO2	2	3	1	2	2	2	1
CO3	2	1	3	2	2	2	1
CO4	2	2	2	3	2	2	1
CO5	2	2	2	2	3	2	1

<b>Course Title</b>	<b>Financial Analytics</b>
<b>Course Code</b>	<b>25VBB1E404</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 Hours</b>

### **Course Description:**

This course provides a practical introduction to financial analytics, focusing on the use of data-driven tools and techniques in finance. Students will learn to apply SQL and Python for data handling, visualization, and predictive modeling. Key topics include big data, anomaly detection, fraud prediction, time series forecasting, algorithmic trading, and blockchain. Emphasis is placed on real-world applications and the use of machine learning to enhance financial decision-making.

### **Course Outcomes (COs):**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Identify the challenges and opportunities in applying analytics in the area of Finance.	L3
CO2	Describe the implications of analytics and its advantages.	L4
CO3	Develop an understanding of the principles and analytical approach in implementing machine learning algorithms.	L3
CO4	Comprehend the machine learning algorithms in predicting the fraud.	L5
CO5	Introduction of Python and SQL in the field of finance	L1

**Course Module****No. of Hours:24****Module 1: Foundations of Financial Analytics and SQL****Scope of Module:**

This module provides an introduction to analytics and big data in the financial sector, along with foundational SQL skills for managing financial data.

**Topics:**

Introduction to Analytics, Types of Analytics, Applications of Analytics in area of Banking, Finance, Challenges and Opportunities, Introduction to Big Data, characteristics; Real time applications in the area of Finance, Introduction to SQL: Select Filters, Writing data: Updating Data, Adding Data, Joins, Unions, Closing

**Learning Outcome:**

Identify the challenges and opportunities in applying analytics in the area of Finance, and install a practical understanding of SQL in context of how it is used in the financial industry.

**No. of Hours:24****Module 2: Python Programming and Data Visualization for Finance****Scope of Module:**

This module introduces the basics of Python programming, working with data frames using Pandas, and performing data visualization to derive insights from financial data.

**Topics:**

Why Python? Declaring Variables, Conditional statements, Generating sequence numbers, Control flow statements, Functions, Working with Collections (List, Tuples, Set, Dictionary), Introduction to Data frames, Loading Data set into Pandas Data frame, Displaying records, Finding summary, Data Cleaning, Slicing and indexing of Data frame, Value counts, Crosstab, Sorting, Creating and deleting Columns, Joining Data frames, Drawing plots, Bar chart, Histogram, Density Plot, Box Plot, Scatter Plot, Correlation and Heatmap

**Learning Outcome:**

To learn the basic features of Python language, load structured data into a data frame and perform data preparation activities, and gain insights and understand data trends using plots.

**No. of Hours:24**

**Module 3: Predictive Analytics and Machine Learning in Finance****Scope of Module:**

This module covers predictive analytics, anomaly detection, and multiple linear regression (MLR) techniques, with applications in optimizing financial decision-making and detecting irregularities in financial data.

**Topics:**

Introduction to Predictive Analytics, Predictive Analytics Algorithms, Applications in the area of Finance, Introduction to Anomaly detection, practical implementation in identifying the anomaly detection, Introduction to MLR Analytical Framework, Practical implementation in the area of Finance

**Learning Outcome:**

To examine and understand the discipline that uses computational techniques to optimize business decisions, detect anomalies in financial transactions, and develop an understanding of machine learning algorithms in finance.

**No. of Hours:24**

**Module 4: Clustering and Time Series Forecasting in Finance****Scope of Module:**

This module covers clustering techniques and time series forecasting models, providing tools for identifying patterns in data and predicting future financial trends.

**Topics:**

Introduction, Clustering Algorithm – K-Means Clustering (Distance Matrix), Agglomerative Clustering, DBSCAN, Introduction to Time Series Forecasting, Moving Average, Weighted Moving Average, Introduction to Autoregressive model, Autoregressive Integrated moving average model (ARIMA) and Seasonal autoregressive integrated moving average model (SARIMA)

**Learning Outcome:**

To learn unsupervised techniques to identify hidden patterns in data, develop an understanding of machine learning algorithms for time series forecasting, and gain expertise in statistical models that predict future trends using time series data.

**No. of Hours:24**

**Module 5: Advanced Applications in Finance: Trading, Fraud Detection, and Blockchain**

**Scope of Module:**

This module explores advanced financial technologies, including algorithmic trading, fraud detection, and blockchain technology, highlighting their practical applications and the role of machine learning and deep learning in finance.

**Topics:**

Introduction to Algorithmic trading, Application of deep learning in stock market prediction, Introduction to Fraud, Types of Fraud and Practical implementation of identifying the fraud, Introduction to Blockchain technology, Working of Blockchain, Cryptocurrency.

**Learning Outcome:**

To describe the usage of advanced software programs to automate trading, comprehend machine learning algorithms in predicting fraud, and develop an understanding of blockchain technology and its applications in finance.

**CO-PO Mapping**

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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<b>CO1</b>	3	2	1	2	1	1	1	
<b>CO2</b>	3	3	2	3	2	1	2	
<b>CO3</b>	2	3	1	3	1	1	1	
<b>CO4</b>	3	2	1	2	1	1	1	2
<b>CO5</b>	2	2	1	2	1	1	1	
<b>Articulation</b>	2.6	2.4	1.2	2.4	1.2	1	1.2	2

<b>Course Title:</b>	Training and Development
<b>Course Code:</b>	25VBB1E4042
<b>Semester:</b>	II
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** Training and Development is a key course for BBA students that focuses on enhancing employee performance and organizational effectiveness through systematic learning interventions. The course covers essential concepts such as training needs assessment, designing training programs, learning theories, training methods, and evaluation of training effectiveness. It also explores career development, talent management, and the role of technology in training. Emphasis is placed on aligning training strategies with business goals to build a skilled and motivated workforce. Through case studies and practical exercises, students gain the knowledge and skills to design, implement, and manage effective training and development programs in organizations.

### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	Identify the training and development program that is best suitable towards overall development of the employees.	L 3
CO2	Recognize, comprehend and apply the best training and development program.	L 3
CO3	Analyse, synthesize and solve complex issues through the best training practices and work on feedback mechanism.	L 4
CO4	Understand the importance of tools and techniques of training and development.	L 2
CO5	Interpret results/solutions and identify appropriate courses of action and create viable solutions towards various problems of organization.	L 5

### Course Modules

**No of Hours: 24**

#### Module 1: Introduction to Learning Process

##### Scope of Module:

**Topics:** Introduction to Training and Development: Meaning, Importance of Training and Development, Difference between Training and Development. Steps in Training Programmes, Training Policy, Training Courses, Support Material for Training, Training Period, Training for Different Employees. Principles of Learning, Adult Learning, Learning Curve, Learning Styles.

**Learning Outcome:** *Understand the concepts of learning styles*

**No of Hours: 24**

#### Module 2: Learning and Training Theories

##### Scope of Module:

**Topics:** Understanding theories of learning, Reinforcement theory, Social learning theory. Concept and importance, need for TNA, different types of training needs analysis, methods and techniques of training needs assessment, TNA process. On the Job Training: Vestibule Training, Training by Experience

Workman, Training by Supervisors, Demonstrations and Examples, Simulation, Apprenticeship, Case Studies

**Learning Outcome:** Evaluate on-the-job training program and its role in employee's skill upliftment.

**No of Hours: 24**

**Module 3: Training Design**

**Scope of Module:**

**Topics:** Off the Job Training: Lecturers, Conference Method, Seminar or Team Discussion, Case Studies, (Learning by Doing) (Teaching by the Machine Method). Role Playing, Programmed Instruction, T-Group Training, Audio-Visual Aids, Planned and Supervised Reading Programmes, Retraining. Psychology of learning and learned motivation, assessment of training needs. Setting training objectives, training method and aids, design of training, programmes, training and trainers. Training Design and Administration: Need Assessment –Importance and Process, Implementing Training Programs (Training methods), Technique and Aids.

**Learning Outcome:** Identify the need for best training design

**No of Hours: 24**

**Module 4: E-learning and Development**

**Scope of Module:**

**Topics:** E-learning and Use of Technology in Training, benefits and challenges in implementation of E-learning. Meaning and Definition, Importance of Development Management Development, Importance and Need, Management Development Concepts, Purpose and Objectives of Development, Stages in Development Program. Components of Development Program, Factors Inhibiting Development, Methods, Coaching Counselling, Multiple Management, Syndicate, Incident Process, Management, In-Basket, Sensitivity Training. Job Rotation, Special Projects, Committee Assignments Conference, Management Games

**Learning Outcome:** Describe various resources required for the application of development programs.

**No of Hours: 24**

**Module 5: Trainer as a Change Agent**

**Scope of Module:**

**Topics:** Importance and Process of Coaching, Counselling and Mentoring. Training Evaluation and Feedback Mechanism. Transfer of Learning. Trainer's skills and competencies, the role of the trainer as a planner.

**Learning Outcome:** Summarise the role played by the trainer as an agent.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1		2			3					3	

<b>C02</b>		<b>3</b>					<b>2</b>	<b>2</b>			<b>3</b>
<b>C03</b>		<b>3</b>				<b>2</b>				<b>3</b>	
<b>C04</b>	<b>3</b>			<b>1</b>							<b>2</b>
<b>C05</b>						<b>2</b>	<b>3</b>				<b>2</b>

<b>Course Title</b>	Services Marketing
<b>Course Code</b>	25VBB1E4043
<b>Semester/Academic</b>	IV
<b>Credits</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120 hours
<b>Live Sessions</b>	12 hours

**Course Description:** This course introduces learners to the fundamentals and strategic applications of services marketing. It covers service characteristics, consumer behavior, service design, quality improvement, and integrated marketing communication. Learners explore pricing, physical evidence, service recovery, and the evolving role of employees in service delivery. Emphasis is placed on current trends, innovation, and managing service experiences to enhance customer satisfaction in competitive service environments.

#### **Course Outcomes (COs):**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
<b>CO1</b>	Explain the foundations and evolution of Services Marketing	4
<b>CO2</b>	Evaluate Consumer Behavior in Services, Service Gaps, Service Design, and Delivery	5
<b>CO3</b>	Examine Service Quality Improvement, Innovation Management, and Service Demand Management	4
<b>CO4</b>	Evaluate Integrated Service Marketing and Examine physical evidence and pricing in services	5
<b>CO5</b>	Evaluate the role of employees, managing service failure, and future trends in Services Marketing	5

#### **Course Modules-**

<b>Module 1: Foundations of Services Marketing</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module introduces the fundamental concepts, evolution, and distinguishing characteristics of services marketing. It explores the differences between goods and services, the expanded services marketing mix, and foundational service models such as the Gaps Model.
<b>Topics:</b> • What is Services Marketing • Characteristics and Classification of Services • Evolution and Growth of the Service Sector • Goods vs. Services Marketing • 7Ps of Services Marketing • Gaps Model of Service Quality
<b>Learning Outcome:</b> Learners will be able to explain the evolution, characteristics, and strategic relevance of services marketing and differentiate it from goods marketing.

<b>Module 2: Understanding Service Consumers and Designing Service Experiences</b>
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<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module focuses on consumer behavior in service contexts, the service delivery process, and how service encounters are shaped. It also introduces key models such as the Service Triangle and Zone of Tolerance.
<b>Topics:</b> • Consumer Behavior in Services • Customer Expectations and Perceptions • Service Purchase Decision Process • Service Design and Delivery • Service Encounters & Moments of Truth • Zone of Tolerance • Service Culture & Role of Intermediaries
<b>Learning Outcome:</b> Learners will be able to analyze customer behavior, design service encounters, and manage delivery mechanisms to enhance service effectiveness.

<b>Module 3: Managing Service Quality, Innovation, and Demand</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module examines how service quality is measured, improved, and innovated upon. It also covers service life-cycle management and techniques for managing demand and capacity in service organizations.
<b>Topics:</b> • Customer-Defined Service Standards • Service Quality Dimensions & Costs • Service Failure and Recovery • Innovation in Services • Service Blueprinting • Service Lifecycle Management • Demand Forecasting, Waiting Line Management
<b>Learning Outcome:</b> Learners will be able to implement service quality improvements, apply innovation tools, and manage fluctuating demand effectively in service settings.

<b>Module 4: Integrated Service Marketing and Physical Evidence</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module emphasizes the integration of communication in services marketing, the strategic role of physical evidence (service scapes), and service pricing models that influence customer perception.
<b>Topics:</b> • Integrated Services Marketing Communication • Reasons for IMC in Services • Service Quality Measures Integration • Role of Physical Evidence • SOR Model and Types of Servicescapes • Service Pricing Strategies & Value Perception
<b>Learning Outcome:</b> Learners will be able to design integrated service marketing communication strategies and optimize the use of physical and pricing elements in the service mix.

<b>Module 5: People, Service Failures, and Future Trends</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module addresses the critical role of employees in service delivery, managing service failures and recovery, and identifying emerging trends in the dynamic services marketing environment.
<b>Topics:</b> • Employee Roles in Service Delivery • Strategies for Customer-Oriented Service Delivery • Self-Service Technologies • Recovery Techniques & Feedback Mechanisms • Emerging Trends and Future Challenges in Services Marketing
<b>Learning Outcome:</b> Learners will be able to evaluate employee-driven service strategies, implement service recovery mechanisms, and anticipate future service marketing trends.

## CO-PO Mapping

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	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3		2		2		
<b>CO2</b>	3	3	2		2	2	
<b>CO3</b>	2	2	3	2	2	1	
<b>CO4</b>	2	2	2	3		2	
<b>CO5</b>		2	2		3	2	3

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<b>Course Title</b>	<b>Digital Business Management</b>
<b>Course Code</b>	<b>25VBB0C405</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course introduces students to the fundamentals of managing businesses in the digital age. It explores e-commerce models, digital marketing, customer engagement strategies, emerging technologies, and cybersecurity essentials. Students gain a holistic understanding of how digital platforms and tools transform business operations, customer experiences, and innovation strategies.

### Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understand the role of digital platforms in modern businesses.	L3 (Apply)
CO2	Apply basic digital marketing strategies for business growth.	L3 (Apply)
CO3	Assess the significance of data-driven decisions in business.	L4 (Analyze)
CO4	Explore simple strategies for managing online platforms..	L4 (Evaluate)
CO5	Identify basic trends and technologies in the digital business world.	L3 (Apply)

### Course Module

**No. of Hours:12**

***Module 1: Foundations of Digital Business***

**Scope of Module:**

*This module introduces students to core concepts of digital business, including its models, platforms, and the fundamental technologies driving the shift from traditional to digital enterprises.*

**Topics:**

Definition and features of digital business - Differences between digital and traditional businesses - Advantages of digital businesses for customers and companies - Digital business models (e-commerce, subscription) - Overview of e-commerce and benefits (B2B, B2C, m-commerce) - Overview of online marketplaces like Amazon, Flipkart - Benefits and challenges of platform-based businesses.

**Learning Outcome:** *Students will be able to differentiate digital and traditional business models and explain core platform-based strategies.*

**No. of Hours:12**

**Module 2: Digital Presence and Marketing****Scope of Module:**

This module focuses on establishing an effective online presence using digital marketing tools, branding strategies, and website development platforms.

**Topics:**

Digital marketing tools – social media, email - Basics of SEO and advertising - Branding through social platforms – Instagram, Facebook - Influencer marketing basics - User-friendly website principles - Tools like Wix and WordPress

**Learning Outcome:** *Students will be able to apply digital marketing techniques and create basic online branding strategies.*

**No. of Hours:12**

**Module 3: Tools for Customer Engagement and Security****Scope of Module:**

This module introduces key tools and frameworks for engaging customers and securing digital operations through digital payments, CRM, and cybersecurity basics.

**Topics:**

Digital payment systems – UPI, wallets, QR codes - Benefits of cashless transactions - CRM tools and strategies - Role of data and automation in CRM - Cybersecurity threats and protection tools - Regulatory requirements and incident planning

**Learning Outcome:** *Students will be able to explain the importance of CRM and cybersecurity in building trustworthy digital experiences.*

**No. of Hours:12**

**Module 4: Technology Enablers for Business****Scope of Module:**

This module explores enabling technologies like cloud computing and mobile apps that drive digital transformation, along with associated legal and ethical frameworks.

**Topics:**

Cloud computing and its business benefits - Cloud collaboration tools and cost factors - Business applications of mobile apps - App strategies and monetization - Data privacy in mobile apps - Legal and ethical issues in digital business

**Learning Outcome:** *Students will be able to describe how technology and compliance influence digital business models.*

**No. of Hours:12****Module 5: Future of Digital Business****Scope of Module:**

This module discusses emerging technologies and innovations shaping the future of digital business, with a focus on agility, customer experience, and disruption..

**Topics:**

Emerging technologies: IoT, AI, AR/VR, block chain - Autonomous business technologies - Trends in digital transformation - Innovations in customer experience - Agile methodologies in digital business

**Learning Outcome:** *Students will be able to analyze future trends and innovations transforming digital businesses.*

**CO/PO Mapping Table**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	-	-	2	
CO2	3	3	-	2	2	2	-	
CO3	-	3	-	3	-	-	-	
CO4	3	2	-	3	2	-	-	
CO5	-	3	2	3	-	2	2	
<b>Articulation</b>	3	2.6	2	2.6	2	2	2	0

<b>Course Title</b>	<b>International Business</b>
<b>Course Code</b>	<b>25VBB0C406</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Description:**

This course equips students with foundational knowledge and practical skills to identify business opportunities, develop innovative ideas, and launch new ventures. It covers the entrepreneurial process, business planning, funding, marketing, and operations, while highlighting the role of SMEs and support institutions in India's entrepreneurial ecosystem.

