

**FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)**

Department of Commerce and Management

**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session: 2024-2025
1	Course Code	BBSC-20	
2	Course Title	Advanced Strategic Management	
	Course Type	Discipline Specific Course (DSC)	
4	Pre-requisite(if, any)	As per requirement	
5	Course Learning Outcomes(CLO)	➤ Learn the concept of strategic management ➤ Familiarize the students with the importance and relevance of strategy in improving business performance of an enterprise.	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max. Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)			
Unit	Topics (Course contents)		No. of Period
I	Strategic Management: An Introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits.		15
II	Mission, Objectives, Goals and Ethics: What is mission, concept of goals, Integration of individual and organizational goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy.		15
III	External environment: Analysis and appraisal; Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information. Organisational change and Innovation: Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organizational creativity and innovation process, learning organisation		15
IV	Generic Competitive Strategy: Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy:- Concept of corporate strategy, offensive strategy, defensive strategy, scope and significance of corporate strategy Strategic Evaluation and Control: Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.		15
Keywords	Strategic Management, Mission, Objectives, Goals, Ethics, External Environment.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			

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1. Kazmi, A. (2014). *Strategic Management and Business Policy*, McGraw Hill Companies □ Nag, A. (2011).
2. *Strategic Management – Analysis, Implementation and Control*, Vikas Publishing House
3. Kachru, U. (2005). *Strategic Management – Excel Books*
4. J.A. Pearce & R.B. Robinson; *Strategic Management Formulation Implementation Control*; McGraw Hill
5. *Business Policy and Strategic Management - L.M. Prasad, Sultan Chand & Sons, New Delhi Books*
6. *Business Policy and Strategic - Francis Cherunilum, Himalaya Publishing House, 2010*
7. *Business Policy and Strategic Management– P.K. Ghosh, Sultan Chand & Sons, New Delhi, 1999*

**Online Resources–**

<https://multimedia.3m.com/mws/media/514077O/bc3melectronicresources.pdf&ved>

<https://us.in-ke.libguides.com/c.php%3Fg%3D942935%26p%3D6797010&ved>

**PART-D: Assessment and Evaluation**

**Suggested Continuous Evaluation Methods:**

Maximum Marks: 100 Marks

Continuous Internal Assessment (CIA): 30 Marks

End Semester Exam (ESE): 70 Marks

Continuous Internal Assessment (CIA): (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20 Assignment/Seminar-10 Total Marks-30	Better marks out of the two Test/ Quiz → obtained marks in Assignments shall be considered against 30 Marks
End Semester Exam (ESE):	Two section– A & B Section A: Q1. Objective–10x1=10 Marks; Q2. Short answer type–5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit–4x10=40 Marks	

Name and Signature of Convenor & Members: (CBOS)

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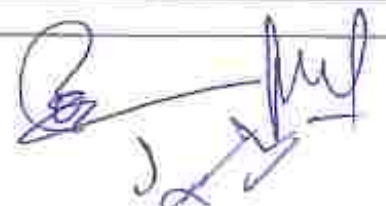
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**FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session:2024-2028
1	CourseCode	BBSE -09	
2	CourseTitle	Elective A – Human Resource Management: Project Management	
	CourseType	Discipline Specific Elective (DSE)	
4	Pre-requisite(if,any)	As per requirement	
5	Course Learning Outcomes(CLO)	<ul style="list-style-type: none"><li>➤ Know the concept of Project Management.</li><li>➤ Learn the tools and techniques of Project Management.</li><li>➤ Compare the importance of Project Management and Project Appraisal.</li></ul>	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max.Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods(01 Hr.per period)– 60 Periods(60 Hours)			
Unit	Topics(Course contents)		No. of Period
I	Project Management: Definitions, Significance, and Characteristics of Project, Scope of Project Management, Types of Projects, Project Life Cycle and its different phases., Project Management Process: Introduction, Tools & Techniques of Project Management, Entrepreneurial Skills, Market & Demand Analysis, Collection of Primary & Secondary information, Demand Forecasting, Market Planning, Project Planning: Generation and Screening of Projects Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening, Sources of Positive Net Present Value.		15
II	Project Analysis: Market Demand and Situational Analysis, Demand Forecasting. Technical analysis: Location and Site, Project Charts and Layouts, Financial Analysis: Cost of Project, Means of Finance, Cost of Production, Working Capital Requirement and its Financing. Analysis of Project Risk: Types and Measures of Project Risk, Identification of Critical Sources of Risk, Sensitivity Analysis, Scenario Analysis, Decision-tree Analysis, Selection of a Project-Methods.		15
III	Project Appraisal: Cost benefit analysis (Cash flow projections), Financial Evaluation: Capital budgeting techniques-discounted and non-discounted, Project Rating Index, Critical examination of evaluation techniques, Economic, Commercial, Social cost benefit analysis in public and private sectors, Investment criteria and choice of technique.		15
IV	Project Implementation: Forms of Project Organization, Project Control & Control Charts, Human aspects of project management, Prerequisites for a successful project implementation, Introduction to Project Network & Determination of critical path, Preparation of comprehensive, Project Report, Project Termination-Types and Process.		15
Keywords	Project Management, Project Analysis, Project Risk, Project Appraisal, Project Implementation.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			





