



HANDBOOK **of**

CURRICULUM STRUCTURE AND SYLLABUS
Bachelor of Business Administration
(Programme Code: 2101)
Batch: 2020-23

Institute of Management



Vision

To be one of India's most innovative higher education institutions.

Mission

To realise its vision, the University will:

Practice teaching that inculcates critical thinking and problem solving,

Pursue research that leads to innovation and enhancement of real-life applications,

Offer experience that leads to all round development, and

Develop a culture that is strongly rooted in interdisciplinarity and learning by building, not just doing.

Values

Caring for people.

Integrity including intellectual honesty, openness, fairness, and trust.

Commitment to excellence.

IQAC Documentation



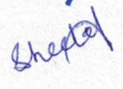
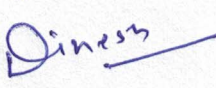
Document Name: Curriculum Structure and Syllabus Handbook, Bachelor of Business Administration (Programme Code: 2101) - Batch 2020-2023

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Document Description: This document supplements the document titled Curriculum Structure: BBA, MBA and PGDAR Programs and is prepared by the Institute of Management (IM), JKLU to serve as an information baseline for further planning and delivery of courses w.r.t Bachelor of Business Administration (BBA), Batch 2020-23.

It includes Program Education Objectives, Programme Outcomes, Desired minimum level of competence for POs, Curriculum Structure, collation of Semester wise Course Outlines, and Course Articulation Matrix (CAM) of each course (including open electives and additional courses, if any, opted by students) prepared by respective faculty members. The document also includes Programme Articulation Matrix (PAM). This document is in compliance with BoS (upto 11th meeting) and approvals of the Academic Council (upto 20th meeting).

Document Creation Team:

Dr. Punam Mishra - 
Dr. Lokanath Mishra 
Dr. Sheetal Mundra 
Mr. Dinesh Gupta 

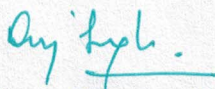
Quality Checked by:

Dr. Umesh Gupta 
Dr. Sonal Jain 

Approved by:


DIRECTOR-IQAC
JK LAKSHMIPAT UNIVERSITY
JAIPUR




Vice Chancellor
JK Lakshmipat University
Jaipur-302026

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Program Educational Objectives (PEOs)

The BBA program offered by IM, JKLU has been designed to prepare students for a meaningful career and life-long learning. Our alumni are expected to:

PEO1: Meaningfully contribute to the organizations, economies and societies through appropriate set of knowledge, skills, attitude and behavior.

PEO2: To identify and tap entrepreneurial opportunities within and outside the organizations they work for.

PEO3: Continue their intellectual development through critical thinking, self-study, higher education and research as well as through participation in research groups and professional networks.

Program Outcomes (POs)

Graduates of BBA program offered by IM, JKLU will have the following competencies:

PO1: Life Long Learning

- a) Demonstrate inquisitiveness, open mindedness and the ability to engage in independent and life-long learning.

PO2: Citizenship, Sustainability and Professional Ethics

- a) Demonstrate knowledge of and sensitivity towards constitution while dealing with organizational, societal and environmental issues.
- b) Use and allocate resources in a sustainable manner.
- c) Demonstrate commitment for professional integrity, excellence and responsibilities as prescribed for the management profession.

PO3: Management Practice and Modern Tool Usage

- a) Demonstrate a clear conceptual understanding and application orientation of the fundamentals of management discipline.
- b) Plan, direct and control their own efforts and those of others to help achievement of organizational objectives.
- c) Identify and collate relevant data from within and outside organization and analyze it using appropriate tools and techniques.
- d) Exhibit proficiency in usage of modern management/IT tools while solving business problems.

PO4: Communication, Critical Thinking and Problem Solving

- a) Identify, formulate and analyze problems to arrive at justified conclusions using critical thinking along with domain knowledge.
- b) Think creatively and communicate effectively to solve business problems.

PO5: Teamwork

- a) Ability to work effectively as an individual and as a team member or leader in diverse and distributed teams, and in multidisciplinary settings.

PO6: Innovation and Entrepreneurship

- a) Take an innovative and entrepreneurial viewpoint amidst changing situations while proposing creative solutions to complex organizational, societal and environmental issues.
- b) Undertake meaningful economic activities with a focus on having a sustainable business model.

Desired minimum level of competence for POs

PO	Competence Level
PO1a	Competent
PO2a	Novice
PO2b	Novice
PO2c	Advanced Beginner
PO3a	Competent
PO3b	Advanced Beginner
PO3c	Novice
PO3d	Advanced Beginner
PO4a	Advanced Beginner
PO4b	Advanced Beginner
PO5a	Advanced Beginner
PO6a	Novice
PO6b	Novice

Following process has been adopted to create Course Articulation Matrix (CAM) and Program Articulation Matrix (PAM).

- Course Outcome of each Course is mapped to Program Outcome (PO) using three Levels viz., Low Correlation (1), Moderate Correlation (2) and Substantial Correlation (3).
- Average of these Levels of each Course Outcome w.r.t each specific PO is calculated and it indicates expectations laid in a course to attain different PO. In order to avoid over commitment of a course w.r.t its contribution to POs, the following validation check is applied on the sum of PO wise averages in each course.

$$\sum (\text{Average}) \leq \text{Min} (\text{Credits} * \text{Year}, 15)$$

In above equation, Credits are the credits assigned to the course, Year indicates the level of the students from 1st to 3rd year. In case this sum exceeds the upper limit, CO-PO mappings are revised. This check ensures that early or low credit courses are not over burdened with very high expectations.

- For creation of Program Articulation Matrix, sum of these averages of different courses w.r.t each PO is calculated and interpreted as per following Table.

Competence Level *	BBA
Novice	<8
Advanced Beginner	8 - 16
Competent	>=16

Novice* (N): Knows objective facts, features, and rules for determining actions wrt this PO without being context-sensitive. The student has studied the basic concepts.

Advanced beginner* (AB): Recognizes common situations wrt this PO that help in recalling which rules should be exercised, starts to recognize and handle situations not covered by given facts, features and rules. The student has problem-solving and repeated practice experience for common situations wrt this PO.

Competent* (C): Performs most standard actions wrt PO without conscious application of rules after considering the whole situation. Handles new situations through the appropriate application of rules, can design systems, and may lead. Has demonstrated this PO through repeated engagements in advanced problem-solving, projects, extensive practice in common and exception situations, and participated in professional networks.

Curriculum Structure - Bachelor of Business Administration (Batch: 2020-23)

S. No.	Course Code	Course Title	Credits
Year 1 Semester I			
1	LS1101	Foundation of Management	4
2	EP1101	Economics-I	4
3	ID1101	Spreadsheet Essentials	4
4	FA1101	Accounting for Business	4
5	CC1101	Fundamentals of Communication	2
6	LD1101	Understanding and Leading Self	2
7	FA1106	Introduction to Financial Services and Fintech*	4
Year 1 Semester II			
8	AS1103	Business Mathematics	4
9	EP1102	Economics-II	4
10	BS1101	Organizational Behavior	4
11	CC1102	Critical Thinking and Storytelling	2
12	PW1101	Capstone-I	2
13 (a)	ED1101	Entrepreneur and Entrepreneurship**	4
13 (b)	FA1107	Retail Banking & Retail Lending*	3
Year 2 Semester III			
14	BS1102	Human Resource Management	4
15	FA1102	Management Accounting	4
16	MA1101	Principles of Marketing	4
17	ID1102	Statistical Reasoning	4
18	CC1103	Perspectives on Contemporary Issues	2
19 (a)	ED1102	Idea to Business Model**	4
19 (b)	FA1108	Principles of Financial Risk Management *	4
20	PW1106	Summer Social Project*	2
Year 2 Semester IV			
21	FA1103	Financial Management	4
22	MA1102	Advertising & Sales Management	4
23	OP1101	Operations Management	4
24	ID1103	Data Driven Business Decisions	4
25	CC1104	Communication and Identity	2
26	PW1102	Capstone-II	2
27(a)	ED1103	Business Model to Product Market Fit**	4
27(b)	FA1109	Wealth Management and Investments*	4
<i>Open Elective#</i>			
28	MA1201	Customer Analytics	2
Year 3 Semester V			
29	ID1121	Intelligent Automation	2

30	CC1105	Understanding and Managing Conflict	2
31	PW1104	Summer Internship Project	4
32(a)	LS1102	Legal Aspects of Business**	4
32(b)	LS1103	Legal Aspects of Banking and Fintech*	3
33(a)	FA1104	Taxation**	2
33(b)	FA1110	Direct Taxation*	1
34(a)	MA1103	Consumer Behavior**	4
34(b)	MA1105	Consumer Behavior and Brand Management in BFSI*	4
35(a)	ED1104	Sustaining and Growing Start-ups**	4
35(b)	FA1111	Banking Operations and Risk Management*	3
36	FA1112	Microfinance and Financial Inclusion*	3
37	MA1106	Sales in Retail Banking and Insurance*	3
Year 3 Semester VI			
38	CC1106	Critical Thinking for Decisions at Workplace	2
39	PW1103	Capstone-III	2
40	FA1105	Indian Financial System**	3
41	MA1104	Brand Management**	4
42	ID1122	Introduction to Web Development**	2
43	PW1105	Social Project**	2
44(a)	ED1105	Run Your Venture**	4
44(b)	PW1107	Internship at Company*	8

* Banking and Fintech Concentration

**Entrepreneurship Concentration

CREDIT STRUCTURE

SEMESTER	CREDITS	YEAR	CREDITS
Semester I	20-24	Year I	40-43
Semester II	19-20		
Semester III	22-24	Year II	46-48
Semester IV	24		
Semester V	22-25	Year III	37-41
Semester VI	12-19		
Open Electives	00-12	Year II and III	00-12

#Open Elective: A student can choose open electives upto 12 credits as specified above, which can be offered by IM, IET or ID. A student cannot opt for more than 4 credits through open electives in a semester. These can also include MOOCs.

Note:

- Two Concentrations are offered as a part of BBA Programme- (i) Banking and Fintech; and (ii) Entrepreneurship. A student is required to opt for any one of the concentrations and have to register for the courses as per opted concentration, as mentioned above.
- Minimum required credits for BBA Programme are 127.

Index of Course Outlines

S. No.	Course Code	Course Title	Page No.
Year 1 Semester I			
1	LS1101	Foundation of Management	1
2	EP1101	Economics-I	3
3	ID1101	Spreadsheet Essentials	7
4	FA1101	Accounting for Business	9
5	CC1101	Fundamentals of Communication	12
6	LD1101	Understanding and Leading Self	14
7	FA1106	Introduction to Financial Services and Fintech*	16
Year 1 Semester II			
8	AS1103	Business Mathematics	20
9	EP1102	Economics-II	23
10	BS1101	Organizational Behavior	27
11	CC1102	Critical Thinking and Storytelling	30
12	PW1101	Capstone-I	32
13 (a)	ED1101	Entrepreneur and Entrepreneurship**	33
13 (b)	FA1107	Retail Banking & Retail Lending*	36
Year 2 Semester III			
14	BS1102	Human Resource Management	39
15	FA1102	Management Accounting	41
16	MA1101	Principles of Marketing	44
17	ID1102	Statistical Reasoning	46
18	CC1103	Perspectives on Contemporary Issues	48
19 (a)	ED1102	Idea to Business Model**	51
19 (b)	FA1108	Principles of Financial Risk Management *	53
20	PW1106	Summer Social Project*	55
Year 2 Semester IV			
21	FA1103	Financial Management	57
22	MA1102	Advertising & Sales Management	59
23	OP1101	Operations Management	61
24	ID1103	Data Driven Business Decisions	63
25	CC1104	Communication and Identity	65
26	PW1102	Capstone-II	67
27(a)	ED1103	Business Model to Product Market Fit**	68
27(b)	FA1109	Wealth Management and Investments*	70
<i>Open Elective</i>			
28	MA1201	Customer Analytics	72
Year 3 Semester V			
29	ID1121	Intelligent Automation	75

30	CC1105	Understanding and Managing Conflict	78
31	PW1104	Summer Internship Project	80
32(a)	LS1102	Legal Aspects of Business**	81
32(b)	LS1103	Legal Aspects of Banking and Fintech*	83
33(a)	FA1104	Taxation**	85
33(b)	FA1110	Direct Taxation*	87
34(a)	MA1103	Consumer Behavior**	88
34(b)	MA1105	Consumer Behavior and Brand Management in BFSI*	90
35(a)	ED1104	Sustaining and Growing Start-ups**	92
35(b)	FA1111	Banking Operations and Risk Management*	94
36	FA1112	Microfinance and Financial Inclusion*	96
37	MA1106	Sales in Retail Banking and Insurance*	98
Year 3 Semester VI			
38	CC1106	Critical Thinking for Decisions at Workplace	101
39	PW1103	Capstone-III	103
40	FA1105	Indian Financial System**	104
41	MA1104	Brand Management**	106
42	ID1122	Introduction to Web Development**	108
43	PW1105	Social Project**	110
44(a)	ED1105	Run Your Venture**	112
44(b)	PW1107	Internship at Company*	113

* Banking and Fintech Concentration

**Entrepreneurship Concentration

Semester I
(Academic Year 2020-21)

1. Foundation of Management

Course Code: LS1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Upasana Singh

Course Description:

The course is designed to give a basic understanding of the role and functions of a manager and to explain the principles, concepts, and techniques used by managers in carrying out their work. A central concept of the course is that there is a general framework for understanding management that applies to managers in all organizations-large or small, public or private, product-oriented or service-oriented. Emphasis is placed on the internal and external environment which has impact on management practices.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Evaluate the context for taking managerial actions of planning, organizing and controlling.
- Assess global situation, including opportunities and threats that will impact management of an organization.
- Assess managerial practices and choices relative to ethical principles and standards.
- Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
- Determine the most effective action to take in specific situations.

Topics to be Covered:

1. Concepts of Management

- Managers and Management
- Managers in the organization an overview: Functions, skills and roles.
- Evolution of management thought: Historical roots of contemporary management practices
- The Management Environment: the changing economic social, legal and global environment.