## Course Outcomes (COs)

Upon successful completion of this course, learners will be equipped to:

CO	Course Outcome	BTL
CO1	Evaluate the fundamentals of international business and the forces influencing global trade.	L5 (Evaluate)
CO2	Assess the international business environment and its impact on business strategies.	L5 (Assess)
CO3	Estimate the principles of international trade finance and risk management strategies.	L4 (Estimate)
CO4	Analyze the strategies for international marketing, including entry modes and market adaptation.	L4 (Analyze)
CO5	Identify the ethical, cultural, and social responsibilities in global business operations.	L3 (Identify)

## Course Module

**No. of Hours:12**

### **Module 1: Fundamentals of International Business**

#### **Scope of Module:**

This module introduces students to the core concepts, theories, and institutions governing international business. It also explores how globalization and global organizations shape business landscapes, and integrates analytical tools for assessing trade flows.

#### **Topics:**

Definition and Scope, Differences Between Domestic and International Business, Drivers of Globalization, Advantages of Global Expansion, Challenges of Global Expansion, Impact on Small and Medium Enterprises (SMEs), Role of Multinational Corporations (MNCs). Absolute Advantage Theory, Comparative Advantage Theory, Factor Endowment Theory, Product Life Cycle Theory, Porter's Diamond Model, Heckscher-Ohlin Theory, New Trade Theory, Theory of Competitive Advantage, Relevance in Modern Markets. Trade Policies (Tariffs, Quotas, Subsidies), World Trade Organization (WTO), International Monetary Fund (IMF), World Bank, Regional Trade Agreements (EU, NAFTA, ASEAN), Trade Liberalization, Trade Protectionism, Economic Integration, Impact on Global Trade. Introduction to AI in Global Trade Analysis, Role of Data Analytics in identifying global trade trends.

**Learning Outcome:** Students will be able to Evaluate the key concepts, theories, and global organizations shaping international trade.

**No. of Hours:12**

## Module 2: International Business Environment Analysis

### Scope of Module:

This module explores the cultural, political, legal, and economic environments affecting global business decisions. It emphasizes cross-cultural understanding, regulatory compliance, and market economics to support strategic planning.

### Topics:

Cultural Dimensions, Hofstede's Cultural Model, Trompenaars' Cultural Model, Impact of Culture on Business, Cross-Cultural Communication, Cultural Adaptation Strategies, Managing Cultural Diversity, Role of Language, Case Studies in Cultural Misunderstandings. Types of Political Systems, Political Stability, Legal Compliance, International Trade Laws, Political Risks, Intellectual Property Rights, Government Influence on Trade, Role of Regulatory Bodies. Economic Systems (Capitalist, Socialist, Mixed), Exchange Rates, Inflation Impact, Economic Indicators (GDP, CPI, FDI), Emerging Markets, Currency Fluctuations, Impact on Business Strategy, Economic Policies. ESG Factors and Regulatory Requirements in Global Markets, Using Data Visualization Tools for Macro-Economic Analysis.

**Learning Outcome:** Students will be able to Analyze the cultural, political, legal, and economic factors that impact international business decisions

**No. of Hours:12**

## Module 3: International Finance and Risk Management

### Scope of Module:

This module focuses on financial systems, trade finance, and managing foreign exchange risk. Students will understand how international payments and currency fluctuations affect profitability and learn practical hedging techniques.

### Topics:

International Monetary System, Exchange Rate Mechanisms (Fixed, Floating), IMF's Role, World Bank's Role, Foreign Exchange Markets, Balance of Payments, Currency Convertibility, Financial Stability, Impact on Trade. Cash in Advance, Letters of Credit, Documentary Collection, Open Account, Consignment, Risks in International Payment, Role of Banks, Financing Trade Transactions, Cost Implications. Types of Foreign Exchange Risks (Transaction, Translation, Economic), Hedging Techniques (Forwards, Options, Swaps), Risk Assessment, Strategies for Currency Risk Management, Impact of Exchange Rates on Profitability, Role of Derivatives, Case Studies in Currency Risk. AI in Currency Risk Prediction and Financial Modeling, FinTech Innovations in Cross-Border Trade Payments.

**Learning Outcome:** Students will be able Evaluate the financial systems and risk management tools used in global trade.

**No. of Hours:12**

## Module 4: Global Marketing and Market Entry Strategies

### Scope of Module:

This module provides students with a comprehensive understanding of market entry strategies and international marketing practices, including pricing, promotion, and digital tools.

### Topics:

Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, Mergers and Acquisitions,

Greenfield Investments, Risks in Market Entry, Selection Criteria for Entry Modes. Product Standardization vs. Adaptation, Global Pricing Strategies, Price Escalation, International Product Life Cycle, Brand Positioning, Competitive Pricing, Currency Impact on Pricing, Value-Based Pricing, Customer Perception of Value. Distribution Channels, Role of Intermediaries, Logistics in International Markets, Cross-Cultural Advertising, Digital Marketing in Global Contexts, Adaptation of Promotion Strategies, Brand Communication, Regulatory Compliance in Advertising, Case Studies in Global Promotions. AI-Powered Global Consumer Behavior Prediction, Cross-Border E-commerce Trends and Tools.

**Learning Outcome:** Students will be able to evaluate market entry and marketing strategies for diverse international markets.

**No. of Hours:12**

**Module 5: Responsible Global Business Practices**

**Scope of Module:**

This module emphasizes ethical decision-making, social responsibility, and effective negotiation in international contexts. It highlights ESG compliance, global CSR practices, and the role of trust and communication in cross-border negotiations.

**Topics:**

Definition of CSR, Global CSR Standards, Benefits of CSR, CSR in Emerging Markets, Impact on Brand Image, Corporate Citizenship, Environmental Responsibility, Social Responsibility, Case Studies on CSR. Bribery and Corruption, Fair Trade Practices, Ethical Compliance, Corporate Governance, Regulatory Bodies, Whistleblower Protection, Cultural Variations in Ethics, Case Studies on Ethical Dilemmas, Corporate Codes of Conduct. Principles of Cross-Cultural Communication, Negotiation Styles, Conflict Resolution, Barriers to Communication, Role of Cultural Intelligence, Strategies for Effective Negotiation, Non-Verbal Communication, Cultural Sensitivity, Role of Trust in International Negotiations. ESG Reporting and Global Standards (GRI, UNGC), Sustainability and Ethical Auditing in MNCs

**Learning Outcome:** Students will be able to Assess ethical and sustainability practices and apply effective communication techniques in global business.

**CO/PO Mapping Table**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	2	1		
CO2	2	3	2	2	3	2		
CO3	2	3	3	2	2	3	1	2
CO4	2	2	1	3	2	2	3	
CO5	1	2	3	1	3	2	2	3
<b>Articulation</b>	2.2	2.5	2	2.3	2.5	2.2	2.5	2.5

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## Semester V

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<b>Course Title</b>	<b>Indian Constitution</b>
<b>Course Code</b>	<b>25VBX0C501</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>Value Added Course</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This foundation course on the Indian Constitution offers a comprehensive introduction to the structure, philosophy, and functioning of the supreme law of India. It traces the historical evolution and ideological roots of the Constitution, including the role of the Constituent Assembly and the values embodied in the Preamble. The course covers the framework of rights and duties, Directive Principles, and the functioning of the legislative, executive, and judicial branches at both Union and State levels. It also examines federalism, democratic institutions, electoral systems, and contemporary constitutional challenges such as secularism, social justice, and environmental protection. Emphasizing both theoretical understanding and real-world application through landmark judgments and case studies, this course equips students with a foundational grasp of constitutional governance, rights-based citizenship, and democratic accountability.

### Course Outcomes (COs)

<b>CO</b>	<b>Course Outcome Description</b>	<b>BTL Level</b>
CO1	Apply constitutional provisions to assess real-life scenarios related to governance and citizen rights.	BTL 3 – Apply
CO2	Analyze the roles and interrelationships among the legislature, executive, and judiciary in the Indian context.	BTL 4 – Analyze
CO3	Analyze the practical implications of Fundamental Rights, Directive Principles, and Fundamental Duties in a democratic society.	BTL 4 – Analyze
CO4	Evaluate the impact of landmark Supreme Court judgments on constitutional development and public policy.	BTL 5 – Evaluate
CO5	Critically evaluate the functioning of Indian federalism and democratic institutions in addressing contemporary challenges such as social justice and secularism.	BTL 5 – Evaluate

**No. of Hours:12**

<b>Module 1: Historical Evolution and Philosophical Foundations</b>
<b>Scope of Module:</b> Introduces the historical context and philosophical basis of the Indian Constitution, including the role of the Constituent Assembly and core constitutional values.
<b>Topics:</b> Historical background of the Indian Constitution, Colonial legacy and nationalist responses, Constituent Assembly: composition and working, Sources of the Indian Constitution, Objectives Resolution, Preamble: significance and interpretation, Salient features of the Constitution.
<b>Learning Outcome:</b> Understand the origins of the Constitution, Analyze its philosophical roots, Identify key historical developments and features.

No. of Hours:12

<b>Module 2: Fundamental Rights, Duties, and Directive Principles</b>
<b>Scope of Module:</b> Explores individual rights, state obligations, and duties of citizens as enshrined in the Constitution along with key legal interpretations.
<b>Topics:</b> Fundamental Rights: classification and significance, Doctrine of equality, Article 21 and right to life, Reasonable restrictions, Directive Principles of State Policy, Fundamental Duties, Relationship between FRs, DPSPs and Duties, Landmark judgments
<b>Learning Outcome:</b> Understand rights and duties, Evaluate the balance between liberty and responsibility, Appreciate landmark constitutional interpretations.

No. of Hours:12

<b>Module 3: Structure of Government – Legislature and Executive</b>
<b>Scope of Module:</b> Covers the structure, powers, and functions of the Union and State legislatures and executives, including their inter-relationships.
<b>Topics:</b> Union Parliament: powers and composition, State Legislature: unicameral/bicameral, Law-making process, Parliamentary Committees, Union Executive: President, PM, Council of Ministers, State Executive: Governor, CM, Council of Ministers, Ordinance power.
<b>Learning Outcome:</b> Describe structure and powers of legislature and executive, Understand law-making, Analyze roles of key executive offices.

No. of Hours:12

<b>Module 4: Judiciary and Constitutional Interpretation</b>
<b>Scope of Module:</b> Examines the Indian judiciary's structure and functions, with emphasis on constitutional interpretation and protection of rights.
<b>Topics:</b> Supreme Court: composition and jurisdiction, High Courts and subordinate courts, Judicial Review, Writs, PIL, Judicial activism and restraint, Basic Structure Doctrine, Separation of powers.
<b>Learning Outcome:</b> Understand judicial structure and jurisdiction, Analyze judicial review and activism, Apply writs and constitutional remedies

No. of Hours:12

<b>Module 5: Federalism, Democracy, and Contemporary Issues</b>
<b>Scope of Module:</b> Discusses the federal character of the Constitution, working of democratic institutions, and contemporary constitutional debates.

**Topics:**

Indian Federalism, Centre-State relations, Finance Commission, 73rd and 74th Amendments, Election Commission, Reservation, Secularism, Human Rights, Environmental protection, Emergency provisions.

**Learning Outcome:**

Analyze federal and democratic structures, Evaluate social justice mechanisms, Interpret constitutional provisions in contemporary contexts

**CO-PO Mapping Table**

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	3	1	1	2	3
CO2	3	2	2	3	1	1	1	3
CO3	3	2	2	3	2	1	2	2
CO4	3	3	2	3	2	1	1	2
CO5	3	3	2	3	1	2	2	3
<b>Articulation</b>	<b>2.8</b>	<b>2.4</b>	<b>1.8</b>	<b>3</b>	<b>1.4</b>	<b>1.2</b>	<b>1.6</b>	<b>2.6</b>

<b>Course Title</b>	<b>Cost and Management Accounting</b>
<b>Course Code</b>	<b>25VBB0C502</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### **Course Description:**

This course provides a comprehensive understanding of cost and management accounting principles, focusing on the generation, analysis, and application of cost information for planning, control, and decision-making. Topics include cost concepts and classification, accounting for materials, labour and overheads, costing methods, budgeting, standard costing, modern costing techniques, and financial statement analysis.

### **Course Outcomes (COs):**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Describe the Nature, purpose and scope of managerial information.	L2- Understand
CO2	Explain and Discuss the Concepts, Methods and techniques of Cost accounting.	L5- Evaluate
CO3	Using budgets and standard costs for planning & control.	L3- Apply
CO4	Employ Modern techniques of management accounting.	L3- Apply
CO5	Perform the Analysis and Interpretation of Financial Statements.	L4- Analyse

**Course Module****No. of Hours:24****Module 1: Introduction to Cost and Management Accounting****Scope of the Module:**

This module introduces the fundamental concepts of cost and management accounting, highlighting the objectives, classifications, and practical applications of cost data in decision-making and control. It includes cost behavior analysis and the preparation of cost statements.

**Topics:**

Sources of data (internal & external), concept of cost and costing, meaning of cost accounting and management accounting, objectives of cost accounting, cost accounting vs financial accounting, cost accounting vs management accounting, advantages of cost accounting, classification based on nature of expenses, function and variability, cost behavior with the help of graphs, meaning of cost objects, cost units and cost centers, preparation of cost statement or cost sheet, tender and quotation.

**Learning Outcomes:**

Upon completion of this module, learners will be able to describe and discuss the nature, scope, and utility of cost accounting and management accounting, and prepare a cost statement or cost sheet in accordance with cost behavior.

**No. of Hours:24****Module 2: Accounting for Material and Labor****Scope of the Module:**

This module provides an in-depth understanding of the principles and practices related to material and labor cost accounting. It covers inventory valuation methods, ordering and issuing materials, EOQ and inventory levels, along with labor cost calculation, remuneration systems, and efficiency-related labor ratios.

**Topics:**

Accounting for material costs, ordering, receiving & issuing material, methods of valuing purchases and issues (FIFO, LIFO & Weighted Average methods only), EOQ, inventory levels, accounting for labor, calculation of direct & indirect cost of labor, understanding different remuneration methods, labor turnover ratio, overtime & idle time, labor efficiency, capacity & volume ratios.

**Learning Outcomes:**

Upon completion of this module, learners will be able to distinguish between the various inventory management policies and their objectives, and solve problems relating to time measurement, cost control, and calculation of labor ratios.

No. of Hours:24

### Module 3: Accounting for Overheads and Methods of Costing

#### Scope of the Module:

This module explains the treatment and allocation of overheads in cost accounting and introduces various costing methods used across industries. It covers overhead classification, apportionment techniques, and cost absorption rates, along with job, batch, process, service, absorption, and marginal costing methods.

#### Topics:

Concept and Classification of overheads, Factory overhead, fixed –semi variable and variable, Accounting for overheads, Apportionment of service departments overheads to producing departments (repeated and simultaneous equation method), production overhead absorption rates, selecting an absorption rate, job & batch costing, process costing (including joint products & by-products, equivalent production), service costing, meaning of absorption costing along with advantages and disadvantages, meaning of marginal costing along with advantages and disadvantages, differences between absorption & marginal costing.

#### Learning Outcomes:

Upon completion of this module, learners will be able to compute statements showing allocation and apportionment of overheads of service departments to producing departments using repeated and simultaneous equation methods, and discuss and distinguish the different costing methods.

**No. of Hours:24****Module 4: Budgeting and Standard Costing****Scope of the Module:**

This module focuses on the principles and practices of budgeting and standard costing, essential tools for planning and control in cost accounting. It includes the preparation of various budgets, analysis of budgeted versus actual outcomes, and the computation of variances for cost control.

**Topics:**

Meaning, Need, Objectives and functions of Budgeting, Advantages and Limitations of budgeting, Classification and Preparation of various functional, fixed and flexible budgets, reconciliation of budgeted profits with actuals, meaning & calculation of standard costs, steps involved in Standard Costing, computation of simple variances, Material Variances, Labor Variances, Overhead variances, Sales variances, preparation of Variance Reports.

**Learning Outcomes:**

Upon completion of this module, learners will be able to prepare all types of functional and flexible budgets to exercise budgetary control over the functions of a firm and use the standard costing system to understand the causes of labor, material, overhead, and sales margin variances between standard and actual costs.

No. of Hours:24

**Module 5: Modern Management Accounting Methods and Financial Analysis****Scope of the Module:**

This module introduces learners to contemporary management accounting techniques such as activity-based costing, target costing, and life cycle costing, along with foundational knowledge of financial statements and ratio analysis for evaluating financial performance.

**Topics:**

Meaning and introduction of Activity-based-costing, meaning of Target costing, Target cost gap, introduction to Life cycle costing, costs involved at different stages of life cycle, financial statements and its nature, attributes, objectives, importance, limitations, ratio analysis and its accounting, uses, classification, advantages, limitations.

**Learning Outcomes:**

Upon completion of this module, learners will be able to evaluate and describe the modern methods of management accounting and state the basic concepts of financial statements while recalling financial ratios and their significance.