1. Project Management: A Managerial Approach, John Wiley & Sons, 7th Edition.
2. Marwah, Sanjiv (2011), Project Management, Dreamtech Press, 1st Edition
3. Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw-Hill, 9th Edition.
4. V. Desai : Project Management & Entrepreneurship.
5. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
6. B.M. Patel : Project Management
7. Stoiner & Ryam : Industrial Project Management
8. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
9. United Nations : Manual for Evaluation of Industrial Projects
10. H.P.S. Patwa : Project Reports & Appraisals

**Online Resources–**

<https://www.kopykitab.com/>

<https://www.hitbullseye.com/grad->

**PART-D: Assessment and Evaluation**

**Suggested Continuous Evaluation Methods:**

Maximum Marks: 100 Marks

Continuous Internal Assessment (CIA): 30 Marks

End Semester Exam (ESE): 70 Marks

<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20 Assignment/Seminar- 10 Total Marks- 30	Better marks out of the two Test/ Quiz + obtained marks in Assignments shall be considered against 30 Marks
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective-10x1=10 Mark; Q2. Short answer type-5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit-4x10=40 Marks	

Name and Signature of Convenor & Members: (CBOS)

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## FOUR YEAR UNDERGRADUATE PROGRAM(2024-28)

Department of Commerce and Management

## COURSE CURRICULUM

**PART-A:****Introduction**

**Program:** Bachelor in Business Administration  
(Certificate / Diploma / Degree/Honors)

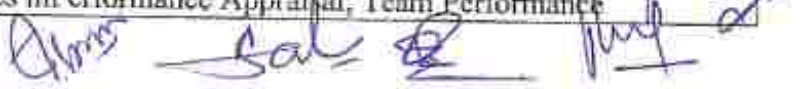
**Semester-VIII****Session:2024-2028**

1	CourseCode	BBSE -10	
2	CourseTitle	Elective A – Human Resource Management: Compensation & Performance Management	
	CourseType	Discipline Specific Elective (DSE)	
4	Pre-requisite(if any)	As per requirement	
5	Course Learning Outcomes(CLO)	➤ Learn the concepts of Compensation management. ➤ Describe job evaluation and its methods. ➤ Evaluate the different methods of wages. ➤ Describe performance management and methods of performance management. ➤ Preparation of Payroll.	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max.Marks: 100	Min Passing Marks: 40

**PART-B:****Content of the Course**

Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)

Unit	Topics (Course contents)	No. of Period
I	<b>Compensation Management:</b> Compensation - Definition - Classification - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity based programs, Commission, Reward, Remuneration, Bonus, Short term and Long term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP, Individual Retirement Account, Savings Incentive Match Plan for Employees; Compensation and Non-compensation Dimensions, Concept in Compensation Management, Compensation as Retention Strategy, Compensation Issues, Compensation Management in Multi-National organizations Compensation Strategy: Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies.	15
II	<b>Job Evaluation:</b> Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Point Factor Method of Job Evaluation: Combining Point factor and Factor Comparison Methods, Job Evaluation Committee, Factor Evaluation System (FES), Using FES to determine Job Worth, Position Evaluation Statements. <b>Wage and Salary Administration:</b> Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation - Components of Wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various Labour Laws on Wages - Preparation of Pay Roll	15
III	<b>Performance Management and Issues In Performance Management:</b> Evolution of Performance Management, Definitions of Performance Management, Importance of Performance Management, Aims and Purpose of Performance Management, Employee Engagement and Performance Management, Principles and Dimensions of Performance Management. <b>Performance Appraisal Methods:</b> Traditional Methods, Modern Methods, Performance Appraisal Feedback: Role, Types and Principles, Levels of Performance Feedback, 360-Degree Appraisal, Ethics in Performance Appraisal; Team Performance	15