2. Planning:

- Nature and purpose
- types of planning,
- Planning process, MBO

3. Managerial decision making: Steps in decision making, importance and challenges.

4. Organizing and organization structure:

- Nature and purpose of organizing,
- principles of organizing
- Elements of structure
- variables affecting structure
- Boundary less organizations

5. Directing and leading

- Requirements of effective direction
- Motivation and its role in directing
- Leading

6. Effective control

- Need, essential of effective control systems
- steps in control process, and techniques

7. Management in 21st century: Organization and their changing environment**8. Social responsibilities of the businesses****Reading Materials:**

- Koontz, H. and Weihrich, H. (2010). *Essentials of Management: An International Perspective, 8e*. New Delhi: Tata McGraw Hill.
- Bateman, T. S. and Snell, S. A. (2009). *Management: Leading and Collaborating in a Competitive World, 8e*. McGraw Hill Irwin.
- Stoner, James A. F. and Freeman, R Edward. (1989) "Management". 6th.1989. Prentice Hall of India, New Delhi.
- Daft, R. L. (2009). *Principles of Management*. New Delhi: Cengage Learning.
- Tripathy, P.C. and Reddy, P. N. (2012). *Principles of Management*. McGraw Hill, New Delhi.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Evaluation (exercises, activities and participation)	20%
Team Project	20%
Quiz	10%
Mid Term	20%
End term	30%

2. Economics-I

Course Code: EP1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Sheetal Mundra

Course Description:

Economics is the study of the way people and societies use limited resources in decision making. It not only helps students in understanding the world in which they live but also makes them judicious participants in the economy. Economics as a subject is traditionally branched into microeconomics and macroeconomics, based on the unit of decision making. Microeconomics focuses on the individual decision-making units such as the customer and producer, which constitute the two forces of supply and demand in the market. It helps one in identifying the remarkable efficiency properties of markets and explains how the self-interest of individuals working through the competitive market can produce a societal benefit. A microeconomics course has several common objectives that contribute to a student's learning in a business, finance or economics program.

Course Objectives:

- To familiarize the students with economics concepts, theories and their application in the rational solution to management problems and the economic problems in their day-to-day life.
- To make them understand the two market forces, demand side and supply side of the market and dynamics of market equilibrium.
- To make them learn concept, methods and factors of elasticity of Demand.
- To familiarize the students with the theory of production, theory of cost, revenue and, price and output determination in different market structures.
- To enable them to apply their understanding to contemporary economics issues and become familiar with some major economic debates.

Course Learning Outcomes:

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

- Apply the fundamental economic concepts, theories of economic analysis in their day-to-day life and in the business world.
- Recognize and interpret a Demand Curve and a Supply Curve in the market, and identify the underlying determinants of each in different industries.
- Calculate elasticities and apply them in various decision-making processes.

- Analyze various production functions, cost concepts, revenue concepts and calculate break-even quantity.
- Relate business costs, pricing and profit.
- Analyze and Infer through using data and excel.
- Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.
- Understand market failures and role of government.

Topics to be Covered:

- Business Economics and Fundamental Concepts
- Cardinal and Ordinal Concepts of Utility
- Consumer Surplus
- Demand and Supply, and Market Equilibrium
- Elasticity of demand, its measurements and application
- Production Function
- Law of Variable Proportion
- Law of Returns to Scale
- Concepts of Costs and Cost Functions
- Concepts of Revenue and Breakeven Analysis
- Price and output determination in different market structures
- Pricing Principles and Practices
- Sustainability and Market Failures

Tentative Session Plan:

Session	Topics
1-2	Definition of Business Economics, Fundamental Concepts, Mathematical Tools and Optimum Decision Rule
3	Cardinal Utility Approach
4	Diminishing Marginal Utility
6	Law of Equi-Marginal Utility
7	Ordinal Utility Approach
8-9	Marginal Rate of Substitution, Budget Line and Consumer Equilibrium, Concept of Consumer Surplus
10	Presentations
11-12	Theory of Demand, Determinants of Demand, Law of Demand
13	Change in Quantity Demanded Vs Change in Demand,
14	Law of Supply, Determinants of Supply
15	Market Equilibrium

16	Quiz
17-18	Elasticity of Demand, Types and Measurements of Elasticity of demands
19-20	Factors Affecting Elasticity of Demand, Importance and application of the Elasticity of Demand
21	Concept of Production, Production Function, Fixed and Variable Factors
22	Law of Variable Proportion
24-25	Law of Returns to Scale & Economics and Diseconomies of Scale
26	Presentations
27-29	Cost Concepts, Cost Functions, managerial use of cost function
30	Concepts of Revenue, Relationship of AR, MR and Price Elasticity
31	Break even Analysis
32	Presentations
33	Price Determination under Perfect Competition
34	Pricing Under Monopoly
35	Price Discrimination
36	Pricing Under Monopolistic Competition
37	Pricing Under Oligopoly and Game Theory
38	Pricing principles and practices
39	Market Failures and Government Role
40	Project Presentation

Note: After the completion of each topic a student presentation will be scheduled during the next session. Minor modifications & alteration might be required, depending on the composition & progress of the class

Reading Materials:

- D. N. Dwivedi (2012). *Essentials of Business Economics*. New Delhi: Vikas Publishing House Pvt Ltd.
- Dominick Savaltore (2011). *Micro Economics: Theory and Application*. Oxford (Schaum Series).
- Mankiw (2012). *Principles of Micro Economics*. New Delhi: CENGAGE Learning
- H.L. Ahuja (2014). *Principles of Economics*. New Delhi: S. Chand & Company Pvt. Ltd.
- Lipsey's Chrystal (2011). *Economics*. Eleventh Edition. New Delhi: Oxford University Press.
- T. R. Jain (Latest Edition). *Microeconomics: for BBA*. New Delhi: V K Publications.
- www.economist.com

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams (I)	20%
End Term Exams	40%
Continuous Evaluation (Presentations, Quiz and Class Participation)	20 %
Project	20%

3. Spreadsheet Essentials

Course Code: ID1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Ashwini Sharma

Course Description:

Business organizations are increasingly using spreadsheets for organizing and maintaining their day-to-day data. Consequently, achieving proficiency in using spreadsheet software has become an utmost necessity for business students. The present course introduces students with fundamental concepts of organizing, processing and presenting data. It also develops their skills in performing data management functions using Excel. Students will be able to learn about some of the most powerful features of Excel and generate useful reports using them. After successfully completing the course, they will be able to create professional-looking worksheets using MS-Excel software and at the same be ready to undertake advanced courses in the data analysis domain.

Course Learning Outcomes:

Upon successful completion, the student should be able to:

- Create, format and link worksheets using MS-Excel.
- Use formulas and functions to perform computations on data.
- Create data visualizations using different types of charts.
- Apply Conditional formatting, Perform Goal Seek Analysis, Use lookup functions.
- Create and update Pivot Tables and Pivot Charts.

Tentative Session Plan:

Week (Sessions)	Topic	Remarks
Week 1 (S1-S4)	Excel Environment, Ribbon Layout, Entering, Editing and Managing Data, Worksheet Formatting and Printing	4 Hours
Week 2-3 (S5-S12)	Mathematical computation using Formulas, Copying and Pasting Formulas, Absolute and Relative Referencing, Formula Auditing, Statistical Functions (SUM, COUNT, AVERAGE, MAX, MIN), Sorting and Filtering	8 Hours
Week 4-5 (S13-S20)	Creating and Formatting Charts (Line, Column, Stacked Column, Pie, Histogram, Pareto),	8 Hours

	Scatter Plot, Chart sheets, Using Charts in MS-Word/MS-PowerPoint	
Week 6-7 (S21-S28)	Logical and Lookup Functions, Pivot Tables, Pivot Charts	8 Hours
Week 8 (S29-S32)	Working with Text, Dates and Times	4 Hours
Week 9 (S33-S36)	Financial Arithmetic using Spreadsheets	4 Hours
Week 10 (S37-S40)	Introduction to Advanced Excel Features	4 Hours

Reading Material:

- Whigham, David (Latest Edition). *Business Data Analysis using Excel*. New Delhi: Oxford University Press. [ISBN: 9780195691801]

Links of supplementary readings and exercises shall be made available during the classes.

Assessment Scheme:

Assessment Components	Weightage
Continuous Evaluation Group Assignments-25%; Quizzes/Exercises-10%; Participation-5%	40
Mid Term Exam	20
End Term Exam	40
Total	100

4. Accounting for Business

Course Code: FA1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Lokanath Mishra

Course Description:

Students of business expected to have knowledge in the subjects like accounting, because business is built on a foundation of numbers - Revenues, cost ratios, valuations, performance measures etc. These numbers are the science behind the art of making crucial business decisions that would determine the current and future health of a company. Accounting relates to each functional activity due to its measurability in numbers and primacy of profit in a business organization. The financial health of an organization is determined by its Profit & Loss Account and the Balance Sheet. Although these statements are well defined and fact based, their analysis yields crucial information and knowledge for management decision making. Similarly cost accounting aimed to equip students on various aspects of cost ascertainment and cost control techniques Moreover, at the operational level, every employee in the organization comes across financial terms and figures in his/her day to day working. Therefore, it is imperative for every individual to understand the basic financial statements and concepts to perform well in their personal as well as professional life.

Course Objectives:

This Course would help student to

- Understand the mechanism for recording, classifying and summarizing business transactions.
- Understand the use & Preparation of Balance Sheet & Income Statement and how amounts that appears in these statements are changed to reflect events that affect an organization's resources.
- Develop competency in using various tools & techniques for financial statement analysis and its useful interpretation.
- Understand the Accounting software's in practice like Tally & Busy.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- To appreciate the information needs of different categories of users of company financial reports.
- Equip with the mechanism for recording, classifying and summarizing business transactions.

- Able to Prepare Balance Sheet, Income Statement, Cash flow statements, Statement Retained Earning, Statement of Changes in Equity and understand, how amounts that appears in these statements are changed to reflect events that affect an organization's resources.
- Develop competency in using various tools & techniques for financial statement analysis and its useful interpretation.
- Process business transactions through Accounting Software Tally & Busy.

Topics to be Covered:

- **Financial Accounting Framework:** Basic Assumptions, GAAP, Concepts and conventions; Accounting Standards, IFRS, Accounting process, Rules of debit and credit, recording, classifying and summarizing business transactions.
- **Preparation of Key Financial Statements:** Preparation of Income statement and Balance sheet, Statement of Changes in Equity, Statement of Retained Earnings.
- **Financial Statement Analysis:** Cash flow statement, Comparative statement, Common size statement, understanding Banks, Bank Regulation, Bank financial statements, The Drivers of a Bank's Performance
- **Digital Accounting:** Processing Business transactions through accounting software's Tally & Busy.

Tentative Session Plan:

Session	Topics to be Covered
1	Introduction to Accounting, Objective, necessity, accounting terminology
2-3	Basic Assumptions, GAAP, Concepts and conventions
4	Accounting process, Rules of debit and credit
5-9	Recording, Classifying and Summarizing business transactions.
10-13	Preparation of Income statement and Balance sheet for sole proprietorship and company form of organization.
14-15	Review & Recap through case lets, class discussion and presentations.
16-17	Reading, analyzing and interpreting the key financial statements.
18-22	Financial analysis through comparative, common size and trend analysis & Key Ratios
23	Review & Recap through case lets, class discussion and presentations.
24-26	Understanding Banks, Bank Regulations,
27-29	Bank Financial Statements, The drivers of banks performance
30-31	Review & Recap through case lets, class discussion and presentations.
32-33	Introducing Tally, Installation of Software, Navigation, Creation of Company
34-38	Practicing the software with the processing of business transactions, Vouchers, Introducing Busy accounting software.
39	Review & Recap through case lets, class discussion and presentations.

40	Revise and Review of the subject with learning outcomes.
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Reading Materials:

- Horngreen, T. Charles, Sundem, L.Gary, Elliott, A. John, Philbrick, R. Donna.(2019). Introduction to Financial Accounting, 11/e, Pearson Publication, New Delhi.
- Bhattacharya, K. Asish.(2016). Financial Accounting for Business Managers. New Delhi. PHI Publication.
- Kulkarni Mahesh and Mahajan Suhash.(2016). Accounting for Business Decissions, 2/e, Nirali Prakashan, New Delhi.
- Ambrish, Gupta (2019). *Financial accounting for management: An analytical perspective*, 5/e. New Delhi: Pearson Education.
- Khatri K. Dhanesh. (2018). *Financial Accounting*,1/e. New Delhi: Mc Graw Hill Education Pvt. Ltd.
- Gabriel, John,S. and Marcus A. (2017). *Financial Accounting*, 3/e. New Delhi: Mc Graw Hill Education Pvt. Ltd.
- Rajasekaran V. and Lalitha R.(2018). *Financial Accounting*, 1/e. New Delhi: Derling Kindersey (India) Pvt. Ltd, Licensess of Pearson Education in SouthAsia.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term	20%
End Term	40%
Continuous Evaluation: Class test, Quiz, Practical Assignments, Group Assignment, Case Study, Project Work	40%

5. Fundamentals of Communication

Course Code: CC1101

Credit: 2

L-T-P: 2-0-1

Course instructor: Ms. Anushree Dixit

Course Description:

This course provides an introduction to the importance of effective communication, the consequences of poor communication, and the different elements of verbal and non-verbal communication. Students learn about, and enhance, the components of communication: kinesics, paralanguage (voice) and language.

Course Learning Outcomes:

The students will be able to:

- Identify different cultural differences and their impact on communication.
- Compose grammatically correct sentences and paragraphs.
- Deliver effective oral presentations following appropriate kinesics and paralinguistic features.
- Apply appropriate communication skills across settings, purposes, and audiences.

Topics to be Covered:

- Nature and importance of communication
- Mehrabian's Communication Theory
- Ethos, Pathos, Logos: The three pillars of persuasive communication
- English as a Foreign Language
- Consequences of poor communication
- Writing Strategy
- Basic of Effective Presentation
- Influence of culture on communication
- Formats of Public speaking (oral narration, conversational skills)
- Common Errors in English

Reading Materials:

- Raman, Meenakshi and Sangeeta Sharma, 2011. Technical Communication: Principles and Practice. Second Edition. New Delhi: Oxford University Press.
- Mohan, Krishna and Meenakshi Raman. 2010. Advanced Communicative English. New Delhi: Tata McGraw Hill

Note: Latest edition of the readings will be used.

Suggested Online Coursera Courses:

- Engaging in Persuasive and Credible Communication: National University of Singapore: 9 hours (for reference)
- Business English: Making presentations: University of Washington: 17 hours

Assessment Scheme:

Assessment Components	Weightage
Assignments	30%
Class Participation	10%
Quiz	20%
End- Term Exam	20%
Project	20%
Total	100%

6. Understanding and Leading Self

Course Code: LD1101

Credit: 2

L-T-P: 2-0-0

Course instructor: Dr. Upasana Singh

Course Description:

The overarching goal of this course is to help students understand their own potential to become the leader they would like to be and own responsibilities in achieving their goal. The course focus on making life choices i.e. what work excites learners, as well as understanding one's passions and responsibilities. The emphasis is less about being entitled to be a leader and more about how students can become leaders in their own life to achieve success. The activities and exercises will help students explore their behaviors, motivations, values, influences, and character in an effort to increase self-awareness, think critically and also understand their responsibility towards society.