**CO-PO Mapping**

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	1	
CO2	3	3	2	3	1	1	2	
CO3	3	2	2	3	1	1	2	
CO4	3	2	3	3	2	1	2	
CO5	3	3	2	3	2	1	2	
Articulation	3	2.4	2.2	2.8	1.4	1	1.8	0

<b>Course Title</b>	<b>Advertising and Sales Promotion</b>
<b>Course Code</b>	<b>25VBB1E503</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course explores the strategic and creative dimensions of Advertising and Sales Promotion. It covers foundational concepts in advertising, message crafting, media planning, and personal selling techniques. Students will learn to integrate marketing communication tools, harness digital and social media platforms, and design global advertising strategies. The course also emphasizes ethical and regulatory considerations, preparing learners to plan, execute, and evaluate persuasive campaigns across diverse markets and communication channels.

### Course Outcomes (COs): (With BTL)

<b>CO CODE</b>	<b>Course Outcome Statement</b>	<b>Bloom's Taxonomy Level</b>
CO1	Understand the fundamentals of advertising, including objectives, message design, and media planning.	L2 (Understanding)
CO2	Analyse the structure and functions of advertising agencies and distinguish between diverse ad formats.	L4 (Analyse)
CO3	Apply selling theories, understand consumer motivation, and execute key steps in the selling process.	L3 (Apply)
CO4	Evaluate integrated marketing communication strategies using digital and traditional tools.	L5 (Evaluate)
CO5	Design culturally sensitive and creative global advertising campaigns while adhering to ethical norms.	L6 (Create)

### Course Modules

<p><b>Module 1: Foundations of Advertising and Media Planning</b> <b>No. of Hours: 24</b></p>
<p><b>Scope of Module:</b> This unit introduces students to the foundational concepts of advertising, including its objectives, types, and budget planning. It also covers message development and appeals, along with a thorough understanding of media types, selection criteria, and scheduling strategies is essential for effective media planning.</p>
<p><b>Topics: Understanding Advertising:</b> Exploring the essence and significance of advertising; Diverse forms of advertising; Crafting advertising objectives: from communication to sales goals, integrating the DAGMAR approach; Establishing advertising budgets; Crafting Compelling Advertising Messages-Analysing advertising appeals; Deconstructing elements within print and broadcast advertising copy; Media Planning-Exploring the strengths and limitations of different</p>

advertising media types; Factors influencing media selection; implementing media scheduling strategies

**Learning Outcome:** By the end of this module, Students will be able to articulate core advertising concepts, develop compelling messages, and evaluate suitable media channels for effective advertising campaigns.

## **Module 2: Advertising Agencies and Diverse Advertising Formats**

**No. of Hours: 24**

### **Scope of Module:**

This unit explores the structure and functions of advertising agencies and examines diverse advertising formats such as commercial vs. non-commercial, demand-based advertising, and cooperative advertising. It highlights the contextual application of each format and the operational dynamics within advertising agencies.

**Topics: Advertising Agencies-** Examine the structure, types, and roles of advertising agencies, including their core functions and compensation models. **Diverse Advertising Formats-** Understand the spectrum of advertising formats—commercial vs. non-commercial, primary vs. selective demand, classified vs. display, and comparative vs. co-operative advertising—within different marketing contexts.

**Learning Outcome:** By the end of this module, students will gain insights into how advertising agencies operate and how to choose suitable advertising formats for different marketing goals.

## **Module 3: Personal Selling and Sales Management**

**No. of Hours: 24**

**Scope of Module:** This unit focuses on the role of personal selling in marketing, introducing key theories and models of selling, motivational drivers, and buying behaviour. It also delves into the selling process, salesperson attributes, and ethical practices in sales management.

**Topics:** Introduction to personal selling, salesmanship, and sales force management; roles and qualities of salespersons; importance in CRM. Overview of selling theories: AIDAS, Problem Solving Approach, Right Set of Circumstances Theory, and modern approaches. Motivation and buying motives, including Maslow's hierarchy. Selling process: presentations, objection handling, closing, and follow-up. Sales planning and control through reports and ethical considerations.

**Learning Outcomes:** By the end of this module, students will be able to apply sales theories and strategies to real-world selling scenarios and understand the ethical considerations in personal selling.

## **Module 4: Integrated and Digital Marketing Communications**

**No. of Hours: 24**

**Scope of Module:** This unit explains how advertising integrates with other promotional tools in IMC. It also explores the digital landscape including social media marketing, digital campaign

planning, and the use of analytics to measure effectiveness.

**Topics: Integrated Marketing Communications (IMC)**-Understanding the concept of IMC; Exploring the role of advertising, personal selling, sales promotion, public relations, and direct marketing in IMC campaigns; Digital Advertising and Social Media Marketing- Navigating the landscape of digital advertising platforms, leveraging social media for brand promotion, and Understanding digital advertising metrics and analytics

**Learning Outcomes:** By the end of this module, students will learn to create cohesive marketing communication plans that incorporate both traditional and digital tools effectively.

**Module 5: Global, Creative, and Ethical Advertising Practices**

**No. of Hours: 24**

**Scope of Module:** This unit explores advertising in global markets, emphasizing the need for cultural sensitivity and strategic adaptation. It also encourages creativity in advertising through storytelling and emotional branding, and highlights legal and ethical issues in advertising practices.

**Topics: Global Advertising-** Understanding the nuances of international advertising; Adapting advertising strategies for global markets; Cross-cultural considerations in advertising; Creative Advertising Strategies- Exploring innovative and creative advertising approaches; Harnessing storytelling and emotional branding in advertising campaigns; Advertising Regulation and Compliance- Understanding regulatory frameworks governing advertising practices; Ensuring compliance with advertising standards and guidelines; Addressing legal and ethical considerations in advertising

**Learning Outcomes:** By the end of this module, students will develop culturally adaptable, innovative advertising strategies while ensuring compliance with legal and ethical standards.

**CO-PO Mapping Table**

CO\PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	2	
CO2	3	3	2	2	1	3	2	
CO3	3	2	2	2	1	3	2	3
CO4	3	3	2	3	2	3	2	

<b>CO5</b>	3	2	3	2	3	3	3	3
<b>Articulation</b>	<b>3.0</b>	<b>2.4</b>	<b>2.2</b>	<b>2.2</b>	<b>1.6</b>	<b>2.8</b>	<b>2.2</b>	<b>3</b>

<b>Course Title:</b>	Strategic HR
<b>Course Code:</b>	25VBB1E5032
<b>Semester:</b>	V
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** Strategic Human Resource Management is a vital course for BBA students that focuses on aligning human resource practices with organizational goals to achieve long-term success. It covers key areas such as workforce planning, talent management, performance management, HR analytics, employee engagement, and change management. The course emphasizes the strategic role of HR in driving organizational competitiveness, innovation, and culture. Students will learn to develop and implement HR strategies that support business objectives in dynamic environments. Through case studies and practical insights, the course prepares students to become forward-thinking HR professionals capable of contributing to strategic decision-making and organizational growth.

### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	Identify the challenges and opportunities in SHRM and understand the context of SHRM.	L 3
CO2	Describe the implications of the evolving strategic role of HR professionals and the application of these strategies in the industry.	L 4
CO3	To develop a perspective on Strategic Human Resources Management.	L 3
CO4	Comprehend the policies of design and redesign of work systems.	L 5
CO5	To capture the changing landscape of SHRM by linking with business strategies.	L 2

### Course Modules

**No of Hours: 24**

#### Module 1: Introduction and Challenges to Strategic Human Resources Management

##### Scope of Module:

**Topics:** Introduction, history, the evolution of SHRM, factors influencing SHRM. Impact of Technology, HR issues, and challenges related to technology. Process of strategic management; mission statement, analysis of the environment, establishing goals and objectives, setting strategy, corporate strategy, business unit strategy.

**Learning Outcome:** *To appreciate the levels of understanding of SHRM.*

**No of Hours: 24**

### **Module 2: Strategic Human Resources Planning**

#### **Scope of Module:**

**Topics:** Strategic HR versus Traditional HR, Barriers to Strategic HR. Outcomes of strategic HR. Importance of strategic human resources planning, and the process of strategic human resources planning; Forecasting HR Requirements. The model for the design of work systems, Job specification, Job enlargement, job rotation, job enrichment, and vertical loading.

**Learning Outcome:** *To apply the strategic role of human resources planning in an organization.*

**No of Hours: 24**

### **Module 3: Redesign of Work Systems**

#### **Scope of Module:**

**Topics:** Redesign of work systems, outsourcing, offshoring, mergers, and acquisition. Process of implementing SHRM, Strategic recruitment, internal and external recruitment, Methods of recruitment, challenges in Strategic human resources management. Benefits of training and development, planning and strategizing training, Kirkpatrick, Donald four steps to measuring training effectiveness; reaction, learning, behavior, results.

**Learning Outcome:** *To apply the process of redesigning the work systems in an organization.*

**No of Hours: 24**

### **Module 4: Strategic Performance Management and Labour Relations**

#### **Scope of Module:**

**Topics:** Overview of Strategic Performance Management, why performance management systems often fail, different performance appraisal methods. Compensation system, direct; base pay, incentive pay, indirect; Strategic compensation system. Collective bargaining process and challenges, Labor relations in the pandemic.

**Learning Outcome:** *To evaluate the various labor relations strategies and its implementations for the betterment.*

**No of Hours: 24**

### **Module 5: Global Human Resources Management**

#### **Scope of Module:**

**Topics:** What is employee separation, Factors influencing employee separation, strategic downsizing. How global HRM differs from Domestic HRM, strategic HR issues in global assignments. HR challenges in difficult Times, Sustainability & HRM. Contemporary challenges in interventions of HR talent management.

**Learning Outcome:**

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>		2			3					3	
<b>CO2</b>		3					2	2			3
<b>CO3</b>		3				2				3	
<b>CO4</b>	3			1							2
<b>CO5</b>						2	3				2

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<b>Course Title:</b>	Advanced Financial Management
<b>Course Code:</b>	25VBB1E5033
<b>Semester:</b>	V
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** This course covers advanced financial theory, valuation, capital structure, and strategic corporate finance. It develops skills in managing mergers, acquisitions, restructuring, working capital, and financial risk. Learners gain exposure to international finance, governance, ethics, and performance measurement. Emerging areas like fintech, AI, blockchain, green finance, and private equity are explored. The course emphasizes navigating disruption and aligning financial strategies with corporate goals.

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understand advanced financial theories and their applications in corporate finance, including decision-making under uncertainty and real options analysis.	3
CO2	Analyze corporate valuation methods and financial strategies to optimize value creation, including leveraged buyouts, recapitalizations, and financial restructuring.	4
CO3	Evaluate capital structure and cost of capital to make strategic decisions that align with corporate goals.	5
CO4	Apply risk management strategies in corporate finance to identify, measure, and mitigate financial risks using derivatives and hedging.	4
CO5	Explore emerging trends and disruptions in corporate finance, such as fintech, blockchain technology, and sustainable finance, to adapt to the new era of financial innovation.	3

### Course Modules

**No of Hours: 24**

#### **Module 1: Advanced Corporate Finance: Theory, Valuation & Capital Structure**

**Scope of Module:** The module equips learners with in-depth knowledge of strategic corporate finance and its real-world applications. It encompasses both foundational and emerging areas, including financial innovation, governance, and global finance.

**Topics:** Advanced financial theories, Financial decision-making under uncertainty, Agency theory, Corporate governance issues, Behavioral finance in corporate decision-making, Real options analysis, Corporate valuation methods, Value-based management, Leveraged buyouts, Recapitalizations, Financial restructuring, Financial strategy alignment with corporate goals, Theories of capital structure, Cost of capital calculation and management, Factors influencing capital structure, Capital structure impact on corporate strategy, Optimal capital structure, Leverage management.

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**Learning Outcomes:** Upon completion, learners will be able to understand advanced financial theories and their application in corporate finance decision-making, Apply corporate valuation techniques and financial strategies for value creation, Evaluate and optimize capital structure and cost of capital for strategic decisions.

**No of Hours: 24**

**Module 2:** Strategic Financial Management - M&A, Investment Appraisal & Liquidity Management

**Scope of Module:** This module explores three vital pillars of strategic financial management—mergers and acquisitions, capital budgeting, and working capital management. It focuses on the analytical tools and strategic considerations involved in complex corporate transactions, investment evaluations, and liquidity decisions. Participants will gain the technical and managerial expertise to handle high-stakes financial decisions, from deal-making and restructuring to long-term capital investments and short-term financial operations.

**Topics:** Types and motives for M&A transactions, Valuation methods for M&A deals, Post-merger integration, Corporate restructuring, Due diligence, Deal structuring, Legal and regulatory aspects of M&A, Techniques for evaluating long-term investments, Risk analysis in capital budgeting, Scenario analysis, Sensitivity analysis, Real options and strategic investment decision-making, Assessing uncertainty and flexibility in investment decisions, Implementing investment appraisal techniques, Components of working capital, Working capital management, Cash conversion cycle, Liquidity management, Strategies for optimizing working capital, Short-term financing, Cash flow management, Innovative approaches to working capital management.

**Learning Outcomes:** Learners will be able to learn how to manage liquidity and financial risks, evaluate international financial operations, formulate corporate financial strategies, and assess performance using advanced financial metrics to support strategic business decisions.

**No of Hours: 24**

**Module 3:** Strategic Risk, Global Finance & Corporate Financial Policy

**Scope of Module:** This module addresses advanced themes in risk management, international finance, and corporate financial policy. It equips participants with tools to assess and mitigate financial risks, navigate global financial complexities, and design coherent financial policies aligned with corporate strategies. Emphasis is placed on integrated decision-making in Multinational Landscape.

**Topics:** Types of financial risks in corporate finance, Market risk, Credit risk, Liquidity risk, Risk measurement strategies, Risk mitigation strategies, Derivatives in risk management, Hedging techniques, Risk-adjusted performance measures, Comprehensive risk management plan, Foreign exchange markets, Foreign exchange risk management, Managing global investments, International capital budgeting, Multinational finance, Cross-border mergers and acquisitions, Legal challenges in international finance, Regulatory challenges in international finance, Corporate financing decisions, Dividend policy, Capital allocation strategy, Corporate investment strategy, Interactions between financial policy and business strategy, Financial flexibility, Funding alternatives, Comprehensive corporate financial policy.

**Learning Outcomes:** Learners will be able to Identify and manage financial risks in a corporate finance context, Understand the complexities of international corporate finance and manage cross-border risks, Develop and implement effective corporate financial policies aligned with business strategy.

**Module 4: Contemporary Issues in Corporate Finance: Performance, Governance & Innovation**

**Scope of Module:** This module focuses on emerging and advanced areas in corporate finance, including performance measurement, corporate governance, ethics, and the transformative impact of financial innovation and sustainability.

**Topics:** Financial statement analysis, Advanced performance metrics, Economic Value Added (EVA), Market Value Added (MVA), Benchmarking, Industry comparisons, Advanced valuation techniques, Financial analysis for decision-making, Corporate governance principles, Corporate governance best practices, Role of governance in financial decision-making, Ethical considerations in corporate finance, Responsibilities in corporate finance, Board structure, Executive compensation, Governance challenges in global business, Fintech in corporate finance, Sustainable finance, Corporate social responsibility, Green finance, Impact investing, Artificial intelligence in finance, Machine learning in finance, Behavioral finance in corporate decisions.

**Learning Outcome:** Learners will be able to Measure corporate performance and apply advanced valuation techniques, Understand corporate governance principles and ethical considerations in finance, Analyze emerging trends and technologies impacting corporate finance.

**No of Hours: 24**

**Module 5: Alternative Finance, Turnarounds & Disruptive Innovation**

**Scope of Module:** This module examines three dynamic, high-impact areas of modern corporate finance: (1) private equity and venture capital as engines of growth and value creation, (2) corporate restructuring and turnaround techniques for firms in distress, and (3) the wave of technological disruption reshaping financial strategy and infrastructure.

**Topics:** Role of private equity and venture capital in corporate finance, Fundraising strategies in private equity and venture capital, Investment strategies in private equity and venture capital, Structuring private equity and VC deals, Managing private equity and VC deals, Exit strategies and returns in private equity and venture capital, Regulatory considerations in private equity and venture capital, Causes and signs of corporate financial distress, Corporate restructuring methods, Turnaround strategies, Valuation and assessment of distressed companies, Bankruptcy options, Reorganization options, Financial technology and its impact on corporate finance, Blockchain technology in finance, Cryptocurrencies and decentralized finance, Artificial intelligence and machine learning in finance, Cyber risks, Lending using fintech, Regtech and legal aspects of financial innovation.

**Learning Outcomes:** Learners will be able to understand the role and strategies of private equity and venture capital in corporate finance, Analyze and implement corporate restructuring and turnaround strategies, Evaluate and manage disruptive financial technologies and innovations affecting corporate finance.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3		2		2		

<b>CO2</b>	3	3	2		2	2	
<b>CO3</b>	2	2	3	2	2	1	
<b>CO4</b>	2	2	2	3		2	
<b>CO5</b>		2	2		3	2	3

<b>Course Title</b>	<b>Brand Management</b>
<b>Course Code</b>	<b>25VBB1E504</b>
<b>Semester</b>	<b>V Semester</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course provides a comprehensive overview of strategic brand management, focusing on the foundations, development, communication, and sustainability of brands. Students will explore branding concepts, brand equity, repositioning, global strategies, digital branding, and performance measurement. The curriculum emphasizes practical brand-building techniques, integrated marketing communications, and analytical tools to assess brand effectiveness across diverse markets. Through real-world examples and case-based learning, students will gain the skills to build, manage, and grow strong, competitive brands in dynamic global environments.