	Management; Performance Management and Learning Organizations, Performance Management and Virtual Teams, Role of Line Managers in Performance Management, Performance Management and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward.	
IV	<b>Project Work:</b> 1. List the various components of total compensation in a Multinational Companies. 2. Construct a questionnaire for a salary survey on Nurses/ Teachers /IT Professionals etc. 3. Design a Performance Appraisal plan using any Modern Performance Appraisal Tool for an IT company. 4. Study any one contemporary practice of Performance Management System (Balance scorecard, Lean Management, BPRE, Six Sigma and so on)	15
Keywords	<b>Compensation Management, Job Evaluation, Wage &amp; Salary Administration, Performance Appraisal.</b>	

### PART-C: Learning Resources

#### Text Books, Reference Books and Others

1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education
2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.
3. Milkovich & Newman, Compensation, Tata McGraw Hill
4. Richard I. Anderson, Compensation Management in Knowledge based world, 10th edition, Pearson Education
5. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance & Pay – Free Press.
6. Aguinis Herman, Performance Management, 2nd Edition, 2009 Pearson Education, New Delhi.
7. Aziz A, Performance Appraisal: Accounting and Quantitative Approaches, 1993, Pointer.
8. Bhatia S.K, Performance Management: Concepts, Practices and Strategies for Organisation Success, 2007, Deep & Deep, New Delhi.
9. BD Singh, Compensation & Reward Management, Excel Books
10. Cardy R.L, Performance Management: Concepts, Skills and Exercises, 1<sup>st</sup> Edition, 2008, PHI, New Delhi.
11. Goel Dewkar, Performance Appraisal and Compensation Management: A Modern Approach, 2<sup>nd</sup> Edition, 2008, PHI, New Delhi.
12. Sarma A.M, Performance Management System, 1st Edition, 2008, Himalaya Publication.

#### Online Resources–

<https://ecampusontario.pressbooks.pub/hrforoperationsmanagers/chapter/12-9-performance-management-and-compensation/&ved>

<https://www.phindia.com/Books/BookDetail/9788119364039/performance-appraisal-and-compensation-management-goel&ved>

### PART-D: Assessment and Evaluation

Suggested Continuous Evaluation Methods:

Maximum Marks:	100 Marks
Continuous Internal Assessment (CIA):	30 Marks
End Semester Exam (ESE):	70 Marks

<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20 Assignment/Seminar-10 Total Marks-30	Better marks out of the two Test/ Quiz + obtained marks in Assignments shall be considered against 30 Marks
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective-10x1=10 Mark; Q2. Short answer type-5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit-4x10=40 Marks	

Name and Signature of Convenor & Members: (CBOS)

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**FOUR YEAR UNDERGRADUATE PROGRAM(2024-28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session: 2024-2028
1	Course Code	BBSE -11	
2	Course Title	Elective A – Human Resource Management: Industrial Relations	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite(if,any)	As per requirement	
5	Course Learning Outcomes(CLO)	> Sensitize the students with the Industrial Relations scenario in India > Introduce students to Basic Concepts in Industrial Relations > Enable students, understand the dynamic nature of Indian Industrial Relations	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max.Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods(01 Hr.per period)– 60 Periods(60 Hours)			
Unit	Topics(Course contents)		No. of Period
I	Industrial Relations (IR): Definition, Scope, Objectives, Factors affecting IR, Participants of IR, Importance of IR. Approaches to Industrial Relations, System of IR in India.		15
II	Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, Functions of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining Process. Negotiations: Types of Negotiations-Problem solving attitude, Techniques of Negotiation, Negotiation Process, Essential skills for Negotiation, Workers Participation in Management.		15
III	Trade Unions: Meaning, Trade Union movement in India, Objective, Role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of Trade Unions, Problems of Trade Unions, Employee Relations in IT sector		15
IV	Grievance: Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, and model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry.. Indian Industrial Relations: Changes And Challenges - Liberalization and Indian Industrial Relations. The future of Industrial Relations in the wake of changes in work culture. Effects of changes in Labour Laws on Indian Industrial Relations		15
Keywords	Industrial Relations, Collective Bargaining, Trade Union, Grievance.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			
1. Bose, Subhas Chandra, The Trade Union Movement, Selected Speeches of Subhas Chandra Bose, Publication Division, Government of India, New Delhi, 1992 2. Giri V V: Labour Problems in Indian Industry, Asia Publishing House, Mumbai, 1972 3. Yoder, Dale: Personnel Management and Industrial Relations, Oxford University Press, 1972			