Course Learning Outcomes:

On completion of this course, student will be able to:

- Clearly map their personal strengths and identify their personal brand.
- Identify the personal goals and related competencies required.
- Create Personal Leadership Development Plans by analyzing activities they need to continue or eliminate to become who they want to be.
- Demonstrate awareness and take ownership of key societal responsibilities to lead positive change so as to define his/her personal leadership

Topics to be Covered:

- Introduction and getting to know yourself.
- Passion and purpose
- Defining success, happiness and personal values
- Leading positively: Aligning emotions with strengths and life goals.
- Importance of failures and obstacles
- Growth Vs. Fixed mindset
- Leading with purpose and compassion: Identifying the debt one owe to society
- Leading personal change by charting personal development plan

Reading Materials:

- George, B. with Sims, P. True North: Discover Your Authentic Leadership.
- George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
- George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value

- Bennis, W. and Thomas, R. "Crucibles of Leadership," *Harvard Business Review*, September 2002
- "Moments of Truth: Global Executives Talk About the Challenges that Shaped Them as Leaders," *Harvard Business Review*, January 2007, Reprint R0701A
- Goleman, D. "What Makes a Leader?" *Harvard Business Review*, Jan 2004
- Kaplan, R. "What to Ask the Person in the Mirror," *Harvard Business Review*, January 2007, Reprint R0701H
- Chapman A. "Johari Window," adaptation, review and code 1995-2006, based on Ingham and Luft's original Johari Window concept.
- Heineman Ben W. "Avoiding Integrity Landmines," *Harvard Business Review*, April 2007, Reprint R0704G.
- Kaplan, Robert S. "Reaching Your Potential," *Harvard Business Review*, July 2008, Reprint R0807C (Motivation and Motivated Capabilities)

Assessment Scheme:

Assessment Components	Weightage
Assignments	40%
Class Participation	20%
Presentation	20%
End Term	20%
Total	100%

7. Introduction to Financial Services and Fintech

Course Code: FA1106

Credit: 4

L-T-P: 4-0-0

Course instructors: Mr. Praveen Arora / Dr. Sarita Gupta

Course Description:

The financial system consists of many institutions, instruments, markets & services. Financial institutions range from moneylenders to banks, pension funds, insurance companies, brokerage houses, investment trusts and stock exchanges. Financial instruments ranges from the common –coins, currency notes, mortgages, bonds, stocks to more exotic future and swap of high finance. Markets of these instruments may be organized formally or informally. The Indian financial system is passing through a period of reforms, structural adjustments and consolidation in the wake of economic liberalization. In this process, the financial system will not be widened but also be strategically planned to meet the growing needs of the economy. In view of the overwhelming significance of financial system, it is of indeed need to impart insights into the principles, operational policies and practices of the prominent financial pillars to the management students. This course is expected to give the students an opportunity to apply their knowledge of financial system to the practical world of financial institutions and services.

Course Learning Outcomes:

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

- Evaluate role and significance of financial system in economic development.
- Develop an understanding and practical exposure of Fintech in Financial System
- Practically understand the mechanism of new issue market and stock exchange.
- Learn and utilize knowledge of operating mechanism of several financial services in diverse decision making areas.

Topics to be Covered:

- **Unit I: Overview of Indian Financial System:** Components of formal financial system, functions of a financial system, Savings & Investment, Financial system and economic growth.
- **Unit II: Banking an overview:** Origin, classification of banking, Functions of commercial banking, Central Bank- RBI, Credit Creation: Meanings, Techniques of credit creation, Limitations- Through a case, Impact of Monetary policy on credit creation ability of commercial banks. Recent reformatory measures of the RBI for commercial banks
- **Unit III:** Insurance and mutual fund an overview
- **Unit IV:** Overview of NBFCs in India: Different types of NBFC, Relevance and importance of NBFC's in Indian Financial System, Value NBFC's have delivered across spectrum of underserved borrowers

- **Unit V:** Housing Finance Companies: Overview of the housing market and future potential. Need for dedicated housing finance companies. Differentiation between large HFC's, mid-market HFC's and affordable HFC's.
- **Unit VI:** Small Finance Banks and Payment Banks: Purpose for granting SFB and payment bank license, how SFB's are addressing the financial inclusion in India. Payment banks: struggling to make a mark.
- **Unit VII:** Evolution of Fintech & overview, Why is Fintech relevant in the current environment, What is Fintech and how does it differ from normal NBFC's, Types of Fintech players- payment gateways, lenders, brokerage, third party product sales
- **Unit VIII:** Financial Markets & Instruments- Money Market: Introduction, objective, functions, Money market instruments, Treasury bills, Commercial paper, Commercial bills, Certificate of deposits, Call/Notice money
- **Unit IX: Financial Markets & Instruments- Capital Market (New Issue Market):** Introduction, Objective, Functions, History of Indian Capital market, Capital market scams,
- New Issue Market/Primary Market: Free pricing regime, Book building mechanism, Primary Issues, Public Issues mechanism: Origination, Underwriting and Distribution
- **Unit X: Financial Markets & Instruments- Capital Market (Stock Exchange):** Introduction, Functions, Organization, membership and management of stock exchanges, Listing of securities, Risk management, Trading arrangements, Dematerialization, Rolling settlements, Stock Market Index, Stock Exchanges
- **Unit XI: Financial Services:** Concept, Fee Based & Fund Based, Merchant Banking, Insurance, Factoring & Forfeiting, Credit Rating etc.

Reading Materials:

- Pathak, B.V. (2011). The Indian Financial System. Third Edition. Pearsons India.
- Desai, V. (2001). The Indian Financial System and Development. Fourth Edition. Himalaya Publishing House.
- Khan, M.Y. (2016). Indian Financial System. Ninth Edition. MC Graw Hill Education.
- Gordon & Natarajan (2012). Financial Markets and Services. Seventh Revised Edition. Himalaya Publishing House.
- Sasidharan, K. & Mathews, A.K. (2008). Financial Services & System. Tata McGraw-Hill Publishing Company Limited.
- Tamal Bandyopadhyay, Bandhan: The Making Of A Bank (2016), Random Business
- Tamal Bandyopadhyay, The Bank For The Buck (2013), Jaico Publishing House

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Class Participation, Assignments, Projects, Report Presentation, Quizzes	40%
Mid-term Examination	20%
End-term Examination	40%
Total	100%

Semester II
(Academic Year 2020-21)

8. Business Mathematics

Course Code: AS1103

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Richa Sharma

Course Description:

This course introduces students to the mathematical concepts and applications necessary for successful business careers. The purpose of this business mathematics course is to increase students' math knowledge and skill as it applies to many aspects of business and to help make them a more valuable player in the business arena.

Course Learning Outcomes:

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

- Solve basic matrix and determinant problems and apply the techniques in solving related business problems.
- Solve basic set problems and apply the concepts of set theory in business problems
- Identify and analyze different mathematical functions and draw their graphs
- Calculate derivatives of different functions and use the concept of rate of change in various applications.
- Compute permutation– combinations and calculate the probabilities of events and visualize different datasets.
- Formulate linear programming problems with respect to industrial or societal issues.

Topics to be Covered:

- **UNIT-1: ALGEBRA-1:** Matrices: Introduction, Types of matrices, Matrix operations, Determinants, Minors, Cofactors, Inverse of a matrix, Representation of system of linear equations in matrix form, Solution of system of linear equations using matrix method and Cramer's rule, Applications of Matrices in Business and Economics.
- **UNIT-2: ALGEBRA-2:** Introduction, Definition of sets, Types of sets, Union, Intersection, Venn Diagram, Application of Set theory, Arithmetic Progression (A.P.) Geometric Progression (G.P.) and Harmonic Progression (H.P.) with simple practical applications in real life business environment
- **UNIT-3: CALCULUS:** Function, Limits and continuity of functions, Introduction of differentiation, Differentiation of some basic functions, Concept of rate of change and instantaneous rate of change, Second order derivatives.

- **UNIT-4: PERMUTATION AND COMBINATION:** Permutations, Types of Permutation, Combinations, Cases
- **UNIT-5 LINEAR PROGRAMMING PROBLEM:** Linear Programming Problems: Introduction to LPP and its scope, Formulating a Mathematical Model, Deriving Solutions from the Model, Graphical Method.

Tentative Session Plan:

Session No.	Topic
1	Introduction to business mathematics: syllabus, evaluation and its application to Business administration.
2-3	Matrices : introduction, types of matrices, matrix operations.
4-6	Determinants, minors, cofactors, inverse of a matrix
7-9	representation of system of linear equations in matrix form, solution of system of linear equations using matrix method and Cramer's rule
10	Applications of Matrices in Business and Economics.
11	Quiz 1
12-14	Introduction, Definition of sets, Types of sets, Union, Intersection, Venn Diagram
15-17	Application of Set theory, Arithmetic Progression (A.P.) Geometric Progression (G.P.)
18-19	Harmonic Progression (H.P.) with simple practical applications in real life business environment
20	Revision
21-22	Function, Limits and continuity of functions
23-25	Introduction of differentiation, Differentiation of some basic functions,
26-27	concept of rate of change and instantaneous rate of change, second order derivatives
28	Revision
29	Quiz 2
30-32	Permutations ,Types of Permutation
33-34	Combinations, Cases
35-37	Introduction to LPP and its scope
38-39	Formulating a Mathematical Model
40	Deriving Solutions from the Model, Graphical Method.
	END TERM EXAM

Reading Materials:

- Kashyap, T. and Trivedi, C. (2011): *Business Mathematics*, Pearson Education.
- Hoy, M., Livernois, J., McKenna C., & Stengos, T. (2011). *Mathematics for Economics*, 3e, Prentice Hall, New Delhi.
- Sharma, J.K. (2011). *Mathematics for Management and Computer Applications*, 3/e. New Delhi: Galgotia Publication
- Ghosh, R. K., & Saha, S. (2007). *Business Mathematics and Statistics*, 9/e. Central Book Agency, Kolkata.
- Saha, S. (2000). *Business Mathematics and Quantitative Techniques*. Central Book Agency, Kolkata.
- Bradley, T., & Patton, P. (2010). *Essential Mathematics for Economics and Business*, 2/e. Wiley Publication.
- Mittal, P.K., Sathyaprasad, B.K., & Rao, M.K. (2009). *Mathematics & Statistics for Management*. Himalaya Publishing House.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Assignments	15%
Class Participation	15%
Quiz	20%
Mid-Term-I	20%
End-term	30%
Total	100%

9. Economics- II

Course Code: EP1102

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Sheetal Mundra

Course Description:

Economics is the study of the way people and societies use limited resources in decision making. Economics as a subject is traditionally branched into microeconomics and macroeconomics based on unit of decision making. The world economies are becoming increasing market oriented and has faced many financial crises in the last decades. Thus, understanding about the truths of economics has become even vital in the affairs of people and nations. The basic objectives of the course entitled Macro Economics is to introduce and equip the students with some basic concepts used in macroeconomic analysis, also gives the students an overview of major macroeconomics issues of economy. The importance of macroeconomics as a subject of study has also increased immensely over the past two decades due to the persistence of macroeconomics problems such as achieving and maintaining a reasonably high growth rate, preventing growth of unemployment and promotion of employment, restricting inflation to a desirable rate, and stabilizing the financial market. This course helps the students in understanding the regular uptrend and downturn in the economy and enables them to do appropriate business decision.

Course Objectives:

- To equip them with some basic concepts of macroeconomic analysis and their interplay for understanding the macroeconomic environment
- To provide students an understanding of National Income circular flow of national income and their impact on economy.
- To understand the interlinkages of Aggregate Demand and Aggregate Supply, Consumption, Saving, Investment, Money, MEC and Multiplier.
- To give insights of the major macroeconomic issues as economic growth, monetary theory, government debt, inflation, unemployment, exchange rate and business cycle etc.
- To provide an understanding that how government policies, such as change in interest rate and bank rate affects the consumption and saving behavior of the people and the economy as a whole and how it will affect the industries.
- To enable the students to do appropriate business decision regarding the current and future business environment.

Course Learning Outcomes:

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

- Apply different concepts, theories of macroeconomic analysis in understanding business environment.
- Summarize the change in the size of circular flow of national income due to different withdrawals and injections, and their impact.
- Analyze various macroeconomic variables and their interlinkages with each other like income, saving, consumption, investment, rate of interest, MEC and multiplier etc.
- Outline the money market dynamics in economy and role in determination of interest rate.
- Infer the phase of business cycle from present economic condition and evaluate the policy measures to control business cycle.
- Analyze and evaluate the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment and poverty.
- Explain the ripple impact of Exchange rate and BOP in an economy.
- Understanding characteristics of Indian economy.

Topics to be Covered:

- Micro Economics Vs Macro Economics
- Circular Flow
- National Income
- Classical Model of Income Determination
- Consumption, Saving and Investment function
- Keynesian Theory of Income Determination-A Simple Economy Model
- Multiplier, The Paradox of Thrift and the Multiplier
- Money and Supply of Money
- Demand for Money
- Quantity Theory of Money
- Business cycles
- Inflation and unemployment
- Monetary and Fiscal policy
- Foreign Exchange Rate
- Balance of Payment
- Basic Features of Indian Economy
- Characteristics of K-Economy

Tentative Session Plan:

Session	Topic
1-1	Meaning, Micro Economics Vs Macro Economics, Significance, limitations, Few Concepts used in Macro Economics
2-2	Circular Flow of Income and Expenditure in Two sector economy.
3-3	Circular Flow of Income and Expenditure in Three and Four sector economy.
4-4	Presentation on Major withdrawals and injections in Indian economy.
5-6	National Income, Concepts and Definition, Methods of Measurement of National Income,
7-7	Numerical on National income & Discussion on the different concepts of National income in India and their relevance
8-9	Classical Model of Income Determination
10-10	Consumption, Saving and Investment function
11-13	Keynesian Theory of Income Determination-A Simple Economy Model
14-14	Quiz
15-16	Multiplier , types and significance, The Paradox of Thrift and the Multiplier
17-17	Money, kinds of Money and Functions of Money
18-19	Supply of Money
20-21	Demand for Money
22-23	The Quantity Theory of Money
24-24	Presentations
25-26	Inflation; Meaning, Measures, Control Measures
27-27	Presentation and discussion on the present inflationary trends in India
28-29	Monetary and Fiscal policy-Objectives and Instruments
30-30	Presentation on the current Monetary and Fiscal measures taken by Gov. and their effects in Indian economy
31-32	Inflation and rate of Employment, Kinds of unemployment, Phillips Curve
33-34	Balance of Payment, Meaning, Accounts of BOP, Disequilibrium of BOP
35-36	Exchange Rate-Fixed and Flexible , Determination of Exchange Rate, Purchasing Power Parity
37-38	Basic Features of Indian Economy

39-39	Characteristics of K-Economy
40-40	Wrap up

Reading Materials:

- Dwivedi, D. N. (2018). *Macroeconomics: Theory and policy*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Mankiw, Gregory N. (2017). *Principles of Macro Economics*. New Delhi: CENGAGE Learning
- H.L. Ahuja (2017). *Principles of Economics*. New Delhi: S. Chand & Company Pvt. Ltd.
- Edward Shapiro (2017). *Macroeconomic Analysis*. New Delhi: Galgotia Publications.
- T. R. Jain (2017). *Macroeconomics: for BBA*. New Delhi: V K Publications.
- www.economist.com

Note: Latest edition of the readings will be used.