### Course Outcomes (COs): (With BTL)

<b>CO CODE</b>	<b>Course Outcome Statement</b>	<b>Bloom's Taxonomy Level</b>
CO1	Explain the core concepts of branding, types of brands, and the foundational steps in building a brand.	L2 (Understanding)
CO2	Analyse branding challenges, strategic brand management processes, and repositioning strategies in both domestic and global contexts.	L4 (Analyse)
CO3	Evaluate and apply brand extension strategies, brand hierarchy frameworks, and global and digital branding approaches across various market scenarios.	L3, L5 (Apply & Evaluate)
CO4	Develop effective brand communication and promotion strategies using traditional and digital platforms, with an emphasis on brand equity principles.	L6 (Create)
CO5	Design, measure, and manage brand marketing programs and performance using equity measurement tools and long-term brand strategy frameworks.	L5, L6 (Evaluate & Create)

## Course Modules

### Module 1: Introduction to Branding and Brand Building Foundations

**No. of Hours: 24**

**Scope of Module:** This unit introduces the fundamentals of branding, including the evolution, types, and functions of brands. It also explores brand-building processes such as launching new brands and establishing strategies for sustained growth

**Topics:**

**Concept-** Meaning and Definition of Brand, Branding Concepts- Brand evolution, Features of a good brand name, Functions of Brand, Significance of Brands; Different types of Brands- Co-branding, Store brands. Brand Building Foundations- Introduction to Brand building, launching a new brand, steps in launching a new brand, and strategies for building a brand.

**Learning Outcome:** By the end of this module, the reader understands basic branding concepts, differentiates types of brands, and applies brand-building strategies for creating impactful and lasting brands.

### Module 2: Strategic Brand Management and Repositioning

**No. of Hours: 24**

**Scope of Module:** This unit focuses on managing branding challenges in diverse markets, especially India, and introduces strategic brand management frameworks. It also covers the need for and execution of brand repositioning strategies

**Topics: Strategic Brand Management-**Branding in the Indian market, Branding Challenges and Opportunities, Brand choice decision and models, Strategic Brand Management process, Identifying and establishing brand positioning and values, designing brand strategies, implementing brand strategies, Brand Repositioning- Introduction to Brand repositioning, Importance of Brand Repositioning, Strategies for effective brand repositioning.

**Learning Outcome:** By the end of this module, Students will be able to design brand strategies, tackle branding challenges, and apply repositioning techniques to strengthen or revitalize brand presence.

### Module 3: Brand Extensions, Hierarchies, and Global Branding Strategies **No. of Hours: 24**

**Scope of Module:** This unit covers brand extension strategies, brand hierarchy structuring, and rebranding. It also delves into global branding approaches, including digital and multinational brand strategies in B2B, corporate, and service sectors.

**Topics: Brand Extensions and Hierarchies-** Brand Extensions, Advantages and disadvantages of brand extension, Brand Adoption practices, Different types of brand extension, Factors influencing decision for extension, Brand transfer, Brand hierarchy, importance of brand hierarchy, Rebranding and Re-launching. Global Branding Strategies- Meaning of Global branding, Competing with foreign brands, Digital branding, Impact of Digital Branding, Multinational branding, Corporate branding, Service branding, B2B branding, Branding strategies for

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multinational corporations, services, and B2B markets.

**Learning Outcomes:** By the end of this module, Students will analyse brand extension decisions, manage brand hierarchies, and implement global branding strategies across various sectors and markets

#### **Module 4: Brand Communication, Promotion, and Equity**

**No. of Hours: 24**

**Scope of Module:** This unit emphasizes branding through communications and promotions, both traditional and digital. It also examines brand equity, its components, and the role of brand elements in driving brand value.

**Topics:**

**Brand Communications and Promotions-** Brand image building, Brand loyalty programmes, Brand promotion methods, Role of brand ambassadors, and celebrities. Online brand promotions; Online Brand Promotions- Introduction to Online Brand Promotions, Social media marketing, and Digital Marketing Strategies for online Brand Promotions. Brand Equity- Concept of brand equity, Customer-based brand equity, Sources of brand equity, Benefits of brand equity, choosing brand elements to build equity, Brand element choice criteria, Brand element tactics.

**Learning Outcomes:** By the end of this module, students will develop brand communication plans, execute online promotional strategies, and evaluate brand equity based on customer perception and strategic elements.

#### **Module 5: Brand Marketing, Performance, and Equity Management**

**No. of Hours: 24**

**Scope of Module:** This unit explores how to build brand equity through marketing programs and integrated communication. It also focuses on measuring brand performance and implementing strategies to sustain brand equity over time

**Topics: Brand Marketing-** Brand marketing meaning, designing marketing programs to build Brand Equity; Conceptualizing the Leveraging process, New perspectives on marketing, integrating marketing communication to build brand equity; Brand Performance- Measuring brand performance- Need, Brand Equity Management System, Brand Equity measurement systems, Tracking Customer-based Brand Equity, Brand Audit, Role of Brand Manager; Sustaining Brand Equity-The brand value chain, Designing and Implementing brand strategies- The Young and Rubicam (Y&R) Power Grid. Brand Architecture. Managing brands over time: Life stages of a brand; Rejuvenating failed brands.

**Learning Outcomes:** By the end of this module, Students will design brand marketing programs, assess brand performance using equity tools, and implement long-term strategies to grow and manage brand equity effectively.

### **CO-PO Mapping Table**

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<b>CO/PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	3	2	2	2	1	2	2	
<b>CO2</b>	3	3	2	2	1	3	2	2
<b>CO3</b>	3	2	2	2	1	3	2	
<b>CO4</b>	3	3	2	3	2	3	2	2
<b>CO5</b>	3	2	3	2	3	3	3	2
<b>Articulation</b>	3	3	3	2	2	3	2	2

<b>Course Title:</b>	International HR
<b>Course Code:</b>	25VBB1E5042
<b>Semester:</b>	V
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** This course provides a comprehensive exploration of International Human Resource Management (IHRM), focusing on how HR practices are adapted and executed across borders within multinational enterprises (MNEs). The course covers foundational differences between domestic HRM and IHRM, the impact of cultural diversity, international staffing strategies, expatriate management, global performance evaluation, compensation practices, and legal considerations. It also addresses emerging trends such as diversity and inclusion, cross-border mergers and acquisitions, global ethics, and the influence of regional HRM practices.

CO	Course Outcome	BTL
CO1	Identify key concepts and theories related to international human resource management.	3
CO2	Analyze the impact of cultural, legal, and economic factors on HRM practices in different countries.	4
CO3	Apply international HRM frameworks and tools to address HR challenges in a global context.	4
CO4	Evaluate the effectiveness of different HRM approaches in diverse cultural and institutional contexts.	5
CO5	Summarize various HRM strategies and practices in an international context.	3

## Course Modules

**No of Hours: 24**

### Module 1: Foundations of International Human Resource Management

**Scope of Module:** This module introduces the core concepts, frameworks, and strategic differences that distinguish **International Human Resource Management (IHRM)** from domestic HRM. Learners will explore the impact of cultural diversity on HR practices, the theoretical foundations of IHRM, and key approaches to global staffing.

**Topics:** Differences between Domestic HRM and International HRM, Similarities in HRM and IHRM, Moderating variables in IHRM, Morgan's model of International HRM, Definition of culture, Hofstede's cultural dimensions, The GLOBE study, Growth of internationalization, Spread of internationalization, Global talent management, International staffing approaches, Ethnocentric staffing, Polycentric staffing, Geocentric staffing, Regio-centric staffing.

**Learning Outcomes:** Acquire adequate knowledge on the differences between domestic and international HRM, Develop an understanding of HRM within the context of internationalization and cultural environment, Analyze international staffing strategies to identify, attract, and retain global talent.

**No of Hours: 24**

### Module 2: Global HRM, Performance and Expatriate Development

**Scope of Module:** This module examines the full expatriate life-cycle—staffing choices, performance management, and training—for multinational enterprises (MNEs). Learners will

compare the merits of Parent-, Host-, and Third-Country Nationals; design selection criteria for global managers; build performance-management systems tailored to cross-border roles.

**Topics:** Parent Country Nationals (PCNs), Host Country Nationals (HCNs), Third Country Nationals (TCNs), Advantages and disadvantages of PCNs, Advantages and disadvantages of HCNs, Advantages and disadvantages of TCNs, Types of international assignments, Roles of expatriates, Recruitment criteria for international managers, Selection criteria for international managers, Global talent attraction, International performance management, Performance management systems in MNEs, Variables affecting expatriate performance, Pre-departure training, Cultural awareness programs, Preliminary visits, Language training, Practical assistance programs, Security briefings, Role of expatriate training in IHRM.

**Learning Outcomes:** Learners will be able to analyze international staffing strategies to identify, attract, and retain diverse global talent, Infer key aspects of expatriate performance-management processes, Identify and design effective expatriate training and development programs.

**No of Hours: 24**

### **Module 3: International Compensation and Employment Law in Global HRM**

**Scope of Module:** This module focuses on the design and delivery of equitable, competitive, and compliant compensation systems for international employees. Learners will explore the structure of international compensation packages, including base pay, premiums, allowances, and benefits.

**Topics:** Objectives of international compensation, Base salary in international assignments, Foreign service inducement, Hardship premium, Housing allowance, Cost of Living Allowance (COLA), Education allowance, Relocation allowance, Medical benefits, Emergency benefits, Security benefits, International pension contributions, International savings plans, International labor law, Global labor standards, Legal impact on international HRM, International employment law, International trade agreements.

**Learning Outcomes:** Learners will be able to develop an understanding of the key components of an international compensation program, Discuss the international legal aspects and international trade agreements.

**No of Hours:**

**24**

### **Module 4: Organisational Design, Emerging Challenges and Ethics in International HRM**

**Scope of Module:** This module links three critical dimensions of global people management: (1) how multinational enterprises (MNEs) are structured and the resulting implications for International HRM; (2) the strategic and operational challenges that arise from political, economic, and legal volatility; and (3) the ethical responsibilities of IHRM professionals to safeguard employee well-being worldwide..

**Topics:** Fundamentals of organizational design, Organizational structure types in MNEs, Functional structure implications for IHRM, Product structure implications for IHRM, Geographic structure implications for IHRM, Matrix and network structures, Integration issues in MNEs, Managing heterogeneous HR functions, Political environment changes, Economic environment changes, Legal environment changes, Emerging challenges in IHRM, Code of conduct for international business, Global health and safety, Role of IHRM in employee health, Role of IHRM in employee safety, Employee well-being in global contexts.

**Learning Outcome:** Learners will be able to discuss organizational structures in multinational enterprises, Gain perspectives on emerging challenges in International HRM, Acquire knowledge of IHRM ethics and the well-being of international employees

**No of Hours: 24**

**Module 5: Strategic IHRM for International Growth, Diversity & Regional Contexts**

**Scope of Module:** This module synthesizes three advanced areas of International Human Resource Management: (1) the pivotal HR role in cross-border mergers, acquisitions, and joint ventures; (2) the design and execution of global diversity and equality initiatives that strengthen competitiveness; and (3) comparative HRM practices across Europe, North America, and Asia.

**Topics:** Role of HR in international mergers and acquisitions, M&A phases and HR implications, Expatriate roles in M&A, International joint ventures, HR issues in joint ventures, Equality policies, Diversity policies, Diversity practices, Leveraging diversity for competitive advantage, Global diversity management, Equality legislation, HR’s role in diversity strategy, IHRM in Europe, IHRM in North America, IHRM in Asia, Regional HR practices, Comparative HRM analysis.

**Learning Outcomes:** Learners will be able to analyze how international growth places demands on management and shapes HR activities, understand how managers and HR professionals manage and leverage diversity as a competitive advantage

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>		<b>2</b>			<b>3</b>			
<b>CO2</b>		<b>3</b>					<b>2</b>	<b>2</b>
<b>CO3</b>		<b>3</b>				<b>2</b>		
<b>CO4</b>	<b>3</b>			<b>1</b>				
<b>CO5</b>						<b>2</b>	<b>3</b>	
<b>Articulation</b>	<b>3</b>	<b>2.7</b>		<b>1</b>	<b>3</b>	<b>2</b>	<b>2.5</b>	<b>2</b>

<b>Course Title:</b>	Behavioural Finance
<b>Course Code:</b>	25VBB1E5043
<b>Semester:</b>	V
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** This course introduces students to the field of Behavioural Finance, which integrates insights from psychology and economics to explain how cognitive biases, emotions, and social influences affect individual and institutional financial decision-making. Students will explore key theories such as prospect theory and mental accounting, analyse behavioural biases like overconfidence and loss aversion, and apply this understanding to real-world investment strategies and case studies. The course aims to equip learners with the analytical tools to recognize and mitigate the impact of irrational behaviour on markets and to design more effective financial decisions and policies.

#### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	To identify common behavioural biases and how these biases impact financial decision-making and market outcomes.	3
CO2	To understand how irrational behaviour can lead to market anomalies and its implications for investment professionals.	3
CO3	To analyse the strategies and tools to help individuals and organizations make more rational financial choices.	4
CO4	To assess behavioural finance principles in investment strategies.	4
CO5	To evaluate theoretical knowledge to real-world scenarios by critically analysing case studies in behavioural finance.	5

#### Course Modules

**No of Hours: 24**

##### Module 1: Introduction and Foundational Concepts

**Scope of Module:** This module introduces the foundations of behavioural finance, including its evolution, the principles of prospect theory, and the concept of mental accounting, laying the groundwork for understanding biases in financial decision-making.

**Topics:** Definition and scope of behavioural finance, Historical development and key contributors to the field, Distinction between traditional finance and behavioural finance, Overview of prospect theory, Value function and decision weights in prospect theory, Framing and endowment effects and their application to investment choices, Criticisms and limitations of prospect theory, Definition and examples of mental accounting, Separation of funds and its impact on budgeting and financial planning, Impulse spending and self-control in financial behaviour, Perceived wealth and well-being, Critiques and limitations of mental accounting, Relationship between mental accounting and behavioural economics

**Learning Outcome:** Understand the principles of behavioural finance, the foundations of prospect theory, and how mental accounting influences financial choices.

**No of Hours: 24**

**Module 2: Core Behavioral Biases in Investing**

**Scope of Module:** This module explores core behavioral biases such as overconfidence, loss aversion, and herd behavior, and analyzes their impact on investment outcomes and market dynamics.

**Topics:** Behavioural aspects of overconfidence, Effects of overconfidence on trading behaviour and investment decisions, Strategies to mitigate overconfidence, Explanation of loss aversion, Influence of loss aversion on risk tolerance and spending behaviour. Behavioural biases associated with loss aversion, Definition and characteristics of herd behaviour, Examples of herd behaviour in financial markets, Consequences and risks of herd behaviour, Case studies of market crashes caused by herd investments

**Learning Outcome:** Recognize the implications of overconfidence, loss aversion, and herd behaviour on investment strategies and market outcomes.

**No of Hours: 24**

**Module 3: Cognitive Biases and Emotional Influences**

**Scope of Module:** This module delves into anchoring and adjustment, regret aversion, and cognitive dissonance, examining how these psychological biases shape financial judgments.

**Topics:** Explanation of anchoring and adjustment, Impact of anchoring on pricing and valuation, Cognitive processes involved in anchoring, Factors influencing anchoring in negotiations and pricing, Understanding regret aversion and behavioral responses to regret, Integration of regret aversion into investment decision-making, Definition and examples of cognitive dissonance, Effects of cognitive dissonance on financial decisions, Strategies for managing cognitive dissonance

**Learning Outcome:** To analyze the needs of the market and develop a B Plan and conduct Market Research and Develop Marketing Mix.

**No of Hours: 24**

**Module 4: Emotions, Neuroeconomics, and Biases in Portfolios**

**Scope of Module:** This module integrates emotional finance and neuroeconomics to understand how emotions, the brain, and behavioral biases shape portfolio decisions and market trends.

**Topics:** Common behavioral biases in investment decision-making, such as confirmation and availability bias, Impact of biases on portfolio construction, Introduction to neuroeconomics and its neuroscientific methods, Insights from neuroeconomics on financial decision-making, The role of emotions in investment behaviour and emotional cycles in markets, Emotional intelligence in investing

**Learning Outcome:** Understand how emotions and neuroeconomic insights contribute to financial decision-making.

**No of Hours: 24**

**Module 5: Market Applications and Case Studies**

**Scope of Module:** This module applies behavioural finance concepts to market phenomena, including bubbles, crashes, investor psychology, and risk management strategies.

**Topics:** Characteristics and behavioral drivers of market bubbles, Analysis of market crashes and their behavioral causes, Understanding investor psychology and behavioral traits of successful investors, Application of behavioural finance to risk management, Case studies demonstrating behavioural finance applications in real-world scenarios

**Learning Outcome:** Apply behavioural finance principles to analyze market behavior and develop effective investment strategies.