4. Davar R S: *Personnel Management and Industrial Relations in India*, Himalaya Publishing House, Mumbai, 1998
5. Mamoria C B: *Industrial Relations in India*, Himalaya Publishing House, Mumbai, 1998
6. Venkata Ratnam, C.S., *Industrial Relations*, Oxford University Press, New Delhi, 2006

**Online Resources–**

<https://vvnli.gov.in/en/course/online-training-programme-industrial-relations-and-trade-unionism-transforming-world-work&ved>

<https://scol.ac.in/IndustrialrelationsandLabourLaws/&ved>

**PART-D:AssessmentandEvaluation**

**Suggested Continuous Evaluation Methods:**

Maximum Marks: 100Marks

ContinuousInternalAssessment(CIA): 30Marks

EndSemesterExam(ESE): 70 Marks

ContinuousInternal Assessment (CIA): (ByCourseTeacher)	InternalTest/Quiz-(2):20&20		Bettermarks outofthetwoTest/ Quiz +obtainedmarks inAssignments shall be considered against 30 Marks
	Assignment/Seminar-	10	
	TotalMarks-	30	

EndSemester Exam (ESE):	Twosection– A &B	
	SectionA:Q1.Objective–10x1=10Mark;Q2.Short answer type-5x4=20Marks	
	SectionB:Descriptiveanswer typepts.,1outof2fromeachunit-4x10=40Marks	

**Name and Signature of Convenor & Members:**

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**FOUR YEAR UNDERGRADUATE PROGRAM (2024-28)**  
**DEPARTMENT OF Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree / Honors)		Semester-VIII	Session: 2024-2028
1	Course Code	BBSE -12	
2	Course Title	Elective A – Human Resource Management: Training & Development	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite (if any)	As per requirement	
5	Course Learning Outcomes (CLO)	➤ To provide an overview of Training and Development in the organization. ➤ Students will be able to learn the importance of Training in organisations ➤ Design and evaluate the Training Programmes.	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max. Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods (01 Hr. per period)– 60 Periods (60 Hours)			
Unit	Topics (Course contents)		No. of Period
I	Training Concepts: Introduction - Concept - Training Process- Significance, Models of Training-Systematic Model- Transitional Model- Systems approach to Training. Training Function: HR and the Training function - Training and corporate strategy – Organization and Management of Training Function.		15
II	Training & Development Organizations and Policies: Training Centers in organizations- Role of external agency in T&D- Training as consultancy - Evolving Training Policy; Training budget and schedules/calendar, Training needs assessment: Training Needs Assessment - Definition and purposes – Components of Needs assessment; Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.		15
III	Design of Training Programme: Course content design – Trainer skill development – Facilities design- Trainee design -Resistance in Training, Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.		15
IV	Training Methods: Indoor training methods: On-the-job Training - Off –the –job methods-Behavior Modeling- Audio Visual Enhancements to Training- Outdoor training methods: E-learning and Evaluation of T & D Programme; E-learning methods- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of Training Programme: Conceptual model of Training – Effectiveness –Evaluation criteria- Kirkpatrick model.		15
Keywords	Training, Development, Training Functions, Training Methods.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			
1. Employee Training and Development, Raymond A.Noel, TMH. 2. Effective Human Resource Training and Development Strategy, B.Rathan Reddy, 3. Himalaya. Donald L. Kirkpatrick and James D.Kirkpatrick, Evaluating Training programs, Tata McGraw Hill			

**Online Resources–**

<https://www.coursera.org/courses%3Fquery%3Dtraining%2520and%2520development&ved>

[https://inlibnet.ac.in/docs/erm\\_brochure.pdf&ved](https://inlibnet.ac.in/docs/erm_brochure.pdf&ved)

**PART-D:AssessmentandEvaluation****SuggestedContinuousEvaluation Methods:**

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	Assignment/Seminar- 10 Total Marks- 30	
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective- 10x1=10 Marks; Q2. Short answer type- 5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit- 4x10=40 Marks	