Suggested MOOC Course:

‘Country Level Economics: Macroeconomic Variables and Markets’, offered by University of Illinois at Urbana- Champaign (Coursera Course)

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams (I)	20%
End Term Exams	40%
Continuous Evaluation (Quiz, Presentations and Class Participation)	20 %
Project	20%

10. Organizational Behavior

Course Code: BS1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Dr. Upasana Singh

Course Description:

People in organizations don't always behave the way we think they will. As a result, our ability to understand, explain, and predict human behavior within organizations is a rare and valuable skill whether you are a new employee, a middle manager, or a top level executive. This course is designed to expose students to important theories and conceptual models for analyzing, understanding, and managing human behavior within organizations. In this paper, students will study a wide range of organizational situations and examples of human behavior, and connect them to foundational theories and effective practical management methods.

Course Learning Outcomes:

After completing this course, students should be able to:

- Analyze the connectedness between organizational issues and human behavior of each topic covered.
- Explain and justify specific theories behind human behavior.
- Comprehend and formulate practical solutions for people related issues in organization.
- Demonstrate proficiency in communicating ideas and work in teams.

Topics to be Covered:

- Eras in OB
- Perception
- Introduction to personality.
- Motivation
- Stress
- Emotional Intelligence
- Concept of groups
- Power and politics
- Creative problem solving

Tentative Session Plan:

No. of Sessions.	Topics
1-4	Introduction to OB-

	Eras of Organization Behavior (Pre Scientific, Behavioral, classical and modern), OB Model Emerging Issues in OB
5-8	Perception- Introduction and importance of understanding perception. Perceptual process Perceptual Organization Attribution process
9	Quiz-I
10-15	Personality- Formation of personality Types of Personalities Theories of personality
15-20	Motivation- Meaning and type of Motivation Theories of work motivation (Maslow, Herzberg, Mc Gregor, Vroom and Porter Lawler)
Midterm-II	
21-25	Stress- Meaning and concept of stress. Constructive and Destructive Stress Life stressors, Organizational Factors environmental stressors Stress coping strategies.
26-29	Teams Concept of teams Types of teams Functions of teams Stages of team formation Team dynamics (group norms, group roles and group cohesiveness) Threats of group effectiveness
30-31	Emotional Intelligence What are emotions? Importance of EQ Managing EQ
32-34	Power and politics- Introduction: Power and politics inseparable part of Organization Types of Power Reasons for politics at workplace.
35	Quiz-II
36-38	Creative problem solving Role of creativity and innovation in organizations Dynamics that underlie creative thinking

	Convergent Thinking –Divergent Thinking and Generation of Creative Ideas Techniques of Creative Problem Solving, Six Thinking Hats (Edward De Bono) Organizational factors contributing in creativity and innovation
40	Presentations
End Term	

Reading Materials:

- Singh, K. (2015). *Organizational Behaviour: Text and Cases*. New Delhi: Pearson Education Pvt. Ltd.
- Luthans, F. (2011). *Organizational Behavior : An Evidence-Based Approach 12th edition*. McGraw-Hill Education (India).
- Robbins, S. P. Judge, T.A., Vohra, N. (2013). *Organizational behavior, 15th edition*. Pearson Education India.
- Organizational Behaviour: Know your People – Offered by Macquarie University on Coursera. <https://www.coursera.org/learn/organisational-behaviour-know-your-people>

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Class Participation	10%
Assignments	20%
Viva	10%
Mid-Term-II Examination	20%
End-Term Examination	40%
Total	100%

11. Critical Thinking and Storytelling

Course Code: CC1102

Credit: 2

L-T-P: 2-0-1

Course instructors: Ms Shraddha Bhartiya / Dr. Richa Mishra

Course Description:

The modern world offers confounding opinions and choices that need to be navigated judiciously. This course explores frameworks and processes to critically examine narratives, reconstruct them, and craft well-reasoned stories that can be told using impactful communication.

Course Learning Outcomes:

The students will be able to:

- Formulate intelligent questions to investigate.
- Evaluate information and evidence for correctness, consistency, and relevance.
- Compose well-structured and well-reasoned arguments.
- Articulate and evaluate the impact of narratives.
- Distinguish between facts, assumptions and opinion.

Topics to be Covered:

- **Introduction to Critical Thinking-** Definitions of Critical Thinking, its applications and the methods to think critically. Paul & Elder model will be used.
- **Importance of questioning-**The key to critical thinking is the ability to formulate intelligent questions. Students will be able to create, improve and prioritize their questions. They will be able to use different types of question by using Bloom's taxonomy to understand the root of any situation, problem or subject.
- **Examine data Critically-**Students will be able to filter information, separate fact from opinion, identify cognitive biases and become aware of the ladder of inference. They will also be taught to conduct responsible research and basics of bibliography and citation.
- **Construct and reconstruct argument-** Students will be taught to construct arguments with sound reasoning. They will be able to support their claims and opinions with compelling data and facts, and present well-informed arguments.
- **Building a compelling Narrative-** Stories that we create and narrate influence how we see ourselves and our association with others. The students will be able to observe, think, create and narrate their stories in an effective manner.

Reading Materials:

- Fisher, A. (2011). *Critical thinking: An introduction*. Cambridge University Press.
- Fisher, A., & Scriven, M. (1997). *Critical thinking its definition and assessment*. Centre for research in Critical Thinking.
- Dobelli, R. (2013). *The art of thinking clearly: better thinking, better decisions*. Hachette UK.
- Budden, L. (2007). Critical Thinking Skills: Developing Effective Analysis and Argument. *Contemporary Nurse*, 25(1-2), 174-175.
- Online course on coursera : Critical Thinking Skills for University Success
<https://www.coursera.org/learn/critical-thinking-skills>

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Assignment	40%
Class Participation	20%
End-term Exam	20%
Quiz	20%
Total	100%

12. Capstone-I

Course Code: PW1101

Credit: 2

Course Coordinator: Dr. Punam Mishra

Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/programme, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Assessment

There will be three capstone exams during the program, the first Capstone exam would be conducted at the end of Semester 2 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.

13(a). Entrepreneur and Entrepreneurship

Course Code: ED1101

Credit: 4

L-T-P: 4-0-0

Course instructor: Prof. Umamahesvaram Mandi

Course Description:

Entrepreneurship plays a vital role in industrial development. It is relatively new subject and one of the fastest growing subjects in colleges and universities across the world. It has been identified as one of the major trends shaping business, economy and even society. It has now emerged as profession. That like other profession, it can be developed and fostered through specific educational and training programme is well evidenced by behavioural studies and experiments conducted across the regions. This course is about creating, managing and leading an entrepreneurial organisation. It would enable students to start dreaming big, visualizing and working towards the realization of their dreams. This course will introduce and develop an awareness of the state of entrepreneurship across the globe and develop entrepreneurial skills among the students.

Course Objectives:

- To understand and appreciate the intrinsic relationship and correlation between entrepreneurship and economic-growth in any country.
- Understand the importance of entrepreneurship and to break stereotypes associated with common understanding of entrepreneurs
- How to plan and work confidently and entrepreneurially with a mock-business creation exercise to understand hands-on the science of being an entrepreneur.
- The types of entrepreneurship i.e., Generational Entrepreneurship i.e., building family businesses; gender-based entrepreneurship i.e., Women Entrepreneurship, etc.
- Understand the types of enterprises – Micro, Small and Medium Entrepreneurs and their enterprises

Course Learning Outcomes:

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

- Understand the entrepreneurial motivation and appreciate the role of entrepreneurship in building the economic growth of a nation.
- Understand the various types of entrepreneurship
- To undergo the experience of building an enterprise through basic ideation and identify the ecosystem drivers that aid it

Topics to be Covered:

(i) Entrepreneurship: A Global Movement and it is important to understand the following aspects

- Entrepreneurship Requires Action and Practice
- Entrepreneurship May Be Different from What You Think
- Media Images of Entrepreneurs
- Debunking the Myths of Entrepreneurship
- What it takes to be an entrepreneur

(ii) Types of Entrepreneurship – To appreciate wide ranging entrepreneurship possibilities

- Corporate Entrepreneurship
- Entrepreneurs Inside or Intrapreneur
- Being a Franchisee
- Small Business Entrepreneur (Small; Micro and Medium enterprises)
- Introduction to Entrepreneurship of Virtue and Value
- Building Innovation led scalable enterprises: Importance of Innovation and building enterprises that are expandable and the concept of thought or IP led enterprises.
- Transgenerational Entrepreneurship (building on or expanding family businesses...)
- Gender and Entrepreneurship: Women Entrepreneurship and
- Social Entrepreneurship – Doing good and delivering sustainable value to all stakeholders

(iii) Entrepreneurship lifestyle and Entrepreneurship facets allied with the ecosystem support:

- Serial Entrepreneurs and what it takes to build enterprises in succession
- Global Entrepreneurship
- Entrepreneurship as a social movement
- What makes a country Entrepreneurial and what types of entrepreneurial ecosystems are created.

(iv) Business Ownership, Management and Entrepreneurship

- Forms of Business Ownership
- Fundamentals of Management
- Climate Change and Entrepreneurship

Reading Materials:

- Entrepreneurship: The Practice and Mindset, Book by Christopher P. Neck, Emma L. Murray, and Heidi M. Neck, SECOND EDITION, Sage Publications Inc
- Essentials of Entrepreneurship and Small Business Management, by Norman M. Scarborough and Jeffrey R. Cornwall, 8th Edition, Pearson

- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*. New Delhi: Pearson.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises*. New Delhi: Pearson.
- <https://www.yourstory.com/>
- <https://www.entrepreneur.com/in>

Note: Latest edition of the readings will be used

MOOC Material

- <https://www.edx.org/course/becoming-an-entrepreneur> (auditing option is available for free)
- <https://courses.edx.org/courses/course> (Fundamentals of Entrepreneurship in Family Business)

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment - Class Participation, Scheduled-Presentations	35%
Project Presentation	35%
End-term Exam	30%
Total	100%

13(b). Retail Banking & Retail Lending

Course Code: FA1107

Credit: 3

L-T-P: 3-0-0

Course instructor: Mr. Praveen Arora

Course Description:

The retail banking in India took off in 2000 and has seen 2 credit cycles. While NPCI has changed the landscape of payments in India with launch of IMPS, UPI, AEPS etc.... the Indiatrack is looking to change the landscape of lending in India. The course however attempts to provide basics of retail banking products and retail banking operations. It seeks to introduce the path forward towards digital distribution and paperless lending to the students.

Course Objectives:

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

- Understand various retail products
- Understand key aspects of retail operations
- Understand basics of credit assessment and collections
- Be aware of changing landscape in the retail banking and retail lending

Topics to be Covered:

- Introduction to retail banking and private banking
- ICICI Bank, HDFC Bank and other financial institution case study highlighting cost of poor credit assessment and unplanned growth
- Amortization and financial model for banking with examples from retail banking
- Global retail banking... Citibank and HSBC case studies
- Retail products: Liability products and asset products
- Retail lending: distribution channels
- Retail lending : underwriting and operations
- Retail lending: collections
- Case studies around affordable housing finance companies
- Fintech Lending and critical operations
- Future trends in retail banking and challenges

Reading Materials:

- Tamal Bandyopadhyay, The Bank For The Buck (2013), Jaico Publishing House
- Class notes

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Assignments, Projects, Report Presentation Quizzes	40%
Class Participation	10%
Mid-term Examination I	20%
End-term Examination	30%
Total	100%

Semester III
(Academic Year 2021-22)

14. Human Resource Management

Course Code: BS1102

Credis: 4

L-T-P: 4-0-0

Course Instructor: Dr. Upasana Singh

Course Description:

A number of recent developments, including demographic changes in the labour force, increased global competition, experiments with new organizational arrangements, and public policy attention to work force issues have made human resource management increasingly important for organizations. The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organizations. HRM involves various issues right from selection-placement to performance appraisal, salary-career management, training and separation of employees with the organizations. The course intends to touch upon crucial aspect of managing employees' in the organization.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Understand fundamental concepts of human resource management, including its nature, scope, functions and importance.
- Apply HR concepts and tools in solving the case studies.
- Discuss and critique the impact of external environment on the enterprise's HR system.
- Identify contemporary issues in HRM and changes in human resource practices with internationalization of business.

Topics to be Covered:

- Introduction to HRM
- Human Resource Planning
- Recruitment and selection
- Employee Training
- Performance management
- Compensation
- Creating and maintaining High performance organization
- Recent trends in HR

Reading Materials:

- Rao, V.S.P. (2013). *Human Resource Management, Text and Cases*. New Delhi: Excel Books.

- Noe, R.A., Hollenbeck, J.R., Gerhart, B. Wright, P.M. (2012). Fundamentals of Human Resource Management, 3rd eds. McGraw Hill, New Delhi.
- Dessler, G. and Varkkey, B. (2009). Human Resource Management, New Delhi: Pearson
- Aswathappa, K.(2008) - Human Resource Management Text and Cases,Tata McGraw Hill New Delhi.
- Rao VSP (2002)– Human Resource Management, Text and Cases,Excel Book, New Delhi
- MOOC on Coursera: Preparing to Manage Human Resource offered by University of Minnesota. <https://www.coursera.org/programs/j-k-lakshmipat-university-on-courserakzogk/browse?=&productId=5DHEiEeWKsgrp3VnvAw&productType=course&query=HRM&showMiniModal=true>

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous evaluation (exercises, activities and participation)	30%
Presentation	10%
Quiz	10%
Mid-term-II	20%
End Term Examination	30%
Total	100%

15. Management Accounting

Course Code: FA1102

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

The large scale industrial production has resulted in widening the area of managerial supervision. The management has to depend upon accounting information for taking various strategic decisions. Management accounting, in the present day, has become an integral part of business. It helps management in planning, coordinating, communicating and controlling. The areas covered in this subject is very wide and includes the tools and techniques for analysis and interpretation of financial statements and also covers management reporting, effects of price level changes etc.

Course Objectives:

This Course would help student to

- Recognize the importance of management accounting in an organization and how it can be used within the context of the other functions of the company.
- Name the main tools and techniques specific to management accounting.
- Identify the characteristics and behavior of different types of costs and analyses decisions that influence these costs.
- Use cost/volume/profit analysis to determine the break-even point, the safety margin and potential profit in a given situation.
- Have a clear mental picture of management control mechanisms and understand their importance and limits.
- Apply cash management after preparing and analyzing a cash budget.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Analyze and interpret the financial statements for managerial decision making.
- Identify and distinguish cost behavior- fixed, variable and semi variable costs and their managerial implications.
- Compute Total process cost including computation of normal loss, abnormal loss and abnormal gain in companies indulged opting for process costing.
- Make cost, volume and profit analysis and suggest the breakeven points and managerial decision on the basis of contribution factors.
- Find and control cost through standard costing and variance analysis.
- Prepare Cash, sales and other functional budgets.