**CO-PO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
CO1	1	3	2	2		2		2	3	2	
CO2	2	3	2	3		2		2	3	2	
CO3	2	3	3	3	2	2	2		3	2	
CO4	2	3	2	4		3			3	3	
CO5	2	3	2	3	3	3			3	2	2
ARTICULATION	1.8	3	2.2	3	2.5	2.4	2	2	3	2.2	2

<b>Course Title</b>	<b>Digital Marketing and E-Commerce</b>
<b>Course Code</b>	<b>25VBX0S505</b>
<b>Live Sessions</b>	<b>12 hours</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>3</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>90 hours</b>

### Course Description:

This course offers a comprehensive overview of digital marketing strategies and e-commerce ecosystems in the modern business landscape. It introduces students to key digital platforms, SEO, SEM, social media marketing, conversion analytics, and e-commerce models. The course blends strategic thinking with hands-on techniques for campaign development, analytics, and legal compliance in online environments. By the end of the course, learners will be equipped to design and manage integrated digital marketing strategies and e-commerce operations aligned with current industry standards.

### Course Outcomes (COs): (With BTL)

CO1	To explain the digital marketing fundamentals and various digital marketing platforms.	L2(understand)
CO2	To apply SEO and SEM techniques to enhance online visibility and traffic.	L3(Apply)
CO3	To evaluate advanced digital marketing techniques such as conversion analytics and social media marketing.	L5(Evaluate)
CO4	To demonstrate an understanding of the fundamentals of e-commerce.	L3(Apply)
CO5	To analyse e-commerce operations and legalities.	L5(Analyze)

### Course Modules

<b>Module 1: Fundamentals of Digital Marketing and SEO</b>
<b>No of Hours: 24 Hours</b>
<b>Scope of Module:</b> <i>This module builds foundational skills in digital marketing and SEO, covering key concepts, platforms, and trends. It prepares learners to apply digital strategies effectively in a dynamic online environment.</i>
Topics: Introduction to Digital Marketing, Meaning and definition, Importance in today's business environment, Advantages of digital marketing, Limitations and challenges faced Digital Marketing Platforms Overview: Key platforms (e.g., Search Engines, Social Media, Email, Content Marketing, Mobile Apps) Strategic uses of different platforms, Comparative analysis of platform impact and reach Basics of Search Engine Optimization (SEO):Introduction and meaning of SEO, Importance of SEO for digital presence, Current trends and best practices in SEO
Learning Outcome: Understand the basics of digital marketing, explore key digital platforms and

their uses, and learn how SEO helps improve online visibility.

## **Module 2: SEO and SEM Strategies**

**No of Hours:** 24 Hours

### **Scope of Module:**

*This module covers SEO and SEM strategies, including on-page and off-page optimization, linking, competitor analysis, and SEM platforms like Google AdWords, equipping learners to create and manage effective campaigns.*

**Topics:** SEO Strategies: Understanding different kinds of website traffic, On-Page Optimization (OPO) techniques, Off-Page Optimization (OPO) techniques, Link-building strategies and best practices, Competitor analysis and its role in SEO, Introduction to Search Engine Marketing (SEM), importance of SEM in digital marketing, Understanding paid SEM platforms (e.g., Google Ads, Bing Ads), How SEM complements SEO and enhances marketing efforts SEM Campaigns :Introduction to Google AdWords and its features, Creating SEM campaigns: step-by-step process, Setting up and managing campaigns using demographic targeting, Budget management and campaign optimization

**Learning Outcome:** *Gain skills in SEO for improving website rankings and SEM for creating and managing effective campaigns.*

## **Module 3: Conversion Optimization and Social Media Marketing**

**No of Hours:** 24 Hours

### **Scope of Module:**

*This module covers digital conversions and analytics, and explores SMM on platforms like Facebook, LinkedIn, and Email to boost engagement and achieve conversion goals.*

**Topics:** Introduction to Conversions: Understanding types of conversions (e.g., leads, purchases, sign-ups), Setting up and tracking conversions, Techniques for optimizing conversions for better campaign performance, Conversion Analytics: Tracking offline conversions and integrating them with digital data, Analysing conversion metrics and interpreting data for decision-making, Using analytics tools for continuous performance improvement, Social Media Marketing (SMM): Meaning and significance of SMM in the digital ecosystem, Overview of major platforms: Facebook, LinkedIn, Email Marketing, and Content Marketing, Strategy development and platform-specific content optimization.

**Learning Outcomes:** *Gain skills in managing SEM campaigns, analyzing conversion data, and applying social media marketing strategies effectively*

## **Module 4: Advanced Social Media Marketing and E-Commerce Fundamentals**

**No of Hours:** 24 Hours

### **Scope of Module:**

*This module builds advanced skills in social media marketing and provides a strong foundation in e-commerce concepts, models, and success factors*

**Topics:** Social Media Marketing (SMM) techniques: Creation, streaming and measuring of Mobile Ads & YouTube Advertising, Advanced SMM techniques Concept, Meaning and Features of E-commerce, History of e-commerce, Advantages and Limitations of E-commerce, Traditional commerce vs E-commerce. E-Business vs E-commerce. Business to Business (B2B), Business to Consumer (B2C), Consumer to Business (C2B), Consumer to Consumer (C2C), Business to Government (B2G), Consumer to Government (C2G). Factors affecting the success of E-Commerce.

**Learning Outcomes:** *Gain skills in advanced social media marketing and understand key e-commerce concepts, infrastructure, and business models.*

**Module 5: E-Business, E-Payments, and Legal Aspects of E-Commerce**

**No of Hours: 24 Hours**

**Scope of Module:**

*This module covers the basics of e-business setup, digital payment methods, and key legal and security aspects of online commerce.*

Topics: E-Business and Its Applications: Meaning and scope of E-Business, Steps in launching an E-Business (planning, setup, marketing, operations), Key Concepts in E-Business (brief overview): Customer Relationship Management (CRM) – Managing customer interactions for improved satisfaction and retention, Supply Chain Management (SCM) – Coordinating flow of goods, services, and information, Enterprise Resource Planning (ERP) – Integrating core business functions through software, Data Management – Basics of organizing and using business data for informed decisions, Applications of E-Business: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading E-Payment Systems: Introduction to electronic payment systems in the digital economy, Types of payment methods: Credit cards, Debit cards, E-wallets, UPI, Net Banking, Smart cards, Benefits and risks: Speed, convenience, fraud, data theft, Key security practices: Encryption, secure gateways, multi-factor authentication, Legal Aspects of E-Commerce: Importance of legal compliance in online business, Basics of Cyber Law and Digital Rights, Overview of Cybercrimes: Identity theft, data breaches, phishing, Key Indian regulations: IT Act, 2000 – Legal recognition of e-transactions and digital signatures, Consumer protection and data privacy considerations

**Learning Outcomes:** *Understand how to plan and manage an e-business, use digital payment systems securely, and navigate the basic legal and regulatory environment of online commerce.*

**CO-PO Mapping Table**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	2	-	2	1	-	-	
<b>CO2</b>	3	3	2	3	2	-	-	
<b>CO3</b>	2	3	2	3	3	-	-	
<b>CO4</b>	3	2	1	2	2	-	-	
<b>CO5</b>	2	3	2	3	3	1	2	2
<b>Articulation</b>	2.6	2.6	1.75	2.6	2.2	1	2	2

<b>Course Title</b>	<b>Artificial Intelligence</b>
<b>Course Code</b>	<b>25VBX0S506</b>
<b>Live Sessions</b>	<b>12 hours</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>MDE</b>
<b>Learning Hours</b>	<b>60 hours</b>

### Course Description:

This course introduces core AI concepts including machine learning, NLP, computer vision, and deep learning, with practical applications in business, marketing, healthcare, and cybersecurity. It also addresses ethical issues and human-AI collaboration, preparing students for AI-driven roles in today's digital world.

### Course Outcomes (COs): (With BTL)

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
<b>CO1</b>	To Understand the fundamentals of artificial intelligence and its applications in various domains.	2 – Understand
<b>CO2</b>	To Explain the key concepts and techniques in machine learning, natural language processing, computer vision, and neural networks.	2 – Understand
<b>CO3</b>	To Apply machine learning algorithms and techniques to solve real-world problems.	3 – Apply
<b>CO4</b>	To Analyse the ethical and social implications of artificial intelligence.	4 – Analyze
<b>CO5</b>	To Evaluate the potential of AI in business and marketing and understand future trends and challenges in the field of AI.	5 – Evaluate

### Course Modules

<b>Module 1: Introduction to Artificial Intelligence and Machine Learning</b>
<b>No of hours: 24 hours</b>
<b>Scope of Module:</b> <i>This module introduces core concepts of AI and ML, focusing on their techniques, applications, and industry relevance across sectors like healthcare, finance, and marketing.</i>
Topics: Introduction to Artificial Intelligence (AI): Definition and scope of AI, History and evolution of AI, Impact, and applications of AI across various industries. Key concepts and techniques in AI, Problem-solving methods and algorithms, Intelligent agents and their characteristics, Introduction to Machine Learning (ML): Overview of machine learning, Types of machine learning: Supervised

learning, unsupervised learning, Evaluation and performance metrics in machine learning

**Learning Outcome:** *Understand the scope and applications of artificial intelligence, apply problem-solving algorithms in AI tasks, and grasp the principles and types of machine learning algorithms.*

## **Module 2: Specialized Domains in AI – NLP, Computer Vision, and Deep Learning**

**No of hours: 24 hours**

**Scope of Module:** *This module covers key AI domains—NLP, Computer Vision, and Deep Learning—focusing on how machines process language, analyze images, and learn through neural networks. These skills are essential in industries like tech, healthcare, and digital marketing.*

Topics: Natural Language Processing (NLP): Basics of NLP, text preprocessing, tokenization, sentiment analysis, and language generation. Computer Vision: Fundamentals, image preprocessing, feature extraction, object detection, and recognition techniques. Neural Networks & Deep Learning: Architecture and components, training and optimization, applications of deep learning in real-world scenarios.

**Learning Outcome:** Understand and apply key AI specialization techniques in NLP, Computer Vision, and Deep Learning to solve domain-specific problems effectively.

## **Module 3: AI in Robotics, Ethics, and Business Strategy**

**No of hours: 24 hours**

**Scope of Module:** *This module explores AI's role in robotics and automation, focusing on robot perception, decision-making, and autonomous systems. It also addresses critical ethical considerations like bias, fairness, and explainability in AI, alongside AI's strategic applications in business—such as predictive analytics, customer segmentation, personalization, and growth strategies.*

Topics: AI in Robotics and Automation: Role of AI in robotics and automation, Robot perception and decision-making, Applications in autonomous systems. Advanced Topics in Ethical AI: Ethical considerations in AI development and deployment, Bias, and fairness in AI algorithms, Explainability and interpretability in AI models, AI and human rights, AI in Business Strategy: AI in business decision-making and operations, Predictive analytics and customer segmentation, Personalization and recommendation systems, AI-driven strategies for business growth.

**Learning Outcomes:** *Apply AI in robotics and business while critically evaluating issues of fairness, transparency, and ethical responsibility in AI systems.*

## **Module 4: Advanced AI in Marketing, Reinforcement Learning, and Explainability**

**No of hours: 24 hours**

**Scope of Module:** *This module covers cutting-edge AI techniques used in marketing, decision-making, and transparency. It introduces reinforcement learning for adaptive systems, explores AI-driven strategies in customer engagement, and emphasizes the importance of explainability in AI models to build trust and meet regulatory standards.*

Topics: Advanced AI in Marketing: AI applications in marketing strategies, Customer behavior analysis using AI, AI-driven marketing campaigns, Personalization and recommendation systems, Reinforcement Learning: Basics of reinforcement learning, Markov decision processes, Q-learning and policy gradients, Applications of reinforcement learning. Explainable AI (XAI): Need for explainability in AI, Interpretable machine learning techniques, Building trust and transparency, Regulatory and ethical considerations

**Learning Outcomes:** *Apply reinforcement learning techniques, leverage AI for strategic*

marketing, and implement explainable AI methods to ensure transparency and accountability.

**Module 5: AI in Healthcare, Cybersecurity, and Human Collaboration**

**No of hours: 24 hours**

**Scope of Module:** This module highlights how AI is transforming critical sectors like healthcare and cybersecurity by improving diagnostics, enhancing threat detection, and streamlining decision-making. It also addresses the growing importance of human-AI collaboration in building intuitive, effective, and ethical AI systems. These skills are highly valued across industries seeking secure, intelligent, and human-centric technological solutions.

**Topics:** AI in Healthcare: Applications in diagnostics and medical imaging, predictive analytics, ethical issues, AI for Cybersecurity: Threat detection, malware prevention, AI-driven intrusion detection, Human-AI Collaboration: Designing user-centered AI systems, enhancing human capabilities, and addressing interaction challenges.

**Learning Outcomes:** Evaluate the application of AI in critical sectors like healthcare and cybersecurity, and understand the principles of effective human-AI collaboration.

**CO-PO Mapping Table**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	2	2	1	2	-	-	
<b>CO2</b>	3	3	2	2	2	1	-	
<b>CO3</b>	3	3	2	3	2	1	1	
<b>CO4</b>	2	2	3	3	3	2	3	
<b>CO5</b>	3	2	3	2	2	2	3	
<b>Articulation</b>	2.8	2.4	2.4	2.2	2.2	1.5	2.3	0

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## Semester VI

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<b>Course Title</b>	<b>Strategic Management</b>
<b>Course Code</b>	<b>25VBX0C601</b>
<b>Live Sessions</b>	<b>12 hours</b>
<b>Semester</b>	<b>V</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>

### Course Description:

This course offers a comprehensive understanding of strategic management principles and processes. It emphasizes strategy formulation, implementation, evaluation, and change in competitive and global business environments. Through real-world case analyses, students will learn to develop and present strategic solutions aligned with organizational goals and environments.

### Course Outcomes (COs): (With BTL)

<b>CO Number</b>	<b>Course Outcome Statement</b>	<b>BTL Level</b>
CO1	Understand the strategic decisions that organisations make and have the ability to engage in strategic planning.	2- Understand
CO2	Explain the basic concepts, principles and practices associated with strategy formulation and implementation.	5- Evaluate
CO3	Integrate and apply knowledge gained in basic concepts to the formulation and implementation of strategy from holistic and multi-functional perspectives.	3- Apply
CO4	Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.	4- Analyse
CO5	Conduct and present a credible business analysis in a team setting.	5- Evaluate

### Course Modules

**No. of Hours: 24**

#### **Module 1: *Fundamentals of Strategic Management***

**Scope of Module:** Introduces the basic definitions, strategic decision-making processes, and the conceptual foundations of strategic planning and execution.

**Topics:** Definition of strategy, competitive advantage, strategic managers, strategic management process, vision, mission, goals, objectives, strategy-making in unpredictable environments, feedback loops, SWOT analysis, business models, company philosophy, quality and environmental policies, scenario planning, decentralized planning, strategic decision-making, cognitive biases, strategic leadership

**Learning Outcome:** Understand the fundamentals of strategic thinking and planning.

**No. of Hours: 24**

#### **Module 2: Environmental and Organizational Analysis**

**Scope of Module:** Examines the internal and external factors influencing an organization's strategic choices and performance.

**Topics:** External analysis, Porter's Five Forces, industry life cycle analysis, STEEPLE analysis, internal analysis of resources and capabilities, value chain, competitive advantage roots, sustainability of competitive advantage, industry dynamics

**Learning Outcome:** Analyze internal strengths and external opportunities and threats.

**No. of Hours: 24**

**Module 3: Functional and Business-Level Strategies**

**Scope of Module:** Covers functional strategies that create efficiency and competitive positioning at the business level.

**Topics:** Functional strategies, superior efficiency, quality and innovation, business-level strategies, generic strategies, focused cost leadership, differentiation, BCG matrix, failures in competitive positioning

**Learning Outcomes:** Formulate functional and business-level strategies to build competitive advantage.

**No. of Hours: 24**

**Module 4: Industry and Global Strategy**

**Scope of Module:** Explores market dynamics and strategic positioning in both domestic and global environments.

**Topics:** Industry dynamics, market maturity, declining industries, global and national environments, global expansion, cost vs. local responsiveness, international and transnational strategies, entry modes, global alliances, glocal strategies

**Learning Outcomes:** Evaluate strategic considerations for competing in global and mature markets.

**No. of Hours: 24**

**Module 5: Application of Strategy and Execution**

**Scope of Module:** Focuses on the real-world application of strategic management through teamwork, critical thinking, and presentations.

**Topics:** Strategic execution, leading organizational change, decision-making at strategic levels, persuasive communication, presentation strategies, case analysis, teamwork in strategic planning, final strategic business analysis and report

**Learning Outcomes:** Apply strategic tools in real-life settings and deliver business analysis collaboratively.

**CO-PO Mapping Table**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	1	
CO2	3	2	2	2	1	1	1	2

<b>CO3</b>	3	3	2	2	2	1	2	
<b>CO4</b>	3	3	2	3	2	2	2	
<b>CO5</b>	2	2	1	2	3	1	2	2

<b>Course Title</b>	<b>Business Tax</b>
<b>Course Code</b>	<b>25VBB0C602</b>
<b>Semester</b>	<b>VI</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>Core Course</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### **Course Description:**

This course introduces students to the principles and applications of business taxation in India. It covers the legal framework, tax implications of business structures, corporate taxation, GST, international taxation, and the ethical and strategic dimensions of tax planning. Learners will gain comprehensive knowledge of business tax practices and regulatory compliance, enabling informed and ethical decision-making in business contexts.