**NameandSignatureofConvener&Members: (CBOS)**



**FOUR YEAR UNDERGRADUATE PROGRAM(2024-28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session: 2024-2028
1	Course Code	BBSE -09	
2	Course Title	Elective B – Finance: Financial Analytics	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite (if any)	As per requirement	
5	Course Learning Outcomes (CLO)	<ul style="list-style-type: none"><li>➤ Analyze and model financial data.</li><li>➤ Access the different open-source domains.</li><li>➤ Evaluate and build model on time series data.</li><li>➤ Execute the statistical analysis using python.</li></ul>	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max. Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)			
Unit	Topics (Course contents)		No. of Period
I	Financial Analytics: Meaning-Importance of Financial Analytics uses-Features- Documents used in Financial Analytics: Time value of money – Discounted and Non-discounted (computation using Excel)		15
II	Access to Financial Data Using Latest Technology: Public domain data base (RBI, BSE, NSE, Google finance), Prowess, downloading data from NSE and Yahoo finance. IMF and World Bank data base, Kaggle, Bloomberg, FINTECH companies (ROBO, ALGO trade).		15
III	Time Series Modeling: Meaning of Data- types of data- time series, panel, cross sectional-components of Time series data. Simple time series concepts – moving average, exponential moving, WMA (Theory and Practices), data - differencing, logarithm, lagging, stationary v/s non stationary data (detailed explanation with examples) computing return series data (simple returns and logarithm returns) (using Excel).		15
IV	Python: Installation of Python, types of data and structures, basic analysis using NUMPY and PANDAS (financial examples), data preparation for time series data. Python for Finance Descriptive statistics, Time series graphs in Python, understanding between correlation and covariance, basics of regression and its assumptions, Stationary and non-stationary data, basics of Time series using Python. Credit default using binary logistic regression.		15
Keywords	Financial Analytics, Financial Data, Time Series, Python.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			
<ol style="list-style-type: none"><li>1. Python for finance: Yves hilpices</li><li>2. Hands on Data analysis with Pandas: Stefanie molin.</li><li>3. Hands on Python for finance, Krish Naik, Packt</li><li>4. Python For Finance, Yuxing Yan, Packt</li><li>5. Mastering Python for Finance, James Ma Weiming, Pack Publishing</li><li>6. Financial Reporting and Financial Statement Analysis, M Hanif, A Mukherjee, McGraw Hill</li><li>7. Haskell Financial Data Modelling and Predictive Analytics, Pavel Ryzhov, PACKT</li></ol>			

**Online Resources–**

<https://usiu-ke.libguides.com/c.php%3Fg%3D942895%26p%3D6796651&ved>

<https://imarticus.org/blog/what-are-some-good-resources-about-learning-financial-analysis/&ved>

**PART-D:AssessmentandEvaluation****Suggested Continuous Evaluation Methods:**

Maximum Marks: 100Marks

ContinuousInternalAssessment(CIA): 30Marks

EndSemesterExam(ESE): 70 Marks

<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20 Assignment/Seminar- 10 Total Marks- 30	Better marks out of the two Test/ Quiz *obtained marks in Assignments shall be considered against 30 Marks
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective- 10x1=10 Mark; Q2. Short answer type- 5x4=20 Marks Section B: Descriptive answer type pts., 1 out of 2 from each unit- 4x10=40 Marks	

Name and Signature of Convenor & Members: (CBOS)

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**FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

<b>PART-A: Introduction</b>			
<b>Program:</b> Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		<b>Semester-VIII</b>	<b>Session:2024-2028</b>
1	<b>Course Code</b>	<b>BBSE -10</b>	
2	<b>Course Title</b>	<b>Elective B – Finance: Goods and Service Tax</b>	
	<b>Course Type</b>	<b>Discipline Specific Elective (DSE)</b>	
4	<b>Pre-requisite(if,any)</b>	<b>As per requirement</b>	
5	<b>Course Learning Outcomes(CLO)</b>	<ul style="list-style-type: none"> <li>➤ Learn the basics of taxation, including the meaning and types of taxes, and the differences between direct and indirect taxation.</li> <li>➤ Analyze the history of indirect taxation in India and the structure of the Indian taxation system.</li> <li>➤ Know the framework and definitions of GST, including the constitutional framework, CGST, SGST, IGST, and exemptions from GST.</li> <li>➤ Learn the time, place, and value of supply under GST, and apply this knowledge</li> <li>➤ To calculate the value of supply and determine GST liability.</li> <li>➤ Interpret input tax credit under GST, including its meaning and process for availing it, and apply this knowledge to calculate net GST liability.</li> </ul>	
6	<b>Credit Value</b>	<b>4 Credits</b>	<b>Credit=15 Hours-learning &amp; Observation</b>
7	<b>Total Marks</b>	<b>Max.Marks: 100</b>	<b>Min Passing Marks: 40</b>
<b>PART-B: Content of the Course</b>			
<b>Total No. of Teaching-learning Periods(01 Hr.per period)– 60 Periods(60 Hours)</b>			
<b>Unit</b>	<b>Topics(Course contents)</b>		<b>No. of Period</b>
<b>I</b>	<b>Basics of Taxation:</b> Tax – Meaning and Types, Differences between Direct and Indirect Taxation, Brief History of Indirect Taxation. <b>Goods and Services Tax:</b> Framework and Definitions; Introduction to Goods and Services Tax; Constitutional Framework, Orientation to CGST, SGST and IGST, Meaning and Scope of Supply, Types of Supply, Exemptions from GST.		<b>15</b>
<b>II</b>	<b>Time, Place And Value of Supply:</b> Time of Supply – in case of Goods and in case of Services - Problems on ascertaining; Time of Supply; Place of Supply – in case of Goods and in case of Services (both General and Specific Services) – Problems on Identification of Place of Supply; Value of Supply– Meaning, Inclusions and Exclusions, Problems on calculation of 'Value of Supply'.		<b>15</b>
<b>III</b>	<b>GST Liability and Input Tax Credit:</b> Rates of GST – Classification of Goods and Services and Rates based on classification, Problems on computation of GST Liability. Input Tax Credit – Meaning, Process for availing Input Tax Credit – Problems on calculation of Input Tax Credit and Net GST Liability.		<b>15</b>
<b>IV</b>	<b>GST Procedures:</b> Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, Accounting record for GST, Features of GST in Tally Package. GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment, Accounts and Audit under GST.		<b>15</b>
<b>Keywords</b>	<b>Taxation, GST, Value of Supply, Input Tax, GST Liability.</b>		