Topics to be Covered:

- **Nature & Scope of Management Accounting:** Meaning & Emergence of management accounting, characteristics or Nature of Management Accounting, Scope, Objectives, Functions of Management Accounting. Relationship between Financial Accounting, Management Accounting and Cost Accounting, Need and Importance and Limitation of Management Accounting.
- **Financial Statements Analysis:** Introduction, Parties interested in financial analysis, Methods of financial analysis, Analysis of liquidity, solvency, efficiency and profitability through Ratio analysis.
- **Cost Concepts- Analysis and Behaviour:** Introduction to cost unit, cost centre, Profit centre, Investment centre, types of costs, cost and expenses, Element of cost, classification of cost, Need for Classification, Introduction to Method of costing, Batch Costing-Determination of EBQ, process costing, contract costing Job Costing.
- **Process Costing:** Introduction & Meaning, Procedure of maintaining process Cost Accounts, Process Losses, Normal Losses, Abnormal Losses, Abnormal Gain, Inter process profit
- **Standard Costing and Variance Analysis:** Introduction, steps involved in standards costing, Standard cost vs. Target cost, Standard costing & budgetary control, steps for establishing a system of standard costing, Analysis of variance for material & Labour, Accounting treatment of variances.
- **Marginal Costing and Breakeven Analysis:** Marginal Cost and Costing, Marginal costing VS. Absorption Costing, Contribution, Marginal Cost Equation, Profit/Volume Ratios, C-V-P Analysis, Break even Analysis, Managerial Application of Marginal Costing, Decision Involving Alternative Choices.
- **Budgeting and Budgetary Control:** Meaning and nature of Budget and Budgetary Control, Objective, Characteristics, Requisites for a successful budgetary control system, Organization for Budgetary Control, Determination of Key factor, Classification and types of Budget, Operating budget, Financial Budget, Fixed and Flexible Budget, Sales Budget, Production Budget, Zero Base Budgeting

Reading Materials:

- Gupta, S. and Sharma, K.R. (2019). Management Accounting Principles & Practice. Kalyani Publications.
- Kishore, M. R. (2015). Cost & Management Accounting, 6E. Taxmann Publications Pvt. Ltd.
- Goel Rajiv and Goel Ishaan.(2019). Concept Building Approach to Management Accounting. New Delhi: Cengage Learning India Private Limited
- Pandey IM.(2018). Management Accounting,3/e. New Delhi: Vikash Publication House Pvt Ltd.
- Paresh Shah (2015) Management Accounting.2/e New Delhi: Oxford Publication
- Ambrish Gupta (2009). Financial Accounting for Management – An Analytical

Perspective. Pearson.

- Anthony N. Robert, David F. Hawkins, Kenneth A. Merchant, (2010). Accounting Text and Cases, 12e. Tata McGraw Hill.
- MOOCs Course “Management Accounting For Decision Making”, Offered by: Indian Institute of Management Bangalore (IIMB) on Swayam Platform.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%
Total	100%

16. Principles of Marketing

Course Code: MA1101

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

This course is designed to provide students with an understanding of the principles of Marketing. There will be a focus on the management of the marketing activities and how marketing relates to overall organizational functioning, including the management of exchange processes between business units and consumers and between firms. It will include topics such as environmental analysis, industry and competitor analysis, objective setting, marketing strategies, market mix components, and finally implementation and control mechanisms. Additionally, the course will provide opportunities for the practical implementation of the concepts covered and the development of problem solving skills by means of various case studies and practical assignments.

Course Learning Outcomes:

- To introduce the key elements in developing a marketing strategy and planning a marketing program.
- To enhance the problem solving skills in marketing by offering a set of analytical tools (frameworks, concepts, models, and techniques).
- To provide understanding of elements of marketing mix.

Topics to be Covered:

- **Defining Marketing and Marketing Process:** Creating and Capturing Value, Company and Marketing strategy: Partnering to build Customer Relationship.
- **Understanding the Market Place and Consumers:** Analyzing the Marketing Environment, Consumer Markets and Consumer Buyer Behavior, Business Markets and Business Buyer Behavior.
- **Designing a Customer Driven Strategy and Marketing Mix:** Customer Driven Marketing strategy, products, services and brands, New product development and product life cycle strategies, understanding and capturing customer value, Pricing strategies, Marketing Channels and Promotion mix.

Reading Materials:

- Armstrong, G. and Kotler, P. (2017). *Marketing: An Introduction*. New Delhi: Pearson Education.

- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.
- Shahjahan, S. (2011). *Applied Case Studies in Marketing*. New Delhi: Primus Books.
- MOOCs Course “Marketing Management-I”, Offered by: University of Illinois at Urbana-Champaign on Coursera Platform.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Mid-term Examination	20%
Project	10%
MOOCs Course Assessment (Viva)	10%
End-term Examination	40%
Total	100%

17. Statistical Reasoning

Course Code: ID1102

Credit: 4

L-T-P: 4-0-0

Course Instructor: Prof. Umamahesvaram Mandi

Course Description:

Statistical understanding and applications of the same, for managerial decision-making is sine qua non for in the corporate journey of a management graduate. The role of statistics is to analyze quantitative data and make decisions based on the data using various basic statistical tools like inferential statistics statistical distributions, tests of hypotheses and confidence intervals etc., is paramount. Hence the course aims to provide a thorough journey into the basics of statistics for managerial decision-making process.

Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of statistics.
- To aware students regarding how statistics is deployed in the real-world for decision-making.
- To learn MS-Excel toolboxes relevant to statistics.

Course Learning Outcomes:

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

- Identify and use the various statistical tools in managerial and other decision-making context.
- Develop an aptitude towards analyzing, interpreting quantitative data and lay foundation for data analysis.
- Use MS-Excel for data analysis using statistical theory and techniques

Topics to be Covered:

- Type of Data and variables, used in analysis
- Introduction to Statistics and Data Analysis
- Measures of Central Tendency; descriptive statistics
- Probability and application
- Basics of Linear Regression
- Random Variables and Probability Distributions
- Fundamental Sampling Distributions and Data Descriptions
- Framework of data-analysis; research and Inferential statistics
- One- and Two- Sample Estimation Problems
- One- and Two- Sample Tests of Hypothesis

Reading Materials:

1. Elementary Statistics, 11e, Robert Johnson, Patricia Kuby © 2012, 2007, 2004 Brooks/Cole, Cengage Learning. ISBN-13: 978-0-538-73350-2

Online Resource:

1. Statistics Full Length Videos Play-List 28 videos by Prof. Leonard:
<https://youtube.com/playlist?list=PL5102DFDC6790F3D0>

MOOC Resources:

1. EDX audit based free course: <https://www.edx.org/course/statistics-for-business-i-> This course is free to audit and learn. Time limitation may be applicable on course ending.

Assessment Scheme:

Assessment Components	Weightage
Mid Term-I	25%
Class Participation and Home Assignments	15%
Project (mid-term and end-term presentation)	30%
End Term	30%

18. Perspectives on Contemporary Issues

Course Code: CC1103

Credit: 2

L-T-P: 2-0-1

Course Instructor: Ms. Shraddha Bharatiya

Course Description:

In an era of globalization, there is an increasing need for the youth to be able to empathize with others, value diverse perspectives and cultures and understand how events around the world are intertwined. Global issues revolve around social, economic and environmental factors which ultimately add to the interconnectedness of countries. In this course, students will employ key critical thinking concepts to analyze contemporary issues from multiple perspectives. They will explore the impact at micro and macro levels.

Course Learning Outcomes:

The students will be able to:

- Identify different perspectives objectively.
- Explain interconnectedness of the issues and their impact at micro and macro levels.
- Recognize their own beliefs, biases, claims and assumptions.
- Evaluate sources, argue and defend effectively.

Topics to be Covered:

Introduction to contemporary perspective	Introduction to the course, skills and the topics. Revision of critical thinking.
Research, analysis & evaluation of a topic from local, national and global perspectives	<u>Climate Change and Sustainability</u> <i>Understanding the magnitude of the issue, its impact and future challenges. How we can meet our current needs without diminishing the quality of the environment or reducing the capacity of future generations to meet their own needs.</i>
	<u>Globalization</u> <i>With increasing development throughout the world, the focus of this theme will be on the impact of globalization in India</i>
	<u>Nationalist Movement</u> <i>There is a sense that excesses of globalization have created an identity crisis across the world, facilitating the rise of nationalist movements. Rising nationalism is seen everywhere, from the election of Donald Trump to Brexit, the success of far-right parties in Italian, German and Austrian elections in 2017</i>

	<i>and 2018, nationalism appears to be on rise globally. We will look at its reasons and implication.</i>
	<u>Technology</u> <i>Impact of unprecedented technological growth, challenges and opportunities</i>
	<u>Social justice and human rights</u> <i>An understanding of the impact of inequality and discrimination, the importance of standing up for our own rights and our responsibility to respect the rights of others.</i>

Reading Materials:

Books

- Harari, Y. N. (2019). *21 Lessons for the 21st century*. Toronto: CELA.
- GUHA, R. (2019). *India After Gandhi: the history of the world's largest democracy*. NEW YORK: ECCO.
- Rosling, H., Rosling, O., & Rönnlund Anna Rosling. (2019). *Factfulness: ten reasons were wrong about the world - and why things are better than you think*. London: Sceptre.
- Kolbert, E.(2015). *The Sixth Extinction: An unnatural History*. Bloomsbury

Articles

https://www.theguardian.com/environment/2015/mar/08/how-water-shortages-lead-food-crises-conflicts
<u>The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops</u> Andrew Hoffman Pub Date: Apr 11, 2019 Source: WDI Publishing at the University of Michigan
<u>Prototyping a Scalable Smart Village to Simultaneously Create Sustainable Development and Enterprise Growth Opportunities</u> Solomon Darwin; Henry W. Chesbrough Pub Date: Jan 1, 2017 Source: UC Berkeley - Haas School of Business
<u>bKash: Financial Technology Innovation for Emerging Markets</u> Ishtiaq Mahmood; Marleen Dieleman; Narmin Tartila Pub Date: Jun 28, 2017 Source: Ivey Publishing
<u>The Panic of 2008 and Brexit: Regional Integration versus Nationalism</u> Robert F. Bruner; Kevin Hare Pub Date: Oct 9, 2017 Source: University of Virginia Darden School Foundation

Biblio Credit Union: Social Inequality and the Living Wage

Kent Walker; Curtis Labutte

Pub Date: Jan 30, 2017

Source: Ivey Publishing

Assessment Scheme:

Assessment Components	Weightage
Assignment	20
Class Participation	30
End-term Exam	30
Report-I	20
Total	100

19(a). Idea to Business Model

Course Code: ED1102

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sheetal Mundra

Course Description:

This course is about creating, managing and leading an entrepreneurial organisation. It would enable students to start dreaming big, visualizing and working towards the realization of their dreams. The programme imparts essential knowledge of how to start one's own business venture and the various facets that influence successful set up and operations. The teaching/ learning of entrepreneurship require greater focus on experiential learning. Engagements such as interactive sessions, cases, games, exercise, role plays, films, projects, assignments, simulation and group activities play a vital role in teaching this course. This course is supported by Wadhvani Foundation and facilitated through Learnwise.

Course Objective:

To encourage students to nurture their entrepreneurial traits and think creatively to develop innovative ideas/products for commercial exploitation.

Course Learning Outcomes:

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

- Identify problem worth solving through design thinking.
- Identify customer segment and niche for specific markets.
- Craft Value Proposition Canvas.
- Create business model using Lean Canvas Template
- Build 'A' team for new start-ups.
- Design and validate solution demo and MVP.
- Analyse cost, revenue, key channels and pricing model for the venture.
- Craft positioning statement of a new venture.
- Classify the different sources of funding.

Topics to be Covered:

- Overview of Entrepreneur and Entrepreneurship
- Self-Discovery
- Opportunity Discovery
- Identify Customer
- Value Proposition Canvas
- Business Model
- Validation
- Money (Revenue, Costs, Pricing and Financing)

- Team Building
- Marketing and Sales
- Sources of Fund
- Support (Institutional and Government policies)
- Project

Reading Materials:

- *LearnWISE™* (It is a leading digital learning platform provided by Wadhwani Foundation)
- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2017). *Entrepreneurship/10e.* New Delhi; Tata McGraw-Hill.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises.* New Delhi: Pearson.
- Rajeev Roy (2011). *Entrepreneurship.* New Delhi: Oxford
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation.* New Delhi: Pearson.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management.* Himalaya Publishing House.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Presentations, Assignments, Activities and Quiz)	40 %
Project	20%
End Term Exams	40%

19(b). Principles of Financial Risk Management

Course Code: FA1108

Credit: 4

L-T-P: 4-0-0

Course Instructor: Mr. Praveen Arora

Course Description:

This course covers basics of financial risk management across banking, insurance and fintech sector. The objective is to make students familiar with various business risks, how to measure them and how to price for them.

Course Learning Outcomes:

The course is designed to make students able to get an overview of:

- Introduction to risks
 - Retail lending: Unsecured products & secured products
 - Insurance: morbidity, mortality and damage risks: Life insurance, General insurance & Health insurance
 - Cyber risk in lending and Fintech
- Risk measurement metrics
 - Delinquency and NPA's
 - Actuarial death risk
- Pricing for risks

Topics to be covered:

- Introduction to risks
 - Retail lending: Unsecured products & secured products
 - Insurance: morbidity, mortality and damage risks: Life insurance, General insurance & Health insurance
 - Cyber risk in lending and Fintech
- Assessment of retail & MSME credit risks
 - 5 C's of credit
 - Rating models
 - Score tools
 - NPA's
 - Delinquency
- Assessment of corporate credit & project finance credit risks
 - Rating models
 - Score tools
 - NPA's
 - Delinquency
- Assessment of risks in life insurance business
- Assessment of risks in general insurance business

- Insurance and guarantees as risk management tools
- Cyber risk in BFSI & Fintech
- Pricing for risks

Assessment Scheme:

Assessment Components	Weightage
Minor Projects (3-4)	35%
Class Participation	15%
Mid-Term Quiz	20%
End-term Exam	30%
Total	100%

20. Summer Social Project

Course Code: PW1106

Credit: 2

Course Coordinators: Mr. Praveen Arora and Dr. Sarita Gupta

Course Description:

The social engagement project is designed to enlighten the student about financial inclusion space in India and how SFB's and MFI's are contributing towards helping people progress out of poverty. This is a brief 2 weeks course at the end of year 1.

Course objective: To be aware of financial inclusion challenges in India and in developing countries

Course learning outcomes:

The expected outcomes achieved by the student at the end of the social engagement project:

- a) Loan purpose, usage and its impact on the earning of the woman of the house
- b) The high ROE that is generated with such small loan amounts
- c) How poor save

Evaluation Scheme:

Component	Weightage
Presentation to JKLU faculty panel & project report	50%
Assessment by the industry partner	50%
Total	100%

Semester IV
(Academic Year 2021-22)

21. Financial Management

Course Code: FA1103

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

This course is a rigorous introduction to the study of the basic principles of finance and their application to the useful financial issues and decision making of business enterprises. Business Finance is a basic course offered to the students of Management stream, to equip the students with the basic understanding of the financial concepts and identifying its role in the business organizations. Finance is considered as life blood of any organization. Thus, understanding the basic behind financial decision making is necessary for any concerned students. A financial manager negotiates loans from financial intermediaries, raises resources in the financial markets and invests surplus funds in financial instruments. Therefore, it is imperative for every individual to understand the basic financial terms and concepts to grasp the nuances of the financial world.