### **Course Outcomes (COs):**

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understanding of business taxation principles, including the legal framework, types of taxes, and the role of taxation in business operations.	L2 (Understand)
CO2	Analyzing the tax implications and recommending tax-efficient structures based on business needs and legal requirements.	L4 (Analyse)
CO3	Demonstrate proficiency in corporate taxation by understanding corporate tax rates, tax planning strategies, and compliance requirements specific to corporate entities	L3 (Apply)
CO4	To apply GST principles to real-world business scenarios.	L3 (Apply)

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CO5	Develop ethical perspectives in the context of business taxation.	L5 (Evaluate)
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## Course Module

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**Module 1: Foundations of Business Taxation****Scope of the Module:**

This module introduces the core concepts, legal framework, and tax implications of various business structures. It emphasizes the importance of taxation in business decision-making, explores the relevant laws and authorities, and examines how different organizational forms influence tax liability and compliance.

**Topics:**

Overview of Business Taxation, Importance of Taxation in Business, Types of Taxes Affecting Businesses, Role of Government in Taxation, Taxation principles and policies, Taxation Laws in India, Constitutional Provisions, Tax Authorities and Their Roles, Recent Developments in Business Tax Laws, Compliance requirements for businesses, Introduction to Business Structure, Comparison of business structures (Sole Proprietorship, Partnership, Company), Tax Implications of Different Business Structures, Choice of Business Structure for Tax Efficiency.

**Learning Outcomes:**

Upon completion of this module, learners will be able to understand the fundamental concepts and significance of business taxation, familiarize themselves with the legal and regulatory framework governing business taxation, and analyze the tax implications associated with different forms of business structures.

**Module 2: Corporate Taxation and Indirect Taxation****Scope of the Module:**

This module explores the taxation framework for corporate entities, including planning and compliance aspects, and provides a foundational understanding of Goods and Services Tax (GST) in India. It also covers the treatment of business expenses, deductions, and exemptions relevant for tax computation.

**Topics:**

Introduction to Corporate Taxation, Corporate Tax Rates and Slabs, Tax Planning for Corporates, Minimum Alternate Tax (MAT), Dividend Distribution Tax (DDT), Allowable Business Expenses, Capital allowances, Depreciation and Amortization, Deductions under Section 80C, 80D, etc., Tax exemptions and reliefs, Overview of GST Council, Levy, and Types of Supply, Place of Supply, Location of Supply, Time of Supply, Reverse Charge.

**Learning Outcomes:**

Upon completion of this module, learners will be able to understand the taxation aspects specific to corporate entities, analyze and compute allowable business expenses and deductions, and evaluate GST concepts and their application.

**No. of Hours:24****Module 3: GST Compliance and International Taxation****Scope of the Module:**

This module explains the essential compliance requirements under GST, including valuation, rates, input tax credit, registration, returns, and invoicing. It also introduces key concepts in international taxation such as transfer pricing and double taxation treaties relevant to multinational business operations.

**Topics:**

Section 15 Valuation, GST Rates, and Inclusions in Transaction Value, Eligibility and Conditions for Input Tax Credit, Person Liable to Register and Compulsory Registration, Amendments, Cancellation, and Returns under GST, Contents of a Normal Tax Invoice, Basics of International Taxation, Principles of International Taxation, Double Taxation Treaties, Transfer Pricing, Double Taxation Avoidance Agreements (DTAA), Tax Planning for Multinational Corporations.

**Learning Outcomes:**

Upon completion of this module, learners will be able to compute the taxable value of supply and understand Input Tax Credit conditions, analyze GST compliance requirements including registration and returns, and acquire foundational knowledge of international business taxation and related planning strategies.

**No. of Hours:24**

**Module 4: Customs Act, Tax Audit, and Strategic Tax Planning**

**Scope of the Module:**

This module focuses on the legal and procedural framework of customs law, tax audit practices, and the formulation of strategic tax planning for business decision-making and compliance management.

**Topics:**

Import into India and Export out of India, Taxable Event, Charging Section, and Levy of Customs, Importation and Exportation Procedure, Date of Determination of Duty Rate and Tariff Value, Assessment, Types of Duties, Customs Valuation, and Drawback and Refund, Overview of Tax Audits, Rights and Responsibilities During a Tax Audit, Business Tax Audit Process, Compliance Requirements for Businesses, Penalties for Non-Compliance, Tax Planning Techniques, Long-Term and Short-Term Tax Strategies, Objectives of Tax Planning, Tax Implications of Business Decisions, Tax Management Techniques.

**Learning Outcome:**

Learners will gain knowledge of customs law concepts, compute applicable duties, understand the process and significance of tax audits, and develop effective short- and long-term tax planning strategies for business efficiency and compliance.

No. of Hours:24

**Module 5: Strategic, Emerging, and Ethical Dimensions of Business Taxation****Scope of the Module:**

This module explores how taxation influences entrepreneurial and strategic business decisions, examines the impact of emerging global and technological trends in taxation, and highlights the importance of ethics and professional responsibility in tax compliance and planning.

**Topics:**

Tax Aspects of Startup Ventures, Incentives for Entrepreneurial Ventures, Impact of Taxation on Business Decisions, Evaluating Tax Implications in Investment Decisions, Emerging Trends in Business Taxation, Technological Innovations in Taxation, Sustainable Business Practices and Taxation, Global Trends in Business Taxation, Recent Developments in Tax Laws and Regulations, Future Outlook for Business Taxation, Ethics in Tax Planning and Compliance, Professional Codes of Conduct for Tax Practitioners, Avoiding Tax Evasion and Fraud, Role of Tax Professionals in Promoting Compliance, Corporate Social Responsibility (CSR) and Taxation.

**Learning Outcome:**

Learners will be able to assess tax implications for entrepreneurial and investment decisions, stay informed about technological and global advancements in taxation, and develop ethical approaches to tax compliance and planning in business environments.

**CO-PO Mapping**

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	1	
CO2	3	3	2	3	1	1	2	
CO3	3	2	2	3	1	1	2	
CO4	3	2	2	3	2	1	2	
CO5	2	2	2	2	1	1	2	

<b>Articulation</b>	2.8	2.2	2	2.6	1.2	1	1.8	0
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<b>Course Title</b>	<b>HR Analytics</b>
<b>Course Code</b>	<b>25VBB1E603</b>
<b>Semester</b>	<b>VI</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course provides a comprehensive understanding of HR analytics, focusing on data-driven approaches to enhance human resource functions such as recruitment, performance management, and employee retention. Through practical applications of exploratory and predictive analytics, students will learn to make informed HR decisions aligned with organizational goals.

### Course Outcomes (COs):

**Upon successful completion of this course, learners will be equipped to:**

<b>CO</b>	<b>Course Outcome</b>	<b>BTL</b>
CO1	Understand the concept, objectives, and significance of HR analytics in organizations.	L2 (Understand)
CO2	Acquire knowledge of various methods and sources for collecting HR data.	L4 (Analyse)
CO3	Apply exploratory data analysis techniques to analyze and visualize HR data.	L3 (Apply)
CO4	Utilize predictive analytics to make informed HR-related predictions.	L3 (Apply)
CO5	Apply HR analytics to various HR functions	L3 (Apply)

### Course Module

## **Module 1: Introduction , Data Collection and Management , Exploratory Data Analysis in HR Analytics**

**No. of Hours 24**

### **Scope of Module:**

*This module provides an in-depth understanding of HR Analytics, covering its definition, objectives, ethical considerations, data collection methods, data quality management, and techniques for analyzing and visualizing HR data. It equips learners with the skills to interpret workforce trends and patterns, enabling data-driven HR decisions that are increasingly critical in today's competitive and digital business environment.*

**Topics:** Definition and objectives of HR analytics, Significance of HR analytics in organizations; Ethical considerations in HR analytics, Methods and sources of HR data collection, Data quality and management in HR analytics ;Techniques for exploring and visualizing HR data, Identification of patterns and trends in HR data.

**Learning Outcome:** *(Acquire knowledge of methods and sources for collecting HR data.)*

## **Module 2: [Predictive Analytics, Employee Performance Analytics ,Employee Attrition and Retention Analytics in HR]**

**No. of Hours:24**

### **Scope of Module:**

*In this module, students will explore predictive modeling in HR analytics, focusing on techniques and tools used to forecast employee performance, identify key performance drivers, and analyze patterns of attrition and retention. They will learn to apply metrics, machine learning models, and statistical methods to uncover risk factors and make proactive, data-informed HR decisions.*

**Topics:** Introduction to predictive modeling in HR analytics, Predictive modeling techniques for HR-related predictions, Metrics and measures for analyzing employee performance. Predictive modeling for identifying performance drivers, Analysis of employee attrition and retention patterns, Predictive modeling for identifying attrition risk factors

**Learning Outcome:** *To analyze employee attrition and retention patterns and employee performance using relevant metrics and measures.*

## **Module 3: Recruitment and Selection Analytics, Training and Development Analytics and Employee Engagement Analytics]**

**No. of Hours:24**

### **Scope of Module:**

*This module will develop students' skills in analyzing recruitment, training, and engagement effectiveness using data-driven frameworks and predictive modeling techniques. Learners will apply relevant metrics and modeling tools to optimize hiring decisions, tailor training programs, and identify key drivers of employee engagement for improved organizational performance.*

**Topics:** Analyzing recruitment and selection effectiveness, Predictive modeling for improving

recruitment outcomes, Analyzing training needs and program effectiveness, Predictive modeling for optimizing training outcomes, Metrics and measures for assessing employee engagement, Predictive modeling for understanding engagement drivers

**Learning Outcomes:** *To evaluate recruitment and selection effectiveness using HR analytics., predictive modeling to optimize training outcomes and employee engagement using relevant metrics and measures*

**Module 4: HR Analytics Implementation and Communication, Diversity and Inclusion Analytics, Compensation and Benefits Analytics**

**No. of Hours: 24**

**Scope of Module:**

*This module covers advanced applications of HR analytics, including implementing initiatives, communicating insights effectively, and using predictive modeling to drive strategic improvements in areas like diversity, inclusion, compensation, and benefits. Students will gain hands-on experience with tools and best practices for transforming complex HR data into actionable strategies that support organizational goals.*

**Topics:** Implementing HR analytics initiatives in organizations, Effective communication of HR analytics insights, Analyzing diversity and inclusion metrics, Predictive modeling for enhancing diversity and inclusion efforts, Analyzing compensation and benefits effectiveness, Predictive modeling for optimizing compensation and benefits strategies

**Learning Outcomes:** *(Implement HR analytics initiatives in organizations effectively. improve diversity and inclusion through HR analytics and enhance compensation and benefits using HR analytics.*

**Module 5: Workforce Planning, Health and Well-being Ethics and Compliance in Analytics**

**No. of Hours:24**

**Scope of Module:**

*This module focuses on the strategic application of HR analytics to address real-world workforce challenges, including planning, employee well-being, and regulatory compliance. Students will integrate predictive modeling techniques and ethical frameworks to develop data-driven strategies that support sustainable, healthy, and legally compliant workplace practices.*

**Topics:** Strategies for effective workforce planning, Predictive modeling for workforce demand and supply, Metrics for employee health and well-being, Predictive modeling for promoting a healthy work environment, Ethical considerations in HR analytics, Compliance with regulations and best practices

**Learning Outcomes:** *To integrate ethical principles and compliance standards in HR analytics processes, use HR analytics for strategic workforce planning and improve employee health and well-being through HR analytics..*

**CO-PO- Mapping**

	PO1	PO2	PO3	PO4	PO5	P06	P07	PO8
<b>CO1</b>	3	1	1	-	-	1	1	
<b>CO2</b>	1	2	1	-	2	2	-	
<b>CO3</b>	2	2	-	1	3	1	1	
<b>CO4</b>	1	2	-	2	3	2	-	
<b>C05</b>	1	1	1	1	1	2	1	
<b>Articulation</b>	1.6	1.6	1	1.3	2.5	1.6	1	0

<b>Course Title:</b>	Advanced Financial Management
<b>Course Code:</b>	25VBB1E6032
<b>Semester:</b>	VI
<b>Credits:</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120
<b>Live Sessions</b>	12 hours

**Course Description:** This course covers advanced financial theory, valuation, capital structure, and strategic corporate finance. It develops skills in managing mergers, acquisitions, restructuring, working capital, and financial risk. Learners gain exposure to international finance, governance, ethics, and performance measurement. Emerging areas like fintech, AI, blockchain, green finance, and private equity are explored. The course emphasizes navigating disruption and aligning financial strategies with corporate goals.

CO	Course Outcome	BTL
CO1	Understand advanced financial theories and their applications in corporate finance, including decision-making under uncertainty and real options analysis.	3
CO2	Analyze corporate valuation methods and financial strategies to optimize value creation, including leveraged buyouts, recapitalizations, and financial restructuring.	4
CO3	Evaluate capital structure and cost of capital to make strategic decisions that align with corporate goals.	5
CO4	Apply risk management strategies in corporate finance to identify, measure, and mitigate financial risks using derivatives and hedging.	4
CO5	Explore emerging trends and disruptions in corporate finance, such as fintech, blockchain	3

CO	Course Outcome	BTL
	technology, and sustainable finance, to adapt to the new era of financial innovation.	

### Course Modules

**No of Hours: 24**

#### Module 1: Advanced Corporate Finance: Theory, Valuation & Capital Structure

**Scope of Module:** The module equips learners with in-depth knowledge of strategic corporate finance and its real-world applications. It encompasses both foundational and emerging areas, including financial innovation, governance, and global finance.

**Topics:** Advanced financial theories, Financial decision-making under uncertainty, Agency theory, Corporate governance issues, Behavioral finance in corporate decision-making, Real options analysis, Corporate valuation methods, Value-based management, Leveraged buyouts, Recapitalizations, Financial restructuring, Financial strategy alignment with corporate goals, Theories of capital structure, Cost of capital calculation and management, Factors influencing capital structure, Capital structure impact on corporate strategy, Optimal capital structure, Leverage management.

**Learning Outcomes:** Upon completion, learners will be able to understand advanced financial theories and their application in corporate finance decision-making, Apply corporate valuation techniques and financial strategies for value creation, Evaluate and optimize capital structure and cost of capital for strategic decisions.

**No of Hours: 24**

#### Module 2: Strategic Financial Management - M&A, Investment Appraisal & Liquidity Management

**Scope of Module:** This module explores three vital pillars of strategic financial management—mergers and acquisitions, capital budgeting, and working capital management. It focuses on the analytical tools and strategic considerations involved in complex corporate transactions, investment evaluations, and liquidity decisions. Participants will gain the technical and managerial expertise to handle high-stakes financial decisions, from deal-making and restructuring to long-term capital investments and short-term financial operations.

**Topics:** Types and motives for M&A transactions, Valuation methods for M&A deals, Post-merger integration, Corporate restructuring, Due diligence, Deal structuring, Legal and regulatory aspects of M&A, Techniques for evaluating long-term investments, Risk analysis in capital budgeting, Scenario analysis, Sensitivity analysis, Real options and strategic investment decision-making, Assessing uncertainty and flexibility in investment decisions, Implementing investment appraisal techniques, Components of working capital, Working capital management, Cash conversion cycle, Liquidity management, Strategies for optimizing working capital, Short-term financing, Cash flow management, Innovative approaches to working capital management.

**Learning Outcomes:** Learners will be able to learn how to manage liquidity and financial risks, evaluate international financial operations, formulate corporate financial strategies, and assess performance using advanced financial metrics to support strategic business decisions.

**No of Hours: 24**

#### Module 3: Strategic Risk, Global Finance & Corporate Financial Policy

**Scope of Module:** This module addresses advanced themes in risk management, international finance, and corporate financial policy. It equips participants with tools to assess and mitigate financial risks, navigate global financial complexities, and design coherent financial policies aligned with corporate strategies. Emphasis is placed on integrated decision-making in Multinational Landscape.

**Topics:** Types of financial risks in corporate finance, Market risk, Credit risk, Liquidity risk, Risk measurement strategies, Risk mitigation strategies, Derivatives in risk management, Hedging techniques, Risk-adjusted performance measures, Comprehensive risk management plan, Foreign exchange markets, Foreign exchange risk management, Managing global investments, International capital budgeting, Multinational finance, Cross-border mergers and acquisitions, Legal challenges in international finance, Regulatory challenges in international finance, Corporate financing decisions, Dividend policy, Capital allocation strategy, Corporate investment strategy, Interactions between financial policy and business strategy, Financial flexibility, Funding alternatives, Comprehensive corporate financial policy.

**Learning Outcomes:** Learners will be able to Identify and manage financial risks in a corporate finance context, Understand the complexities of international corporate finance and manage cross-border risks, Develop and implement effective corporate financial policies aligned with business strategy.

#### No of Hours: 24

**Module 4:** Contemporary Issues in Corporate Finance: Performance, Governance & Innovation

**Scope of Module:** This module focuses on emerging and advanced areas in corporate finance, including performance measurement, corporate governance, ethics, and the transformative impact of financial innovation and sustainability.

**Topics:** Financial statement analysis, Advanced performance metrics, Economic Value Added (EVA), Market Value Added (MVA), Benchmarking, Industry comparisons, Advanced valuation techniques, Financial analysis for decision-making, Corporate governance principles, Corporate governance best practices, Role of governance in financial decision-making, Ethical considerations in corporate finance, Responsibilities in corporate finance, Board structure, Executive compensation, Governance challenges in global business, Fintech in corporate finance, Sustainable finance, Corporate social responsibility, Green finance, Impact investing, Artificial intelligence in finance, Machine learning in finance, Behavioral finance in corporate decisions.