**PART-C: Learning Resources**

Text Books, Reference Books and Others

1. Rajesh Kumar and Mahadev, "Indirect Taxes", Mc Graw Hill Education
2. Datey, V S, "Indirect Taxes", Taxmann Publications.
3. Hiregange et al, "Indirect Taxes", Puliani and Puliani.
4. Haldia, Arpit, "GST Made Easy", Taxmann Publications.
5. Chaudhary, Dalmia, Girdharwal, "GST – A Practical Approach", Taxmann Publications.
6. Garg, Kamal, "Understanding GST", Bharat Publications.
7. Hiregange, Jain and Naik, "Students' Handbook on Goods and Services Tax", Puliani and Puliani

Online Resources–

<https://www.gstzen.in/a/resources.html&ved><https://www.gstzen.in/a/resources.html&ved>**PART-D: Assessment and Evaluation**

Suggested Continuous Evaluation Methods:

Maximum Marks: 100 Marks

Continuous Internal Assessment (CIA): 30 Marks

End Semester Exam (ESE): 70 Marks

Continuous Internal Assessment (CIA): (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20	Better marks out of the two Test/ Quiz *obtained marks in Assignments shall be considered against 30 Marks
	Assignment/Seminar- 10 Total Marks- 30	
End Semester Exam (ESE):	Two section- A & B Section A: Q1. Objective-10x1=10 Mark; Q2. Short answer type-5x4=20 Marks Section B: Descriptive answer type qts. 1 out of 2 from each unit-4x10=40 Marks	

Name and Signature of Convenor &amp; Members: (CBOS)






**FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session: 2024-2028
1	Course Code	BBSE -11	
2	Course Title	Elective B – Finance: Corporate Financial Management	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite (if any)	As per requirement	
5	Course Learning Outcomes (CLO)	<ul style="list-style-type: none"><li>➤ Learn and determine the overall cost of capital.</li><li>➤ Comprehend the different advanced capital budgeting techniques.</li><li>➤ Study the importance of dividend decisions and dividend theories.</li><li>➤ Evaluate mergers and acquisition.</li><li>➤ Enable the ethical and governance issues in financial management.</li></ul>	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max. Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)			
Unit	Topics (Course contents)		No. of Period
I	<b>Cost of Capital and Capital Structure Theories:</b> <b>Cost of Capital:</b> Meaning and Definition – Significance of Cost of Capital – Types of Capital – Computation of Cost of Capital – Specific Cost – Cost of Debt – Cost of Equity Share Capital – Weighted Average Cost of Capital – Problems. <b>Theories of Capital Structures:</b> The Net Income Approach, The Net Operating Income Approach, Traditional Approach and MM Hypothesis – Problems.		15
II	<b>Risk Analysis in Capital Budgeting:</b> <b>Risk Analysis:</b> Types of Risks – Risk and Uncertainty – Techniques of Measuring Risks – Risk adjusted Discount Rate Approach – Certainty Equivalent Approach – Sensitivity Analysis - Probability Approach - Standard Deviation and Co-efficient of Variation – Decision Tree Analysis – Problems.		15
III	<b>Dividend Decisions:</b> Meaning - Types of Dividends – Types of Dividend Policies – Significance of Stable Dividend Policy - Determinants of Dividend Policy; Dividend Theories: Theories of Relevance – Walter's Model and Gordon's Model and Theory of Irrelevance – The Miller-Modigliani (MM) Hypothesis - Problems.		15
IV	<b>Mergers and Acquisitions:</b> Meaning - Reasons – Types of Combinations - Types of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger - Merger Negotiations – Leverage buyout, Management Buyout Meaning and Significance of P/E Ratio. Problems on Exchange Ratios based on Assets Approach, Earnings Approach and Market Value Approach and Impact of Merger on EPS, Market Price and Market capitalization.		15
Keywords	Cost of Capital, Dividend, Risk, Mergers, Acquisitions.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			
1. I M Pandey, Financial management, Vikas publications, New Delhi. 2. Abrish Gupta, Financial Management, Pearson. 3. Khan & Jain, Basic Financial Management, TMH, New Delhi. 4. S N Maheshwari, Principles of Financial Management, Sulthan Chand & Sons, New Delhi.			