Course Learning Outcomes:

At the end of this course, a student should be able to:

- Acquire and exhibit an understanding of finance and the role that finance plays within an organization.
- Acquire and exhibit an understanding to utilize TVM in different financial decisions.
- Analyze viability of different projects of capital nature.
- Evaluate different sources of capital and to develop understanding of the cost involved in financing alternatives.
- Analyze dividend distribution pattern of companies and role of dividend to enhance shareholder's wealth.

Topics to be Covered:

- **Unit 1:** Business Finance-An overview: Financial Decisions, Goals of Financial Management, Profit Maximization vs. Wealth Maximization, Role of CFO.
- **Unit 2:** Fundamental Valuation Concept- Time value of Money: Concept and Rationale, Compounding and Discounting of cash flows. FV & PV of Annuity, Risk & Return Trade.
- **Unit 3:** Capital Budgeting: Capital budgeting process, Non-Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules.

- **Unit 4:** Financing Decisions: Cost of capital, Capital Structure & Leverage- Meaning & Concept of cost of capital, Determination of various source of capital, WACC. Meaning & Concept of Capital Structure, Optimum capital structure, Factors affecting capital structure of a firm. Leverage: Operating, Financial and Combined Leverage. Trading on equity.
- **Unit 5:** Dividend Policy: Objectives, Determinants of Dividend policy, Practical consideration in Dividend Policy, Theories of Dividend Policy, Types of Dividend and Dividend Policy.
- **Unit 6:** Working Capital Management: Objectives, Determinants of working capital requirement, Types of WC, Models of WC determination

Reading Materials:

- Chandra, P. (2016). *Fundamentals of Financial Management*. 6/e. New Delhi: McGraw Hill Education (India) Private Limited.
- Pandey, I. M. (2015). *Financial Management*, 11/e. New Delhi: Vikas Publishing Private Limited.
- Khan, M.Y., & Jain, P.K. (2014). *Financial Management: Text, Problems and Cases*. 7/e. McGraw Hill Education (India) Private Limited.
- Horne, J. C. V. & Dhamija, S. (2012). *Financial Management & Policy*, 12/e. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Class Participation, Assignment Report, Presentation Quiz & Viva voce	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
Total	100%

22. Advertising & Sales Management

Course Code: MA1102

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

Promotion and Sales are most often intended to be supporting components in a marketing mix. Promotion and Sales decisions must be integrated and coordinated with the rest of the marketing mix, particularly product/brand decisions, so that they may effectively support an entire marketing mix strategy. The course is designed to provide an understanding of various promotional tools used in the communication mix and modern sales management concepts, tools, and techniques. The course focuses on developing advertisement and sales management skills as required in the today's competitive industry.

Course Learning Outcomes:

The course is designed to make students able to:

- Explain the concept of marketing communication mix and sales management in theory and practice.
- Analyze the role and configuration of the marketing communication mix and explains the main characteristics associated with the principal tools and media.
- Interpret the fundamental principle of 'place' in the marketing mix and to management decisions concerning distribution channels, channel members, logistics management, retailing and wholesaling.
- Create marketing strategy to achieve the long-term objectives for a firm in a competitive market situation.

Topics to be Covered:

- **Integrated Marketing Communications Strategy:** The Promotion mix, Integrated Marketing Communications, Steps in Developing Effective Marketing Communication, Promotion Budget and Mix, Advertising and Public Relations, Sales Promotion, Direct and Online Marketing.
- **Sales Management:** The Role of the Sales Force, Personal Selling, Designing Sales Force Strategy and Structure, Recruiting and Selecting Sales People, Training Salespeople, Sales Force Compensation, Supervising and Motivating Sales People, Evaluating Salespeople and Sales-Force Performance.
- **Marketing Channels:** Supply Chains and the Value Delivery Network, the Nature and Importance of Marketing Channels, Channel Behavior and Organization,

Channel Design Decisions, Channel Management Decisions, Marketing Logistics, Retailing and Wholesaling

- **Extending Marketing:** Creating Competitive Advantage, the Global Marketplace, Sustainable Marketing.

Reading Materials:

- Armstrong, G. and Kotler, P. (2017). *Marketing: An Introduction*. New Delhi: Pearson Education.
- Chunawala, S. A., & Sethia, K. C.(2011). *Advertising, Sales and Promotion Management*. New Delhi: Himalaya Publication.
- Lamb, W. C., Hair, F. J., Sharam, D., & McDaniel, C. (2012). *MKTG A South-Asian Perspective*. New Delhi: Cengage Learning Pvt. Ltd.
- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.
- Curated MOOC: “Integrated Marketing Communication: Advertising, Public Relations, Digital Marketing and more” offered by IE Business School on Coursera Platform

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Viva	10%
Project	10%
Mid-term Examination- I	20%
End-term Examination	40%
Total	100%

23. Operations Management

Course Code: OP1101

Credit: 4

L-T-P: 4-0-0

Course Instructor: Mr. Inderdeep Arora

Course Description:

Operations management (OM) is regarding how business activities are performed to achieve highest level of efficiency within an organization. It is concerned with an efficient transformation of materials and labor into goods and services and maximize the profit of an organization. This course will introduce students to various operations performed in manufacturing and service industries.

Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of OM.
- To facilitate students in learning how various business functions are related with OM.
- To aware students regarding how organizations have successfully employed qualitative and quantitative OM tools.

Course Learning Outcomes:

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

- Learn operations management vocabulary.
- Learn various tools and methods used in operations management.
- Develop an aptitude to present their views and discuss a topic.
- Prepare themselves for objective questions, job interviews and discussion.

Topics to be Covered:

- Introduction to operations management
- Quality and quality management
- Process capability and statistical process control
- Lean Production System
- Supply chain design and procurement
- Forecasting
- Inventory management
- Aggregate planning
- Scheduling
- Project Management
- Introduction to Industry 4.0 Technologies

Reading Materials:

- Russell, R. S., & Taylor-liv, B. W. (2008). *Operations management along the supply chain*. John Wiley & Sons.
- Heizer, J., Render, B., & Munson, C. (2017). *Operations management*. Pearson Education Limited.

Note: Latest edition of the readings will be used.

MOOC Courses:

#	Course Name	Offered By	Link
1	Introduction to Operations Management	Wharton (University of Pennsylvania)	coursera.org/learn/wharton-operations
2	Operations Management: Analysis and Improvement Methods	University of Illinois, Urbana-Champaign	https://www.coursera.org/learn/operations-management
3	Operations Management: Strategy and Quality Management for the Digital Age	University of Illinois, Urbana-Champaign	https://www.coursera.org/learn/process-improvement

Assessment Scheme:

Assessment Components	Weightage
Project	25
Quiz	20
Mid-Term	25
End-Term	30
Total	100

24. Data Driven Business Decisions

Course Code: ID1103

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Ashwini Sharma

Course Description:

The present course will teach you the basics of data analytics and the way businesses solve problems. You will be able to learn the value that data analytics brings to the business decision-making processes. The course will introduce you to a framework for data analysis and acquaint you with the commonly used tools in data analytics. It will help you to recognize the most critical business metrics and distinguish them from data. It will also give you an opportunity to understand the different careers and roles in data analytics. You will be able to understand how digital companies, such as Amazon, Uber and Airbnb have transformed entire industries through their creative use of big data and why these companies are so disruptive. You will also understand how these companies use data analytics techniques to out-compete their traditional competitors. Finally, it will provide you an opportunity to apply what you have learned in a simulated business situation wherein you will select the best course of action.

Course Learning Outcomes:

- Define data and analytics
- Discuss the value data analytics brings to business decision-making process.
- Identify key technologies used in data analytics
- Identify and develop skills needed to be successful in data analysis jobs
- Perform sophisticated data analysis using Microsoft Excel
- Discuss business implications of technology and data trends

Topics to be Covered:

- Essential Business Metrics and their types
- Data Analysis Framework
- Data Analytics Types
- Big Data and its impact on business
- Tools and Technologies
- Key job roles of data analysts and skills needed

Reading Material:

The course instructor shall share links to e-resources and readings with the participants during the class.

Assessment Scheme:

Assessment Components	Weightage
Quizzes	30%
Readings and Assignments	20%
Class Participation	20%
End Term Assessment/Project Presentation	30%
Total	100%

25. Communication and Identity

Course Code: CC1104

Credit: 2

L-T-P: 2-0-1

Course Instructor: Ms. Tanushka Jangid

Course Objectives:

This course enables students to explore their identities to mark their distinctive presence in professional spaces. It intends to help them gain an understanding of the basic purpose, benefits, and responsibilities of self-presence, and to begin the process of defining their values, strengths, and goals, which helps them enhancing their employability skills through exposing themselves through various activities.

Course Outcomes:

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

- Analyze their personal identities by identifying their personal attributes, values, strengths and vision statement.
- Articulate their personal statement and use it to craft an influential pitch.
- Express themselves professionally on various social media platforms.
- Write a well-structured professional business document.

Topics to be Covered:

Module(s)	Topics to be covered
Identifying Self	Discovering Identities: Words That Describe Me, Your Personal Identity, A Portrait of Yourself, Personal Identity Wheel, Self-Awareness from five aspects that influence our identity - Personal Attributes, Value and Principles, Emotional Awareness, Tendencies and Habit, Needs Assessment.
	Personal Branding: Meaning, Importance and how to create and use it; Identify, Build and Market your brand story.
Persuasive Communication	Personal Brand Statement, Resume, Cover Letter and The Elevator Pitch, Presence in Group Discussion and Personal Interviews
	Online Brand Communications- Creating an online presence for professional branding on social media platforms (LinkedIn, Facebook, Instagram, etc)
	Writing a well-structured and effective business documents (Agenda, Minutes of the meetings (MoM) Emails, Executive Summary)

Referred MOOCs –

Course Name- Introduction to Personal Branding

Course duration - approx. 7 hours

Offered by University of Virginia

<https://www.coursera.org/learn/personal-branding>

Course Name- Digital Footprint (If I Googled you, what would I find?)

Course duration - approx. 9 hours

Offered by The University of Edinburgh

<https://www.coursera.org/learn/digital-footprint>

Course Name- High Impact Business Writing

Course duration - approx. 7 hours

Offered by University of California, Irvine

<https://www.coursera.org/learn/business-writing>

Referred Books -

- Garner, B. A. (2012). HBR Guide to Better Business Writing. United States: Harvard Business Review Press.
- Westfall, C. (2012). The New Elevator Pitch. United States: Marie Street Press.
- Arruda, W., Dixon, K. (2010). Career Distinction: Stand Out by Building Your Brand. Germany: Wiley.
- Hedges, K. (2017). The Power of Presence: Unlock Your Potential to Influence and Engage Others. United States: AMACOM.
- Lacy, K., Deckers, E. (2012). Branding Yourself: How to Use Social Media to Invent Or Reinvent Yourself. United Kingdom: Pearson Education.

Assessment Scheme:

Assessment Components	Weightage
Assignment	40%
Class Participation	30%
Theory Exam-III	30%
Total	100

Evaluation Scheme for Retest

Theory Exam-III	30
Total	30

26. Capstone-II

Course Code: PW1102

Credit: 2

Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/programme, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Assessment

There will be three capstone exams during the program, the second Capstone exam would be conducted at the end of Semester 4 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.

Assessment Scheme:

Assessment Components	Weightage
Group Project Presentation	60%
Viva-voce	40%

27(a). Business Model to Product Market Fit

Course Code: ED1103

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sheetal Mundra

Course Description:

In this course, students will learn how to grow a venture by pivoting, refining business models, and business planning. This course is supported by Wadhvani Foundation and facilitated through Learnwise.

Course Objectives:

This course aims to teach the students the necessary skills to develop ventures beyond the idea/prototype stage.

Course Learning Outcomes:

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

- Refine business models and expand customer segments.
- Design business plan for the venture.
- Explore and develop the strategies to grow revenue and market.
- Understand funding process and what investor look for.
- Learn to build an A- Team and how to pitch the venture
- Develop brand strategy and channel strategy for customer outreach.
- Understand the key metrics to measure & track the venture progress.
- Select the right type of legal form of the venture and understand the legal issues related to it.

Topics to be covered:

- Recap and Review the Fundamentals
- Refining the Business Model and Product/Service
- Business Planning
- Exploring Ways to Increase Revenue
- Financing the Start-up
- The Art of Pitching
- Building the A-Team
- Creating a Branding and Channel Strategy
- Leveraging Technologies and Available Platforms
- Measuring Your Progress
- Legal Matters
- Seeking Support (Mentors & Advisors)

- Final Project Presentation

Reading Materials:

- *LearnWISE™* (It is a leading digital learning platform provided by Wadhvani Foundation)
- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2017). *Entrepreneurship/10e..* New Delhi; Tata McGraw-Hill.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises.* New Delhi: Pearson.
- Rajeev Roy (2011). *Entrepreneurship.* New Delhi: Oxford
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation.* New Delhi: Pearson.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management.* Himalaya Publishing House.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Presentations, Assignments, Activities and Quiz)	40 %
Project	20%
End Term Exams	40%
Total	100%

27(b). Wealth Management and Investments

Course Code: FA1109

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sarita Gupta/ Mr. Praveen Arora

Course description:

The course proposes to make students familiar with basics of wealth management for retail and high net worth customers. The objective is to cover traditional wealth management tools like deposits, bonds, insurance products, mutual funds, stocks, commodities, real estate etc. The course will also touch upon alternate investment class like art, digital currency, vintage artifacts etc. The course explains the processes and various steps that are essential for sustaining and increasing wealth in the long run.

Course learning outcomes:

- Introduction to financial life cycle and importance of wealth management
- Budgeting and cash flow management
- Introduction to saving tools
- Investing approaches
- Using leverage for investment

Topics to be covered:

- **Unit 1:** Introduction to Financial Planning & Wealth Management: Meaning, Concept, Need, Emerging role of financial planner, Personal financial planning process, Life Cycle Analysis, Standard Life Cycle Hypothesis.
- **Unit 2:** Budgeting & Cash Flow Management: Clients goals & Constraint, Income & Expenses, Future goals & Commitments, Unplanned events & expenses
- **Unit 3:** Alternate Asset Classes/ Saving tools: Mutual Fund, Insurance, Equity, Real Estate, Homeownership, REIT, ETFs, Fixed Income Securities, Derivatives, Art, Sculptures, vintage collections, coins .
- **Unit 4:** Asset Allocation & Strategy: Investor's perspective, Portfolio balancing, Active vs. passive strategy.
- **Unit 5:** Retirement Planning, Tax planning and Estate Planning

Reading Material:

- Dun & Bradstreet (2009). Wealth Management. McGraw- Hill Professional: Financial Essentials Series
- Bagchi, S. K. (2009). Wealth Management. Jaico Publishing House

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20
Projects	20
Mid-term Examination- I	20
End-term Examination	40
Total	100%

28. Customer Analytics

Course Code: MA1201

Credit: 2

Course Instructor: Dr. Punam Mishra

Course Description:

Data about customer browsing and buying patterns are everywhere. From credit card transactions and online shopping carts, to customer loyalty programs and user-generated ratings/reviews, there is a staggering amount of data that can be used to build strong customer relationships. This course is designed to provide students with a basic understanding of the field of analytics so that they can make informed business decisions to describe consumers past buying behaviors, predict future ones, and prescribe new ways to influence future purchasing decisions of customers.