**Learning Outcome:** Learners will be able to Measure corporate performance and apply advanced valuation techniques, Understand corporate governance principles and ethical considerations in finance, Analyze emerging trends and technologies impacting corporate finance.

#### No of Hours: 24

**Module 5:** Alternative Finance, Turnarounds & Disruptive Innovation

**Scope of Module:** This module examines three dynamic, high-impact areas of modern corporate finance: (1) private equity and venture capital as engines of growth and value creation, (2) corporate restructuring and turnaround techniques for firms in distress, and (3) the wave of technological disruption reshaping financial strategy and infrastructure.

**Topics:** Role of private equity and venture capital in corporate finance, Fundraising strategies in private equity and venture capital, Investment strategies in private equity and venture capital, Structuring private equity and VC deals, Managing private equity and VC deals, Exit strategies and returns in private equity and venture capital, Regulatory considerations in private equity and

venture capital, Causes and signs of corporate financial distress, Corporate restructuring methods, Turnaround strategies, Valuation and assessment of distressed companies, Bankruptcy options, Reorganization options, Financial technology and its impact on corporate finance, Blockchain technology in finance, Cryptocurrencies and decentralized finance, Artificial intelligence and machine learning in finance, Cyber risks, Lending using fintech, Regtech and legal aspects of financial innovation.

**Learning Outcomes:** Learners will be able to understand the role and strategies of private equity and venture capital in corporate finance, Analyze and implement corporate restructuring and turnaround strategies, Evaluate and manage disruptive financial technologies and innovations affecting corporate finance.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3		2		2		
CO2	3	3	2		2	2	
CO3	2	2	3	2	2	1	
CO4	2	2	2	3		2	
CO5		2	2		3	2	3

<b>Course Title:</b>	Retail Marketing
<b>Course Code</b>	25VBB1E6033
<b>Semester/Academic</b>	VI
<b>Credits</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120

**Course Description:** This course offers a comprehensive understanding of Retail Marketing, focusing on both theoretical frameworks and practical applications in Indian and global contexts. It introduces students to the fundamentals of retailing, retail formats, and the dynamic retail environment. Key topics include store location and layout, marketing strategies, merchandise planning, pricing, and retail communication. The course also emphasizes customer relationship management and explores recent technological trends shaping the retail sector. By the end of the course, students will be equipped to analyze and apply core retail marketing concepts in real-world settings.

### Course Outcomes (COs):

<b>CO1</b>	To understand fundamental concepts, growth factors, and formats of retailing for a global and Indian perspective.
<b>CO2</b>	To analyse the retail environment, location strategies, and the importance of store design in creating retail atmospheres.
<b>CO3</b>	To gain knowledge about comprehensive retail marketing strategies, focusing on merchandise planning and pricing.
<b>CO4</b>	To Implement effective communication strategies and CRM in retail to enhance customer service and loyalty.
<b>CO5</b>	To embrace technology and innovation in retailing, understanding recent trends and their impact on retail strategies.

### Course Modules

**Hours: 24**

<b>Module 1: Fundamentals of Retailing</b>
<b>Scope of Module:</b> Introduce the fundamentals of retail marketing, evolution of retail, and the classification of retail formats across store and non-store platforms.
<b>Topics:</b> Meaning, definition, nature, and scope of retailing; evolution of retailing globally and in India; importance and functions of retailing; growth of retailing in India and key drivers for growth; future prospects of retailing; global scenario in retailing; retail life cycle; product retailing versus service retailing; and retail formats and their characteristics.
<b>Learning Outcome:</b> Understand retail concepts, evolution, formats, and growth drivers in Indian and global contexts.

**Hours :24**

<b>Module 2: Retail Environment and Store Management</b>
<b>Scope of Module:</b> Understand the retail environment and develop knowledge of how retail store locations and designs influence consumer experience.
<b>Topics:</b> Store formats such as supermarkets, department stores, hypermarkets, malls, discount stores, category killers, kiosks, convenience stores, and speciality stores; non-store formats such as e-retailing, direct selling, television home shopping, and visual merchandising; meaning of retailing environment; retailing atmospherics; demographical, legal, social, economic, and

technological issues; features and elements of retail environment; and impact of atmospherics on retail environment.

**Learning Outcome:** Analyze retail formats and evaluate environmental factors influencing retail operations.

**Hours: 24**

### **Module 3: Retail Store Strategy and Marketing**

**Scope of Module:** Explore how strategic marketing principles are applied in retail through segmentation, merchandise planning, and pricing.

**Topics:** Levels of location decisions including country or region analysis, trade area analysis, site evaluation and selection; factors affecting retail location decisions; store design and layout including exterior design, interior store design, and design elements; meaning and definitions of marketing strategies; scope and importance of market segmentation in retailing; targeted marketing efforts; criteria for effective segmentation; dimensions and differentiation strategies; and limitations of market segmentation.

**Learning Outcomes:** Apply location, layout, and segmentation strategies in retail marketing.

**Hours: 24**

### **Module 4: Merchandise Planning, Pricing, and Communication**

**Scope of Module:** Apply communication tools and CRM strategies to enhance customer service and build brand loyalty in retail settings.

Meaning of merchandise planning; deciding the merchandise mix in terms of variety, assortment, branding, quality, and price points; factors affecting merchandise mix such as budget constraints, space limitations, product turnover rates, stock replenishment, and economic order quantity; meaning and objectives of retail pricing; factors influencing retail pricing; pricing strategies and methods; price adjustments and discrimination; introduction to retail communication; role of communication in retailing; marketing communication tools; retail marketing communication process and plan; and implementation and evaluation of communication programs.

**Learning Outcomes:** Develop merchandise mix, pricing strategies, and communication plans in retail.

Implement customer-focused strategies using communication and CRM tools for effective retail operations.

**Hours: 24**

### **Module 5: Customer Relationship Management and Retail Trends**

**Scope of Module:** explores the strategic role of customer relationship management and emerging retail technologies in enhancing customer loyalty, service quality, and operational efficiency in modern retail environments.

**Topics:**

Introduction to customer relationship management; benefits of relationship marketing; principles and strategies of CRM; components of CRM; customer service in retailing; in-store customer service; role of technology in retail marketing; application of IT in retailing; data warehousing and data mining; use of barcodes, RFID tags, and electronic tagging; and e-tailing and emerging trends in retail marketing.

**Learning Outcomes:** Implement CRM strategies and assess the impact of technology and trends in retail.

**CO/PO Mapping**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	2	-	-	-
CO2	2	3	2	3	-	-	-
CO3	3	3	-	2	-	-	-
CO4	2	-	-	2	3	2	-
CO5	2	2	2	3	2	-	3
<b>Articulation</b>	2.4	2.5	2.0	2.4	2.5	2.0	3

<b>Course Title</b>	<b>Compensation and Compliance Management</b>
<b>Course Code</b>	<b>25VBB1E604</b>
<b>Semester</b>	<b>VI</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>DSE</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

This course provides an in-depth understanding of compensation and compliance frameworks within organizations. It covers compensation principles, incentive systems, internal and market alignment of pay structures, global and executive compensation strategies, and legal and tax compliance. Learners will develop skills to analyze, design, and implement competitive, equitable, and legally compliant compensation systems that align with organizational goals.

### Course Outcomes (COs): (With BTL)

<b>CO Number</b>	<b>Course Outcome Statement</b>	<b>BTL Level</b>
CO1	Understand the core principles and significance of compensation management, including its types and importance.	2- Understand
CO2	Analyze compensation planning and the influence of various factors on compensation decisions.	4- Analyse
CO3	Develop expertise in designing incentive and person-focused pay systems, and ensure internal consistency.	4- Analyse
CO4	Construct competitive compensation systems that align with market standards and strategic organizational goals.	5- Evaluate
CO5	Understand global compensation strategies, manage executive compensation, and navigate through tax planning and restructuring.	4- Analyse

### Course Modules

**No. of Hours: 24**

#### **Module 1: Foundations of Compensation Management**

**Scope of Module:** Introduces core concepts, principles, and types of compensation along with current trends and planning frameworks.

**Topics:** Definition and objectives of compensation management, principles and importance, types of wages, intrinsic and extrinsic compensation, compensation trends in India, 3-P compensation concept, compensation planning components, planning level and structure, factors influencing planning

**Learning Outcome:** Understand compensation fundamentals and interpret planning systems and components.

**No. of Hours: 24**

#### **Module 2: Pay Structures and Performance Linkages**

**Scope of Module:** Covers various bases of pay, merit systems, incentive structures at the individual and group levels.

**Topics:** Seniority and longevity pay, merit pay, performance appraisal methods and biases, incentive pay vs. traditional pay, types of individual and group incentives, advantages and disadvantages, company-wide incentives, designing incentive pay programs  
**Learning Outcome:** Explain pay-for-performance systems and evaluate effectiveness of incentive mechanisms.

**No. of Hours: 24**

**Module 3: Person-Focused and Internal Pay Systems**  
**Scope of Module:**Examines non-traditional pay systems and how internal consistency is established through job evaluation and structure integration.  
**Topics:** Competency-based pay, skill-based pay, team-based pay, job analysis and job valuation, internal equity, compensation surveys, constructing market-based structures, broad banding, two-tier pay systems  
**Learning Outcomes:** Design person-focused and internally consistent compensation systems.

**No. of Hours: 24**

**Module 4: Strategic and Global Compensation**  
**Scope of Module:** Explores strategic compensation decisions at global and executive levels, and the structure of contemporary pay models.  
**Topics:** International compensation components, executive pay and benefits, flexible workforce compensation, contingent employees, core and fringe pay, wage determination processes, wage differentials, wage incentive plans, non-monetary incentives  
**Learning Outcomes:** Apply strategic principles to global, executive, and flexible compensation scenarios.

**No. of Hours: 24**

**Module 5: Compliance and Legal Framework in Compensation**  
**Scope of Module:** Covers legal, tax, and restructuring elements of compensation systems in organizational and cross-border contexts.  
**Topics:** Legal framework for wage determination, improving wage differentials, compensation and tax planning, comparative international pay structures, pay restructuring during mergers, voluntary retirement schemes  
**Learning Outcomes:** Understand compensation-related legal compliance and tax-efficient pay practices.

**CO-PO Mapping Table**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	2	
CO2	3	3	2	2	2	1	2	
CO3	3	3	2	2	2	1	2	
CO4	3	3	2	3	3	2	3	
CO5	2	2	3	2	2	2	2	2

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<b>Articulation</b>	2.8	2.6	2.2	2	2	1.4	2.2	2
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<b>Course Title</b>	Financial Technologies
<b>Course Code</b>	25VBB1E6042
<b>Semester/Academic</b>	VI
<b>Credits</b>	4
<b>Course Type</b>	<i>DSE</i>
<b>Learning Hours</b>	120 hours
<b>Live Sessions</b>	<i>12 hours</i>

**Course Description:** This course provides an overview of emerging financial technologies shaping the modern financial ecosystem. It covers blockchain, AI/ML, RPA, big data, RegTech, digital banking, and InsurTech, with emphasis on applications, regulatory frameworks, and ethical dimensions. Learners will analyze disruptive innovations, evaluate implementation challenges, and develop strategic insights to responsibly leverage fintech in various financial services. The course fosters future-readiness and innovation in finance through critical and analytical engagement with technology-driven trends.

### Course Outcomes (COs):

CO	Course Outcome	BTL
CO1	Demonstrate a comprehensive understanding of various emerging financial technologies, their applications, and their impact on the financial industry.	3
CO2	Apply knowledge of emerging financial technologies to identify opportunities for innovation and disruption within the financial sector.	3
CO3	Analyze the benefits, challenges, and considerations associated with implementing emerging financial technologies in different financial contexts.	4
CO4	Evaluate the ethical implications and responsible use of emerging financial technologies in order to make informed decisions and recommendations.	5
CO5	Develop strategic insights and forward-thinking perspectives on the future trends and potential developments in the field of emerging financial technologies.	6

### Course Modules-

<b>Module 1: Foundations of Financial Technologies</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module introduces key financial technologies and their impact on the financial sector. It covers blockchain fundamentals, real-world applications like cryptocurrencies and smart contracts, and examines the regulatory and implementation challenges associated with emerging tech.
<b>Topics:</b> • Overview of Emerging Financial Technologies • Impact of Emerging Technologies on the Financial Industry • Regulatory Landscape and Compliance Challenges • Introduction to Blockchain and Distributed Ledger Technology (DLT) • Blockchain Applications: Cryptocurrencies, Smart Contracts • Benefits and Limitations of Blockchain • Blockchain Implementation Challenges and Industry Use Cases
<b>Learning Outcome:</b> Develop a foundational understanding of emerging financial technologies and evaluate their applications and regulatory implications in modern finance.

<b>Module 2: Intelligent Automation in Finance</b>
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<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module focuses on the role of artificial intelligence (AI), machine learning (ML), and robotic process automation (RPA) in transforming financial services. It covers practical applications in areas such as risk assessment, fraud detection, and process automation, while highlighting key ethical considerations.
<b>Topics:</b> • Introduction to Artificial Intelligence (AI) and Machine Learning (ML) • Applications in Financial Services: Risk Assessment, Fraud Detection, Algorithmic Trading • Trends and Opportunities in AI Adoption • Ethical Considerations in AI Use in Finance • Overview of Robotic Process Automation (RPA) • Use Cases in Financial Operations: Data Entry, Reconciliation • Benefits and Implementation Challenges of RPA in Financial Institutions
<b>Learning Outcome:</b> Apply AI, ML, and RPA technologies to financial services and evaluate their operational and ethical implications.

<b>Module 3: Data-Driven Decision Making in Finance</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module explores how big data analytics transforms financial decision-making. It includes applications such as credit risk assessment and customer segmentation, while also addressing data security, privacy, and the influence of fintech startups on traditional institutions.
<b>Topics:</b> • Understanding Big Data in Financial Services • Applications in Credit Risk Assessment, Customer Segmentation, and Personalised Marketing • Data Breach and Security Aspects in Big Data Analytics • Privacy and Compliance Considerations • Overview of Fintech Start-up Ecosystem • Disruptive Innovations: Peer-to-Peer Lending, Mobile Payment Platforms • Challenges and Opportunities for Traditional Financial Institutions
<b>Learning Outcome:</b> Apply big data analytics in financial contexts and evaluate fintech-driven disruptions alongside privacy and security challenges.

<b>Module 4: Regulatory Technology and Digital Financial Services</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module focuses on the modernization of compliance and banking operations through RegTech and digital finance. Learners explore compliance automation, digital banking, mobile payments, and their implications for security and customer experience.
<b>Topics:</b> • Introduction to RegTech and its Relevance • Applications in Compliance Management and Regulatory Reporting • Evolution of Digital Banking • Mobile Payment Technologies and Adoption Trends • Security and Customer Experience Considerations • Technology-Enabled Financial Inclusion
<b>Learning Outcome:</b> Understand how RegTech and digital banking platforms enhance compliance, improve customer interaction, and enable inclusive financial services.

<b>Module 5: InsurTech and the Future of Financial Technologies</b>
<b>No. of Hours:</b> 24
<b>Scope of Module:</b> This module highlights innovations in the insurance sector through InsurTech and explores futuristic trends like IoT, quantum computing, and AI-powered solutions. It also focuses on ethical considerations and responsible adoption of financial technologies.
<b>Topics:</b> • Overview of InsurTech and Emerging Technologies in Insurance • Applications: Telematics, Wearable Devices • Challenges and Opportunities for Insurers • Emerging Trends:

IoT, Quantum Computing, AI Chatbots, Neobanking • Automation and Alternative Lending Platforms • Responsible Use of Financial Technologies • Ethical and Stakeholder Considerations

**Learning Outcome:** Analyze trends shaping the future of finance and evaluate the ethical and responsible use of advanced technologies across financial services.

**CO-PO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
<b>CO1</b>	3		2		2		
<b>CO2</b>	3	3	2		2	2	
<b>CO3</b>	2	2	3	2	2	1	
<b>CO4</b>	2	2	2	3		2	
<b>CO5</b>		2	2		3	2	3

<b>Course Title:</b>	International Marketing
<b>Course Code</b>	25VBB1E6043
<b>Semester/Academic</b>	VI
<b>Credits</b>	4
<b>Course Type</b>	DSE
<b>Learning Hours</b>	120

**Course Description:** This course explores the principles, strategies, and challenges of marketing in international environments. It provides students with a strong foundation in global business operations, international market dynamics, and the impact of cross-cultural, political, and economic factors on marketing strategies. The course includes insights into global branding, pricing, product policies, international distribution, export payment mechanisms, and sustainability concerns. It prepares students to effectively manage international marketing operations and make informed strategic decisions.

**Course Outcomes (COs):**

<b>CO1</b>	To expose students to global business activities.
<b>CO2</b>	To make students understand marketing in international business.
<b>CO3</b>	To understand global forces that are transforming international business today.
<b>CO4</b>	To comprehend managing international business at operational level.
<b>CO5</b>	To help students gain insight on international policies in marketing.