5. Chandra & Chandra D Bose, *Fundamentals of Financial Management*, PHI, New Delhi.  
 6. B. Mariyappa, *Advanced Financial Management*, Himalaya Publishing House, New Delhi.  
 7. Ravi M Kishore, *Financial Management*, Taxman Publications  
 8. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.

**Online Resources-**

<https://www.edx.org/learn/financial-management&ved=>

<https://corporatefinanceinstitute.com/resources/&ved=>

**PART-D: Assessment and Evaluation**

**Suggested Continuous Evaluation Methods:**

Maximum Marks: 100 Marks

Continuous Internal Assessment (CIA): 30 Marks

End Semester Exam (ESE): 70 Marks

<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2):20&20 Assignment/Seminar- 10 Total Marks- 30	Better marks out of the two Test/ Quiz + obtained marks in Assignments shall be considered against 30 Marks
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective--10x1=10 Mark; Q2. Short answer type-5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit-4x10=40 Marks	

Name and Signature of Convenor & Members: (CBOS)

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## FOUR YEAR UNDERGRADUATE PROGRAM (2024-28)

DEPARTMENT OF Management

## COURSE CURRICULUM

<b>PART-A: Introduction</b>			
<b>Program:</b> Bachelor in Business Administration (Certificate / Diploma / Degree / Honors)		<b>Semester:</b> VIII	<b>Session:</b> 2024-2028
1	Course Code	BBSE -12	
2	Course Title	Elective B – Finance: Artificial Intelligence for Business and Society	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite (if any)	As per requirement	
5	Course Learning Outcomes (CLO)	<ul style="list-style-type: none"> <li>➤ Identify Logic Based and Knowledge based Artificial Intelligence.</li> <li>➤ Philosophy of Artificial Intelligence.</li> <li>➤ Application of Artificial Intelligence</li> <li>➤ Artificial Intelligence in Business Applications.</li> <li>➤ Solve Cases relating to Healthcare, Gamification etc.</li> </ul>	
6	Credit Value	4 Credits	Credit = 15 Hours-learning & Observation
7	Total Marks	Max. Marks: 100	Min Passing Marks: 40
<b>PART-B: Content of the Course</b>			
Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)			
Unit	Topics (Course contents)		No. of Period
I	<b>Artificial Intelligence:</b> Introduction to Artificial Intelligence; Artificial Intelligence History and Philosophy; Logic Based Artificial Intelligence; Knowledge Based Artificial Intelligence; Contemporary Artificial Intelligence.		15
II	<b>Philosophy Of Artificial Intelligence:</b> Philosophy of mind; Evolving Intelligence; Types of Memory; Human like Problem-Solving; Difference between Artificial Intelligence, Biological Intelligence and Natural Intelligence; Hard Computing and Soft Computing; Knowledge and Reasoning; Intelligent Agent and Human Computer Interface.		15
III	<b>Application Of Artificial Intelligence:</b> Uses of Artificial Intelligence in Business application and Social Applications; Artificial Intelligence in Governance; Commercial Artificial Intelligence; Applications in Business [Financial Analysis, Sentimental Analysis and Behavioural Analysis]; Computer Vision; Virtual Reality; Cognitive Intelligence; Smart City Project Implementation using Artificial Intelligence.		15
IV	<b>AI in Business and Social Organisation:</b> When and how Artificial Intelligence can help your company; Artificial Intelligence in Business Applications; Artificial Intelligence in Social Applications; Tools and Techniques; Ethical Issues; The Good and Bad Artificial Intelligence and the Human Component; How Artificial Intelligence is transforming the future of business on an Organisational level with special emphasis on the Sales and Marketing, Customer Service, Manufacturing, Supply Chain Management and the supporting functions [HR, Finance, Back Office] challenges for successful implementation and utilisation of Artificial Intelligence.		15
Keywords	Artificial Intelligence, Business, Organisation, Business, Social Organisation.		