Course Objectives:

This course aims to equip students with the basic customer analytics tools most widely used in business and provide a range of analytical applications to predict future consumer behavior.

Learning Outcomes:

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

- Describe the major methods of customer data collection used by companies and understand how this data can help in business decisions.
- Describe the main tools used to predict customer behavior and identify the appropriate uses for each tool
- Communicate key ideas about customer analytics and how the field informs business decisions.

Topics to be Covered:

- Introduction to Customer Analytics
- Descriptive Analytics
 - Collecting and analyzing customer data
 - Using Customer data to create products/marketing campaigns
 - Media Planning
- Predictive Analytics
 - Predicting Customer Behavior
 - Determining Customer Lifetime Value
- Prescriptive Analytics
 - Turning Insights into Actions

- Analytics for the Customer Journey
 - Measuring Brand Awareness and Customer Attitudes
 - Measuring Customer Loyalty and NPS

Reference Books:

- Chuck Chakrapani (2018) “Analytics for Customer Insights: A Non-Technical Introduction” ISBN- 10:0920219527
- Ömer Artun and Dominique Levin (2015) “Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data” Wiley, ISBN 978-1-119-03736

Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Mid-term-I Examination	20%
Project	40%
Viva	20%
Grand Total:	100%

Semester V
(Academic Year 2022-23)

29. Intelligent Automation

Course Code: ID1121

Credit: 2

L-T-P: 1-0-2

Course Instructor: Prof. Santosh Verma

Course Description:

The course aim is to develop understanding about Intelligent Automation through Robotic Process Automation for automating business processes using software robots with cost efficient digital delivery.

Course Learning Outcomes:

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

- Use and understand the various functionalities and features of UiPath Studio and Orchestrator.
- Design, implement, and use RPA activities.
- Develop basic robots using UiPath Community Edition.
- Explore various data extraction techniques.
- Identify processes which can be automated.
- Apply best practices in RPA projects.

Topics to be Covered:

(A) Theory):

- **Unit I:** Programming Basic & Recap: Programming concept basic; Introduction to RPA: scopes and techniques of automation, RPA components and various RPA platforms, Introduction to UiPath as RPA platform, Applications and Benefits of RPA, Introduction to UiPath Studio, UiPath robot, types of robots, and UiPath Orchestrator. Brief on Studio interface and components.
- **Unit II:** RPA Projects: Types of Projects in RPA: Sequence, Flowcharts, and State machines; Variables, Arguments, Data Types and Control flow: flow chart activities and sequences activities. Data Manipulation: Text and Data Manipulation, Data tables, clipboard management, file operation, importing from and exporting to CSV/Excel file and data table.
- **Unit III:** Control of Controls: Attach window activity, Finding the control, Waiting for a control, Act on Control- mouse and keyboard activity. Handling event driven controls as working with UiExplorer handling events. Introduction to Recorder, OCR, types of OCR and Screen Scrapping Using OCR. Selectors: Selectors, Defining and Assessing Selectors, Customization, Debugging, Dynamic Selectors, Partial Selectors, RPA Challenge.

- **Unit IV:** Application with Plugins and Extensions: Java plugins, Citrix automation, Mail plugins, PDF plugins, Web integration, excel and word plugins. Extensions- Java, chrome, firefox, and Silverlight. UiPath Advanced Automation concepts and techniques: Image, Text and introduction of Citrix Automation; Excel Data Tables & PDF: Data Tables in RPA, Excel and Data Table basics, Data Manipulation in excel, Extracting Data from PDF, Extracting a single piece of data, Anchors. Email Automation: Incoming Email automation, Sending Email automation.
- **Unit V:** Debugging and Exception Handling: Common exceptions and ways to tackle them, Strategies for solving issues, Catching errors Capstone Project.

(B) LAB

1. Setup, configuration, and introduction of components of UiPath Studio.
2. Execution of prebuilt examples of sequence, flow chart and state machines projects.

Create a sequence/Flow chart activity defining various types of variable as:

3. Generic Value Variables, Text Variables, Boolean Variables, Number Variables,
4. Array Variables, Date and Time Variables, Data Table Variables

Managing Arguments:

5. Create two activities, one activity defined with arguments and second activity which manages the argument to receive value from first activity.
6. Create an activity to manage importing active namespaces.

Create a project to Manage the control Flow:

7. The Assign Activity, The Delay Activity, The Do While Activity, The If Activity
8. The Switch Activity, The While Activity, The For-Each Activity, The Break Activity.

The Recording toolbar Activity:

9. Exercises using basic, web, and Desktop recoding.
10. Automate manual recording projects on Left-click on buttons, check boxes, drop-down lists, GUI elements, and Text typing

Data Scrapping:

11. Bot to extract structured data from your browser, application or document to a database, .csv file or even Excel spreadsheet.
12. Image and Text Automation
13. Excel Data Tables & PDF
14. Email Automation
15. Deployment of plugins and extensions.
16. Deploying and maintaining the BOT.

Reading Materials:**Text Material & Resources:****Text Books:**

- T1 Tripathi, Alok Mani. Learning Robotic Process Automation: Create Software robots and automate business processes with the leading RPA tool–UiPath. Packt Publishing Ltd, 2018.
- T2. Murdoch, Richard. "Robotic Process Automation: Guide to Building Software Robots, Automate Repetitive Tasks & Become An RPA Consultant." Middletown, DE. Omakustanne (2018).

Reference Books:

- R1. Abhinav Sabharwal, "Introduction To RPA", Independently Published Kindle Edition on Amazon Asia-Pacific Holdings Private Limited, 2018
- R2. Gerardus Blokdyk, "RPA Robotic Process Automation", 5Starcook, Second Edition, 2018
- R3. Kelly Wibbenmeyer, "The Simple Implementation Guide to Robotic Process Automation (RPA): How to Best Implement RPA in an Organization" Paperback, iUniverse, 2018
- R4. Willcocks, Leslie P., Mary Lacity, and Andrew Craig. "The IT function and robotic process automation." (2015).

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Assignments	10%
Class Participation	10%
Quiz	20%
Project (Implementation)	15%
Project (Presentation + Viva)	15%
Lab Evaluation-I (Test)	20%
Course Portfolio	10%
Total	100%

30. Understanding and Managing Conflict

Course Code: CC1105

Credit: 2

L-T-P: 2-0-1

Course Instructor: Dr. Richa Mishra

Course Description

In today's increasingly complex and fragmented world, it is important to be able to resolve conflicts and build healthy relationships. Interpersonal and Group Dynamics is a course designed to prepare students to identify conflicts, manage emotions, analyze the situation and characters, and practice different frameworks to deal with conflicts.

Course Learning Outcomes:

The students will be able to:

- Define a group and explain the stages of group development
- Describe conflict and explain types and causes of conflict
- Use inquiry and advocacy to engage with groups
- Give and receive feedback effectively
- Identify sources of conflict and manage them using difference conflict handling styles

Topics to be Covered:

- Introduction to the stages of group development
- Introduction to Personality, Perception and Learning as source of differences in individual and groups
- Nature, Types and sources of Conflict
- Conflict Resolution Strategies
- Emotional Intelligence
- Empathy and Feedback
- Inquiry & Advocacy – Concept of silence (Masking, Avoiding, Withdrawing) and violence (Controlling, Labeling, Attacking)

Reading Materials:

- Fisher, R., & Ury, W. (2011). *Getting to yes: Negotiating agreement without giving in*. Toronto, ON: Penguin Random House.
- Harper, G. (2004). *The joy of conflict resolution: Transforming victims, villains and heroes in the workplace and at home*. Gabriola Island, BC: New Society Publishers.
- Miles, E. W. (2013). Developing strategies for asking questions in negotiation. *Negotiation Journal*, 29(4): 383–412. doi: 10.1111/nejo.12034.

- Morrison, E. W., & Rothman, N. B. (2009). Silence and the dynamics of power. In J. Greenberg and M. S. Edwards (eds.), Voice and silence in organizations, pp. 111-133. Bingley, UK:Emerald Group Publishing.
- Paul, G. D., & Putnam, L. L. (2016). Moral foundations of forgiving in the workplace. Western Journal of Communication, 81(1): 43-63. doi: 10.1080/10570314.2016.122

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Class Participation	10
Assignments	20
Quiz	20
End Term Exam	30
Presentation/Group Discussions	20
Total	100

31. Summer Internship Project

Course Code: PW1104

Credit: 4

Course Description:

The internship provides students with an opportunity to grow professionally, identify personal strengths and weaknesses, apply learned theory to practical situations, and gain an experience of the role, duties, and responsibilities of the work that the student has chosen as a career. Summer internship duration is about 6- 8 weeks commencing in the month of May. The Internship Completion Certificate (from Company) and the organization's Feedback Form are the pre-requisites for completion of the Summer Internship.

Course Objective:

The aim of the internship program is to provide the student (future professional) with a comprehensive practical experience in a real setting where they apply their theoretical knowledge in practice.

Course Learning Outcomes:

The expected outcomes achieved by the student at the end of the internship:

- Apply theoretical concept in live projects.
- Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.
- Closely understand and participate in business operations and decision making process.
- Work under the guidance and support of industry mentors to become industry ready professionals.

Evaluation Component:

Assessment Components	% Weightage
Faculty Report Assessment	20 %
Industry Guide Feedback	30%
Presentation (External Examiner)	50%

32(a). Legal Aspects of Business

Course Code: LS1102

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

This is a core course mandatory for all the BBA students. With increasing complications in business, the managers must have basic knowledge of law being applied on the industry as well as awareness of different laws to deal any type of stakeholders and situation. This course is broadly covers Indian legal system, Indian Contract Act 1872, Indian Negotiable Instrument Act, 1881, Indian Stamp Act, 1899, The Companies Act-2013, Insolvency and Bankruptcy Code 2016, Consumer Protection Act, 2019, Competition Act, 2002.

Course Learning Outcomes:

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

- Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Examine how businesses can be held liable in tort for the actions of their employees.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Acquire problem solving techniques and to be able to present coherent, concise legal argument.
- Appreciate the role of Regulatory bodies in controlling and compliance with the various business functions.

Topics to be Covered:

Module-I

- Indian Legal System and court structure (Supreme Court, high court etc.), Lok Adalat and other framework; Importance of the Indian Constitution in the legal system; Roles of various players, advocates, notaries, arbitrators, judges etc.; Criminal Law: what it covers, how it is administered
- Civil Law: what it covers, how it is administered
- Indian Contract Act 1872: Essential elements of a contract, offer and acceptance; Void and voidable agreements; Consideration; Legality of object; E-contracts; Constraints to enforce contractual obligations; Quasi-contracts, contingent contracts, termination or discharge of contracts; Special contracts: Indemnity and Guarantee; Bailment and Pledge; Laws of Agency
- Indian Negotiable Instrument Act 1881: Definition and features of Negotiable Instrument; Crossing, Endorsement and Material Alteration; Acceptance,

Assignment and Negotiation; Rights and liabilities of Parties; Dishonor of a Negotiable Instrument.

- Indian Stamp Act 1899: Introduction, Stamp duties, transfer & registration of property

Module –II

- Indian Companies Act, 2013: Company promotion and Formation, Investment and loans, Dividends, Accounts and Audit, Board meetings, Inspection, Enquiry and investigations, Compromise, arrangement and Amalgamations.
- Insolvency and bankruptcy Code 2016, Consumer Protection Act, 2019, Competition Act, 2002.

Reading Materials:

- Albuquerque (2018), Legal Aspects of Business, New Delhi, Oxford Publications.
- Sheth Tejpal (2018). Business Law.3/e.New Delhi, Pearson Education
- Frank B. Cross (2012). *Legal Environment of Business*. New York: South Western.
- Roger LeRoy Miller (2010). Business Law Today. Boton: Stanford Edition.
- Jane P. Mallor, A. James Barnes, L. Thomas Bowers, Arlen W Langvardt (2011). *Business Law: The Ethical, Global, and E-Commerce Environment*. NJ: McGraw-Hill/Irwin

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Mid Term	20%
End Term	40%
Continuous Evaluation: Class test, Quiz, Practical Assignments, Group Assignment, Case Study, Project Work	40%
Total	100%

32(b). Legal Aspects of Banking & Fintech

Course Code: LS1103

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

This is a core course mandatory for all the BBA Banking and Finance students making them apprise with the laws related to banking and Fintech sectors. Fintech Law is the regulatory ecosystem and legal framework governing Fintech sector and comprises laws related to banking and multiple regulators, tribunals, enforcement agencies, pooled investment schemes, and intermediaries. With increasing complications in business and application of technology in performing business operations, the managers must have basic knowledge of law being applied on the industry as well as awareness of different laws to deal any type of stakeholders and situation. This course is broadly covers Indian legal system, Indian Contract Act 1872, Indian Negotiable Instrument Act, 1881, Indian Stamp Act, 1899, The Banking Regulation Act, 1949, SARFAESI Act, 2002, Prevention of Money Laundering Act, 2002, Insurance Act, 1938 & IRDAI Act, 1999.

Course Learning Outcomes:

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

- Appreciate and understand the relevance of laws related to banking and Fintech.
- Identify the fundamental legal principles behind contractual agreements.
- Acquire problem solving techniques and to be able to present coherent, concise legal argument.
- Appreciate the role of Regulatory bodies in controlling and compliance with the various business functions.

Topics to be Covered:

Module-I

- Indian Legal System and court structure (Supreme Court, high court etc.), Lok Adalat and other framework; Importance of the Indian Constitution in the legal system; Roles of various players, advocates, notaries, arbitrators, judges etc.; Criminal Law: what it covers, how it is administered
- Civil Law: what it covers, how it is administered
- Indian Contract Act 1872: Essential elements of a contract, offer and acceptance; Void and voidable agreements; Consideration; Legality of object; E-contracts; Constraints to enforce contractual obligations; Quasi-contracts, contingent contracts, termination or discharge of contracts; Special contracts: Indemnity and Guarantee; Bailment and Pledge; Laws of Agency
- Indian Negotiable Instrument Act 1881: Definition and features of Negotiable Instrument; Crossing, Endorsement and Material Alteration; Acceptance,

Assignment and Negotiation; Rights and liabilities of Parties; Dishonor of a Negotiable Instrument.