**Course Modules**

**Hours: 24**

<b>Module 1: International Marketing Foundation</b>
<b>Scope of Module:</b> Covers fundamentals of international marketing, strategies for entering global markets, and the international marketing environment.
Topics: Introduction to international marketing: meaning, nature, scope, and significance; comparison with domestic marketing. Entry strategies into global markets including export/import, licensing, franchising, joint ventures, FDI, MNCs, globalization, mergers and acquisitions. Analysis of the international marketing environment: geographic, demographic, economic, political, legal, and socio-cultural factors.
<b>Learning Outcome:</b> To develop foundational knowledge of international marketing, market entry strategies, and environmental influences.

**Hours :24**

<b>Module 2: Institutions, Products, and Pricing in International Marketing.</b>
<b>Scope of Module:</b> Focuses on international institutions, global product strategies, and international pricing mechanisms.
Topics: Role of international marketing agencies: WTO, World Bank, EU, ASEAN, NAFTA. Product planning and selection for international markets, product life cycle, standardisation vs. adaptation, and design. International pricing: pricing concepts, influencing factors, pricing methods and policies including marginal cost and market-oriented approaches.
<b>Learning Outcome:</b> To understand global institutions, product strategy, and international pricing

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mechanisms.

**Hours: 24**

### **Module 3: Payment, Promotion, and Distribution**

**Scope of Module:** Introduces export payment methods, global promotion strategies, and international distribution logistics.

**Topics:** Export payment methods: letter of credit, cash in advance, DA, DP, open account, countertrade. Promotion strategy in international marketing including global branding, media selection, advertising agencies, and effectiveness. International distribution: types and functions of distribution channels, logistics, transportation, and warehousing decisions.

**Learning Outcomes:** To understand export payment systems, global promotion strategies, and international distribution logistics.

**Hours: 24**

### **Module 4: Policy, Culture, and Technology**

**Scope of Module:** Examines India's international trade policy, cross-cultural marketing, and technology-driven global marketing practices.

**Topics:** India's international policy: export incentives, EXIM policy, ECGC, role of banks and financial institutions. Cross-cultural marketing: cultural factors, consumer behavior, communication, negotiation, and management practices. Role of technology and innovation: e-commerce, global marketing practices, digital transformation.

**Learning Outcomes:** To analyze Indian international policies, cross-cultural dynamics, and the role of innovation in international marketing.

**Hours: 24**

### **Module 5: Sustainability, Research, and Crisis Management.**

**Scope of Module:** Discusses sustainability, CSR, global market research, and crisis management in international marketing.

**Topics:** Sustainability and CSR: ethical considerations, environmental and social impacts in global business. Market research and analysis: methods, global consumer trends, competitive analysis. Crisis management in international marketing: risk identification, communication strategies, and case studies.

**Learning Outcomes:** To evaluate CSR, research practices, and crisis management in the context of international marketing.

## **CO/PO Mapping**

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CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	1	1
CO2	3	3	2	3	2	1	2
CO3	2	3	3	3	2	1	2
CO4	2	2	3	3	3	2	2
CO5	3	3	2	2	2	1	2
<b>Articulation</b>	2.6	2.8	2.4	2.6	2.2	1.2	1.8

<b>Course Title</b>	<b>Business Analytics</b>
<b>Course Code</b>	<b>25VBX0G605</b>
<b>Semester</b>	<b>VI</b>
<b>Credits</b>	<b>2</b>
<b>Course Type</b>	<b>MDE</b>
<b>Learning Hours</b>	<b>60 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

### Course Description:

*The course will provide students with foundational knowledge of how data-driven decision-making supports business objectives. The course covers key concepts, tools, and techniques in descriptive, predictive, and prescriptive analytics using real-world business scenarios. Emphasis is placed on data interpretation, visualization, and the use of analytics software to solve business problems effectively.*

### Course Outcomes (COs): (With BTL)

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

CO1	Utilize data-driven approaches to optimize decision making processes, enhancing profitability and operational efficiency	L3: Apply
CO2	Demonstrate understanding of the foundational language, theories, and models within the domain of business analytics through practical application	L2: Demonstrate
CO3	Evaluate and integrate diverse data sources to tackle intricate, unstructured business challenges, synthesizing	L5: Evaluate

	insights for effective decision making	
CO4	Build clear and concise data visualization techniques to present actionable insights supporting decision making processes	L6: Create
CO5	Assess analytical results, identifying strategic implications and proposing viable solutions to complex decision making problems, integrating ethical considerations.	L5: Evaluate

## Course Modules

### Module 1: Intrinsic Value of Data, Introduction to Business Analytics, Importance of Business Analytics

**No. of Hours:12**

**Scope of Module:**

Business Analytics leverages transactional, profile, and behavioral data—evaluating their cost and value—to drive informed decision-making through a structured process, aligning with organizational goals to gain competitive advantage in the evolving data-driven landscape.

**Topics:** Transactional Data, Profile Data, Behavioral Data, Cost of Data, Value of Data Business Terminology, Business Analytics Process, Relationship of BA and Organization, for Competitive Advantage, Importance of Business Analytics with New Data

**Learning Outcome:** *Recognition of the strategic significance of business analytics for gaining competitive advantage , adapting to new data trends and recognize different types of data and understand their respective values.*

### Module 2: Producing Insights from Information through Analytics, Business Analytics Personnel and Other Resources and Business Analytics Technology

**No. of Hours:12**

**Scope of Module:**

*In this module, students will explore the core goals of Business Analytics, including enhancing ROI, solving real-world business problems, and understanding customers and competitors through data-driven strategies. They will gain hands-on experience with data visualization tools (like Tableau or Power BI), analytics software (such as Excel, R, or Python), and techniques for working with big data, while also learning about the roles and responsibilities of analytics professionals.*

**Topics:** Goals of Business Analytics, ROI of Analytics, Benefits of Analytics, Typical Business Problems, Know Your Customers & Competitors, Business Analytics Personnel, Business Analytics Data and Big Data, Data Visualization, Introduction to Data Analytics Software

**Learning Outcome:** *Recognition of the strategic significance of business analytics for gaining competitive advantage and adapting to new data trends.*

### **Module 3: Organization Structures Aligning Business Analytics, Descriptive, Predictive, and Prescriptive Analytics, Functional Analytics**

**No. of Hours:20**

#### **Scope of Module:**

This module develops a foundational understanding of analytics concepts and frameworks, including descriptive, predictive, and prescriptive analytics, while addressing how organizational structure, management challenges, and change management influence analytics adoption. Students will also explore domain-specific techniques across HR, supply chain, marketing, customer, business process, and financial analytics, applying relevant tools to real-world scenarios for strategic decision-making.

Topics: Organization Structure, Management Issues, Managing Change Fundamentals of Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, HR Analytics, Supply Chain Analytics, Marketing Analytics, Customer Analytics, Business Process Analytics, Financial Analytics

**Learning Outcomes:** *Proficiency in applying descriptive, predictive, and prescriptive analytics techniques to inform decision-making processes.*

### **Module 4: Analytics and Business Intelligence , Aligning Analytics with Organizational Goals. Data-driven Decision Making**

**No. of Hours:20**

#### **Scope of Module:**

*This module covers advanced applications of analytics through big data and business intelligence tools, highlighting their role in real-world business scenarios to enhance insight generation and strategic agility. Students will learn best practices for setting organizational goals, aligning analytics strategies, monitoring progress, and utilizing data-driven decision-making frameworks and decision support systems to improve business performance.*

**Topics:** Big Data, Business Intelligence, Applications of Analytics in Business Intelligence, Real-world Examples Setting Organizational Goals, Aligning Analytics Strategies, Monitoring Progress Data-driven Decision Processes, Decision Support Systems, Decision Making Frameworks

**Learning Outcomes:** *Evaluation of business intelligence tools and applications of analytics in enhancing decision-making processes.*

### **Module 5: Performance Measurement and Evaluation, Implementing Analytics Projects, Ethical and Legal Considerations in Business Analytics**

**No. of Hours:20**

#### **Scope of Module:**

*This module emphasizes the strategic application of performance measurement and project management principles to real-world analytics challenges, integrating KPIs, evaluation methods,*

*planning tools, and collaborative techniques. It also addresses ethical, legal, and security considerations, ensuring responsible and compliant data-driven decision-making.*

**Topics:** Key Performance Indicators (KPIs), Performance Measurement Techniques, Evaluation Methods Project Planning, Execution, and Monitoring, Team Collaboration, Project Management Tools and Ethical Issues in Analytics, Legal Compliance, Data Privacy and Security

**Learning Outcomes:** *Ability to plan, execute, and manage analytics projects effectively, fostering collaboration within teams.*

**CO-PO Mapping Table**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	3	3		2				
<b>CO2</b>	3	2						
<b>CO3</b>	2	3	1	2				
<b>CO4</b>	2	3		2				
<b>CO5</b>	2	3	3	2			1	3
<b>Articulation</b>	12	14	4	8	0	0	1	3

<b>Course Title</b>	<b>Research Project*</b>
<b>Course Code</b>	<b>25VBB1S606</b>
<b>Semester</b>	<b>VI</b>
<b>Credits</b>	<b>4</b>
<b>Course Type</b>	<b>SEC</b>
<b>Learning Hours</b>	<b>120 hours</b>
<b>Live Sessions</b>	<b>12 hours</b>

**Course Matrix:**

<b>Healthcare Management</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBB23E202	Healthcare Management	4
DSE	25VBB23E206	Healthcare Quality and Patient Safety	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
			<b>23</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB23E301	Health Economics	4
DSE	25VBB23E302	Leadership and Change Management	4
DSE	25VBB23E304	Epidemiology and Community Health care	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB23E403	Medical Records Management	4
DSE	25VBB23E404	Healthcare Services Planning	4
DSE	25VBB23E405	Supply Chain and Material Management in Healthcare	4

			<b>20</b>
<b>Semester V</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB23E501	Hospital Administration	4
DSE	25VBB23E502	Risk Management and Insurance	4
DSE	25VBB23E503	Hospital Infections and Preventions	4
SEC	25VBB23E504	Health Laws and Policies	3
MDE	25VBX0S505	Digital Marketing and E-Commerce*	3
			<b>18</b>
<b>Semester VI</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C601	Strategic Management	4
DSE	25VBB23E602	Hospital Information Systems	4
DSE	25VBB23E603	Medical Tourism	4
DSE	25VBB23E604	Healthcare Marketing and Public Relations	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

**Digital Marketing****Semester I**

Course Type	Course Code	Course Title	Course Credit
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3

**19****Semester II**

Course Type	Course Code	Course Title	Course Credit
DSE	25VBX0C201	Digital Marketing	4
CC	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G405	Quantitative Techniques for Business	3

**22****Semester III**

Course Type	Course Code	Course Title	Course Credit
DSE	25VBB0C301	Search Engine Optimisation and Search Engine Marketing	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Data Visualisation	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2

**18****Semester IV**

Course Type	Course Code	Course Title	Course Credit
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E403	User Retention and Engagement	4
DSE	25VBB1E404	Social Media Marketing	4

**2**

CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2

**20****Semester V**

Course Type	Course Code	Course Title	Course Credit
VAC	25VBX0C501	Indian Constitution	2
MDE	25VBB0C502	Cost and Management Accounting	4
DSE	25VBB1E503	Email and Affiliate Marketing	4
DSE	25VBB1E504	Content Marketing	4
CC	25VBX0S505	Digital Marketing and E-Commerce*	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>

**Semester VI**

Course Type	Course Code	Course Title	Course Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E603	Web, Mobile and Social Media Analytics and Prompt Engineering	4
DSE	25VBB1E604	Marketing Analytics	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

<b>Data Science and Analytics</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Course Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Course Credit</b>
DSE	25VBX0C201	Business Foundations with Excel	4
CC	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G405	Quantitative Techniques for Business	3
			<b>22</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Course Credit</b>
DSE	25VBB0C301	Python Foundations	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Data Visualisation	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Course Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E403	Predictive Analytics Using Machine Learning	4
DSE	25VBB1E404	Text Mining	4
CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2
			<b>20</b>
<b>Semester V</b>			

Course Type	Course Code	Course Title	Course Credit
VAC	25VBX0C501	Indian Constitution	2
MDE	25VBB0C502	Cost and Management Accounting	4
DSE	25VBB1E503	Data Mining	4
DSE	25VBB1E504	Time Series Forecasting	4
CC	25VBX0S505	Digital Marketing and E-Commerce*	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Course Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E603	Web, Mobile and Social Media Analytics and Prompt Engineering	4
DSE	25VBB1E604	Marketing Analytics	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

<b>Finance</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G405	Quantitative Techniques for Business	3
			<b>22</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB0C301	Managerial Finance	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E403	Financial Statement Analysis and Valuation	4
DSE	25VBB1E404	Advanced Excel Proficiency	4
CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2
			<b>20</b>
<b>Semester V</b>			

Course Type	Course Code	Course Title	Credit
VAC	25VBX0C501	Indian Constitution	2
MDE	25VBB0C502	Cost and Management Accounting	4
DSE	25VBB1E503	Investment and Portfolio Management	4
DSE	25VBB1E504	Banking and Financial Services	4
DSE	25VBX0S505	Brand Management	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E603	Build Your Own Business 1	4
DSE	25VBB1E604	Build Your Own Business 2	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

<b>Marketing</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G405	Quantitative Techniques for Business	3
			<b>22</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB0C301	Managerial Finance	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E403	Sales Lifecycle Management	4
DSE	25VBB1E404	Performance Marketing and SEO	4
CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2
			<b>20</b>
<b>Semester V</b>			

Course Type	Course Code	Course Title	Credit
VAC	25VBX0C501	Indian Constitution	2
DSE	25VBB0C502	Content Marketing and Story-telling	4
DSE	25VBB1E503	Advertising and Sales Promotion	4
DSE	25VBB1E504	Brand Strategy and Management	4
CC	25VBX0S505	Digital Marketing and E-Commerce*	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E603	Build Your Own Business 1	4
DSE	25VBB1E604	Build Your Own Business 2	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

<b>Entrepreneurship and Family Business</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBX0C102	HRM and Organizational Behavior	4
CC	25VBX0C103	Financial Accounting	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBX0C202	Financial Markets and Instruments	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB0G405	Quantitative Techniques for Business	3
			<b>22</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
DSE	25VBB0C301	Managerial Finance	4
CC	25VBB0C302	Marketing Management	4
AEC	25VBB0C303	Business Ethics and negotiation skills	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB1E403	Start-up Ideation and Launch	4
DSE	25VBB1E404	Business Automation	4
CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2
			<b>20</b>
<b>Semester V</b>			

Course Type	Course Code	Course Title	Credit
VAC	25VBX0C501	Indian Constitution	2
DSE	25VBB0C502	Growth Hacking	4
DSE	25VBB1E503	Innovation in Legacy Business	4
DSE	25VBB1E504	Brand Strategy and Management	4
CC	25VBX0S505	Digital Marketing and E-Commerce*	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>19</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Credit
CC	25VBX0C601	Strategic Management	4
CC	25VBB0C602	Business Tax	4
DSE	25VBB1E603	Build Your Own Business 1	4
DSE	25VBB1E604	Build Your Own Business 1	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**

<b>Events and Experiential Management</b>			
<b>Semester I</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
AEC	25VBX0AE101	English	4
CC	25VBB0C102	Fundamentals of Event Management	4
CC	25VBB0C103	Introduction to Creativity and Project Management	4
VAC	25VBX0C104	Modern Business Environment	2
SEC	25VBX0S105	Generative AI for Online Learners	2
SEC	25VBX0S106	Financial Literacy and Planning	3
			<b>19</b>
<b>Semester II</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBX0C201	Business Regulatory Framework	4
DSE	25VBB0C202	Onground Staff & Volunter coordination	4
CC	25VBB0C203	Business Management	4
CC	25VBX0G204	Business Economics	3
AEC	25VBX0AE205	Communicative English	4
CC	25VBB1C206	Essential of F&B Management	2
			<b>21</b>
<b>Semester III</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0CC301	Event hospitality and logistics management	4
CC	25VBB0C302	Marketing Management	4
DSE	25VBB0CC303	Technical & Production Management	4
MDE	25VBBX0S304	Indian Knowledge System	2
CC	25VBX0S305	Research Methodology	2
VAC	25VBX0AE306	Environmental Science	2
			<b>18</b>
<b>Semester IV</b>			
<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
CC	25VBB0C401	Entrepreneurship	4
CC	25VBB0C402	Operations Management	4
DSE	25VBB5E403	MICE and Destination management	4
DSE	25VBB5E404	Social Media & Digital Marketing for Events	4
CC	25VBB0C206	Digital Business Management	2
VAC	25VBB0C406	International Business	2
			<b>20</b>
<b>Semester V</b>			

Course Type	Course Code	Course Title	Credit
DSE	25VBB1C501	Experiential Marketing	3
DSE	25VBB1C502	Public Events	4
DSE	25VBB1E503	Advertising and Sales Promotion	4
DSE	25VBB1E504	Brand Management	4
CC	25VBX0S505	Digital Marketing and E-Commerce*	3
MDE	25VBX0S506	Artificial Intelligence	2
			<b>20</b>
<b>Semester VI</b>			
Course Type	Course Code	Course Title	Credit
CC	25VBX0C601	Strategic Management	4
DSE	25VBB1C602	Public Relations & Event Communication	4
DSE	25VBB5E603	Budgeting & Cost control	4
DSE	25VBB1E604	International Marketing	4
MDE	25VBX0G605	Business Analytics	2
SEC	25VBB1S606	Research Project*	4
			<b>22</b>

**Total Credits**

**120**