**PART-C: Learning Resources****Text Books, Reference Books and Others**

- Stuart G Russell, Peter Norvig (2010), Artificial Intelligence: A Modern Approach (second edition) by Prentice Hall.
- Steven Finlay, Relativistic, (2017), Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies.

**Online Resources-**

<https://guides.loc.gov/artificial-intelligence-healthcare/electronic-resources&ved>

<https://jpl-nasa.libguides.com/subject-guides/artificial-intelligence-ai/ebooks&ved>

**PART-D: Assessment and Evaluation****Suggested Continuous Evaluation Methods:**

Maximum Marks: 100 Marks

Continuous Internal Assessment (CIA): 30 Marks

End Semester Exam (ESE): 70 Marks

<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2): 20 & 20 Assignment/Seminar- 10 Total Marks- 30	Better marks out of the two Test/ Quiz + obtained marks in Assignments shall be considered against 30 Marks
<b>End Semester Exam (ESE):</b>	Two section- A & B Section A: Q1. Objective-10x1=10 Mark; Q2. Short answer type-5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit-4x10=40 Marks	

Name and Signature of Convener & Members: (CBOS)

*Ammini*  
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**FOUR YEAR UNDERGRADUATE PROGRAM(2024-28)**  
**Department of Commerce and Management**  
**COURSE CURRICULUM**

PART-A: Introduction			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session:2024-2028
1	CourseCode	BBSE -09	
2	CourseTitle	Elective C – Marketing: Digital Marketing	
	CourseType	Discipline Specific Elective (DSE)	
4	Pre-requisite(if,any)	As per requirement	
5	Course Learning Outcomes(CLO)	➤ students will gain knowledge of several updated technologies involved in this digital Marketing era. ➤ Learn about How search Engine Works.	
6	Credit Value	4 Credits	Credit=15 Hours-learning & Observation
7	Total Marks	Max.Marks: 100	Min Passing Marks: 40
PART-B: Content of the Course			
Total No. of Teaching-learning Periods(01 Hr. per period)– 60 Periods(60 Hours)			
Unit	Topics(Course contents)		No. of Period
I	Digital Marketing: Creating initial Digital Marketing Plan- SWOT Analysis-Target Group Analysis- Content management- Optimization of Web Sites-MS Expression-SEO Optimization- CRM platform-Google Analytics- Social Media Marketing- Budgeting.		15
II	Digital Marketing Budgeting: Digital Marketing- Benefits of Digital V/s Traditional Marketing- Digital Marketing Platforms- Defining Digital Marketing Goals- Latest Digital Marketing Trends.		15
III	Search Engine Optimization: Introduction to Search Engines-How Search Engine works-Search Engine Optimization & its Benefits- Search Engine Marketing- Google Adwords-Google Ad sense- Display Advertising- Keyword Optimization.		15
IV	Social Media Marketing: Social Media- SMM v/s SMO- Benefits of SMM- Social Media Strategy; Facebook Marketing; Twitter Marketing; Youtube Marketing; Instagram Marketing; Google Marketing; LinkedIn Marketing; Contextual Marketing. Internet demographics: On-line user behaviour and characteristics – navigation behaviour(click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web.		15
Keywords	Digital Marketing, Budgeting, Search Engine Optimization, Social Media Marketing.		
PART-C: Learning Resources			
Text Books, Reference Books and Others			
➤ The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi, J. (2014) Epic Content Marketing, Mcgraw Hill Education.			
➤ Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited			
➤ References			
➤ Frost, R. D., & Strauss, J. (2016). E-marketing. Routledge.			
➤ Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building advantage in a networked economy (Tat McGraw-Hill)			
Online Resources–			
<a href="https://www.webfx.com/digital-marketing/&amp;ved">https://www.webfx.com/digital-marketing/&amp;ved</a>			
<a href="https://digitalmarketinginstitute.com/resources/ebooks&amp;ved">https://digitalmarketinginstitute.com/resources/ebooks&amp;ved</a>			