- Indian Stamp Act 1899: Introduction, Stamp duties, transfer & registration of property

Module-II

- The Banking Regulation Act 1949: Introduction and Salient features of banking regulation Act.
- The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002: Introduction, Important Definitions, Regulation of Securitization and Reconstruction of Financial Assets of Banks and Financial Institutions and Enforcement of Security Interest
- The prevention of money laundering Act, 2002
- Introduction of The Insurance Act, 1938, The IRDA Act, 1999,

Reading Materials:

- Albuquerque (2018), Legal Aspects of Business, New Delhi, Oxford Publications.
- Sheth Tejpal (2018). Business Law.3/e.New Delhi, Pearson Education
- Frank B. Cross (2012). *Legal Environment of Business*. New York: South Western.
- Roger LeRoy Miller (2010). Business Law Today. Botton: Stanford Edition.
- Jane P. Mallor, A. James Barnes, L. Thomas Bowers, Arlen W Langvardt (2011). *Business Law: The Ethical, Global, and E-Commerce Environment*. NJ: McGraw-Hill/Irwin

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Mid Term	20%
End Term	40%
Continuous Evaluation: Class test, Quiz, Practical Assignments, Group Assignment, Case Study, Project Work	40%

33(a). Taxation

Course Code: FA1104

Credit: 2

L-T-P: 2-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

The objective of the course is to help students understand the basic tax structure and laws in India including both Direct Tax and Indirect Tax. Direct Taxation will equip Students to understand basics of Income Tax Act, 1961. Portion of direct tax aims to facilitate understanding of five heads of source of income and hands on experience of computation of Indian & foreign income, Tax liability, TDS and advance payment of tax. Students will introduce to newly introduced Goods and Services Tax in India and build upon the concepts to facilitate Indirect Tax Planning, and in particular with respect to highlighting on hand experience of calculating, filing of GST in connection to SGST, CGST and IGST.

Course Learning Outcomes:

- Understand and differentiate basic terms under the Income Tax Act, 1961.
- Differentiate various sources of income of an assessee under different heads of income of Income Tax Act, 1961.
- Acquaint with the Concepts of GST in India and acquaint themselves with its terminology.
- Comprehend the application to GST in various types of business and services.
- Calculate the GST in connection with SGST, CGST and IGST and process GST return file.

Topics to be Covered:

- Fundamental terminologies of Income Tax Act, 1961: Assessment year, Previous year, Persons, Assessee, Income, Gross total income, Total income & tax liability, Exemption vs. Deduction, Indian & foreign income: Explained with numeric examples
- Overview of Gross & Taxable Income under Various heads of Income Tax Act, 1961.
- Brief about Return of income & assessment
- Fundamental of GST: Constitution Amendment Act, 2016, What is GST, Advantage, Need, Concept of One nation on tax, Dual GST model, Interstate Vs. Intra State Stock Transfers, GSTN, GST Council, Important Definitions
- Registration under GST Law
- Payment of Tax and Return files of GST

Reading Materials:

- Singhania & Singhania (2020). Direct Taxes Laws & practice with special reference to tax planning. Taxmann Publications Pvt. Ltd.
- Singhania & Singhania (2020). Students Guide to Income Tax including GST, Problems & Solutions. Taxmann Publications Pvt. Ltd.
- Bansal, K.M. (2018). GST and Custom Law. New Delhi, Taxmann Publication.
- Meherotra H.C. and Agarwal V.P. (2019). Goods and Service Tax (G.S.T), 5/e, Agra: Sahitya bhawan Publications
- Ahuja Girish and Gupta Ravi. (2019). Systematic Approach to GST, 4/e, Gurugram: Wolters Kluwer India Pvt Ltd.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	60
End term Written Assessment	40
Total	100

33(b). Direct Taxation

Course Code: FA1110

Credit: 1

L-T-P: 1-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

The objective of the course is to help students understand the basic direct tax structure and laws in India. This course will equip Students to understand basics of Income Tax Act, 1961. It aims to facilitate understanding of five heads of source of income and hands on experience of computation of Indian & foreign income, Tax liability, TDS and advance payment of tax.

Course Learning Outcomes:

- Understand and differentiate basic terms under the Income Tax Act, 1961.
- Differentiate various sources of income of an assessee under different heads of income of Income Tax Act, 1961.
- Understand the Computation of Total Income & Tax Liability

Topics to be Covered:

- Fundamental terminologies of Income Tax Act, 1961: Assessment year, Previous year, Persons, Assessee, Income, Gross total income, Total income & tax liability, Exemption vs. Deduction, Indian & foreign income.
- Overview of Gross & Taxable Income under Various heads of Income Tax Act, 1961.
- Brief about Return of income & assessment: payment of tax, advance payment of tax, PAN, TDS

Reading Materials:

- Singhania & Singhania (2020). Direct Taxes Laws & practice with special reference to tax planning. Taxmann Publications Pvt. Ltd.
- Singhania & Singhania (2020). Students Guide to Income Tax including GST, Problems & Solutions. Taxmann Publications Pvt. Ltd.

Assessment Scheme:

Assessment Components	Weightage
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	60%
End term Written Assessment	40%
Total	100

34(a). Consumer Behavior

Course Code: MA1103

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

This course examines the strategic implications of the internal, external and decision-making factors that impact consumer purchasing patterns with emphasis on managerial applications. This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, sociology and behavioral sciences within the framework of the consumer decision process and its main influencing factors. Students will be able to identify the dynamics of human behavior and the basic factors that influence the consumer decision process and will be able to demonstrate how concepts may be applied to marketing strategy.

Course Learning Outcomes:

To enable students

- to acquire a framework for analyzing consumer behavior problems
- to learn how consumer behavior can be affected by different marketing strategies
- to show how behavioral evidence can be used to evaluate alternative marketing strategies
- to learn about and use consumer behavior theories in marketing and social psychology

Topics to Be Covered:

- **Consumer Behavior: An Overview:** Introduction, Need for Understanding Consumer Behavior, Consumer insights, Diversity of Indian Market, Changing Pattern of Indian Consumer Behavior, Factors Influencing Consumer Decision Making.
- **Psychological Influences on Consumer Decision-Making :** Concept of Motivation, Role of Motives in Guiding Behavior, Elements and Dynamics of Perception, Complexities in Consumer Perception, Consumer Beliefs, Consumer Feelings, Consumer Attitudes, Learning Theories, the Elaboration Likelihood Model (ELM), Nature & Theories of Personality, Brand Personality.
- **Sociological Influence on Consumer Decision-Making:** Effect of Life Cycle Stage, Occupation and Lifestyle on Consumer Behavior, Social Class and their Behavioral Patterns, Role of Influence Groups, Effect of Reference Groups on Consumer Decision Making.

Reading Materials:

- Majumdar, R. *Consumer Behaviour: Insights from Indian Markets*. New Delhi: PHI Learning Pvt. Ltd.
- Evans, M., Foxall, G., & Jamal, A. *Consumer Behaviour*. New Delhi: Wiley Indian Edition.
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. *Consumer Behavior: Building Marketing Strategy*. New Delhi, McGraw-Hill Education.
- Loudon, D., & Bitta, A. D. *Consumer Behaviour*. New Delhi: McGraw Hill Education.
- Schiffman, L. G., Wisenblit, J., & Kumar, R. S. *Consumer Behaviour*. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Viva	10%
Project	10%
Mid-term Examination- II	20%
End-term Examination	40%
Total	100%

34(b). Consumer Behavior and Brand Management in BFSI

Course Code: MA1105

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra/ Mr. Praveen Arora

Course Description:

This course examines the strategic implications of the internal, external and decision-making factors that impact consumer purchasing patterns with emphasis on managerial applications. This course introduces the theory of consumer behavior and relates it to the practice of marketing.

In this course students will also examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises.

Course Learning Outcomes:

The course is designed to make students able to:

- Acquire a framework for analyzing consumer behavior problems
- Learn how consumer behavior can be affected by different marketing strategies
- Develop a consumer-centric approach in building, measuring and evaluating strategies that build brand equity for new and existing brands.
- Identify important issues related to planning and implementing brand strategies
- Learn how to identify brand meaning and to measure brand strength for any particular market offering.
- Identify the key drivers of consumer behavior that impact selection of financial products and financial manufacturers (e.g. banks, insurance, NBFC's etc.)
- Identify the brand perception of various category of banks (public, private, small finance banks), insurance companies (public, private), NBFC's, HFC's and Fintech companies

Topics to be Covered:

- **Consumer Behaviour: An Overview:** Introduction, Need for Understanding Consumer Behavior, Consumer insights, Diversity of Indian Market, Changing Pattern of Indian Consumer Behavior, Factors Influencing Consumer Decision Making.

- **Sociological Influence on Consumer Decision-Making:** Effect of Life Cycle Stage, Occupation and Lifestyle on Consumer Behavior, Social Class and their Behavioral Patterns, Role of Influence Groups, Effect of Reference Groups on Consumer Decision Making, specifically with reference to financial products and BFSI industry.
- **Brands and Brand Management:** Introduction, Branding Challenges and Opportunities, Customer-based branding equity, Brand Positioning and perception, Brand Resonance and the Brand Value Chain. Study in depth branding and positioning of various category of BFSI companies.
- **Choosing Brand Elements to Build Brand Equity:** Choosing Brand Elements to Build Brand Equity: Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements.
- **Designing and Implementing Branding Strategies:** Brand Portfolios, Brand Hierarchies, Introducing and Naming New Products and Brand Extensions.
- **Managing Brands Over Time:** Reinforcing Brands, Revitalizing Brands, Adjustments to Brand Portfolio.

Reading Materials:

- Schiffman, L. G., Wisenblit, J., & Kumar, R. S. *Consumer Behaviour*. New Delhi: Pearson Education.
- Evans, M., Foxall, G., & Jamal, A. *Consumer Behaviour*. New Delhi: Wiley Indian Edition.
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. *Consumer Behavior: Building Marketing Strategy*. New Delhi, McGraw-Hill Education.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2018). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4/e*. New Delhi: Pearson Education India.
- Verma, H. V. (2009). *Brand Management*. New Delhi: Excel Books.
- MOOCs Course “Brand and Product Management”, Offered by: IE Business School on Coursera Platform

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Viva	10%
Project	20%
Mid-term Examination- II	20%
End-term Examination	30%
Total	100%

35(a). Sustaining and Growing Start-ups

Course Code: ED1104

Credit: 4

L-T-P: 4-0-0

Course Instructor: Prof. Umamahesvaram Mandi

Course Description:

The students are supposed to complete the courses on 'Idea to business Model' and 'Business Model to Product Market Fit' before enrolling for this course. In this course, students will learn to grow and sustain the venture.

Course Objective:

This course aims to teach the students the necessary skills to develop growth and sustainable strategies, once the venture enters in the growth stage.

Course Learning Outcomes:

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

- Understand the evolution of a start-up
- Built Collaboration and Networking
- Learn to apply the process of IPR
- Explore the ways of growing business and manage growth.
- Understand the role of leadership in growing business.
- Create new strategies of marketing and growth.
- Learn the role of business for social responsibility.
- Understand the process revival of sick ventures and exit from a venture.

Topics to be Covered:

- Scale-up a startup or a Venture
- Collaboration to build value; innovation
- Power of Networking to build value
- Intellectual Property
- Innovations for Business Growth
- The Imperatives of Growth – The Challenges and importance of growth
- Leadership for Growing Business
- Avenues to finance a venture
- Pivoting the venture or Startup to be market relevant and growth oriented led by innovation
- Sales, Marketing and Branding
- Entrepreneurial Growth Strategies

- Social Responsibility of Business
- How to face stagnation – How to revive- reorient and be nimble-footed
- Creating Sustainable Business Models in Ventures
- How to profitably part with equity to grow the venture and if required to exit the business

Reading Materials:

- Raj Shankar (2014). *Entrepreneurship Theory and Practice*. Noida: Tata McGraw Hill
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*. New Delhi: Pearson.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises*. New Delhi: Pearson.
- Rajeev Roy (2011). *Entrepreneurship*. New Delhi: Oxford University Pr.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Presentations, Assignments, Activities and Quiz)	40 %
Project	20%
End Term Exams	40%
Total	100%

35(b). Banking Operations and Risk Management

Course Code: FA1111

Credit: 3

L-T-P: 3-0-0

Course Instructor: Mr. Praveen Arora and Dr. Sarita Gupta

Course Description:

The course proposes to make students familiar with operations in a retail bank, NBFC, HFC's from customer sourcing to collections and closure.

Along with learning various operations, the course will also familiarize students with various risks associated with process failures and how to build in checks & balances

Course Learning Outcomes:

The course is designed to make students able to get a high level overview of:

- Account opening, maintenance, stationary management, cash management etc.
- Loan processing, underwriting, disbursement, collections set up, monitoring methods.
- Customer service physical and digital
- Risk identification using Basel II framework
- Enterprise risk management framework in banking and financial services
- Cyber security and other associated risks

Topics to be Covered:

- Operating processes in banking, NBFC and insurance companies. Branch processing, centralized operations, regional operations, call centers, service centers etc. covering
 - Liability operations in banking, securitization and assignment operations in NBFC's, HFC's
 - Dedupe, AML, KYC, Cust ID, etc.
 - Stationary dispatch and management
 - Asset operations in banks, NBFC's, HFC's
 - Same as liability plus
 - Disbursement and receivable management
 - Collateral tracking and management
 - Collections & repossessions
 - Third party product sales processes
 - Policy issuance, claim management and fraud management processes in life & general insurance.
 - Customer service
 - Branch servicing

- Call centers IVRs and agents
 - Chat bots
- Measurement of operating costs
- The Operational Risk Management Framework
 - Definition of the key components that collectively form a sound operational risk management framework in support of the requirements as prescribed by the Basel II Accord
 - Operational Risk necessary policy and processes,
 - Risk measurement metrics
 - Loss given default
 - Probability of default
 - Probability of death
 - Probability of claim
 - Claim ratios
 - Other metrics
- Introduction to Enterprise Risk Management System Framework
 - What is risk self-assessment,
 - Various risk self-assessment components, including:
 - The concept of steady-state process risk and control analysis,
 - Risk and control culture assessment,
 - Control tools... measurement of variance, checklist and basic minimum credit and documentation parameters
- Lean six sigma and other process enhancement tools
- Fintech approach and use of digital tools for productivity gains/ expense reductions.
- Cyber security, customer data privacy management and associated risks.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Project	30%
Mid-term Examination- II	20%
End-term Examination	30%
Total	100%

36. Microfinance and Financial Inclusion

Course Code: FA1112

Credit: 3

L-T-P: 3-0-0

Course Instructor: Mr. Praveen Arora

Course Description:

The course proposes to make students familiar with financial inclusion, JAM trinity, Microfinance, Micro insurance and Micro savings in India

Course Learning Outcomes:

The course is designed to make students able to get a high level overview of:

- linking of Aadhar and bank account for direct benefit transfers, MNREGA employment, agriculture subsidy and other government schemes
- How poor save
- History of small loans e.g. microfinance in India
- Emergence of small finance banks and their key objectives
- Micro insurance and other government schemes
- Micro savings

Topics to be Covered:

- Financial inclusion: role and purpose... poverty alleviation etc.
- Evolution of Grameen Model
- Jan Dhan scheme (PMJDY) and its impact at the base of pyramid & financial inclusion
- PMMY schemes
- Introduction to microfinance
 - The SHG model and the JLG model and now Limited Liability Group model
 - Evolution of microfinance in India: the growth since early 2000
 - Evolution of NBFC MFI, Business Correspondents and later Small Finance Banks and their purpose
 - AP crisis, demonetization, covid impact etc.
 - CSR focus on microfinance players... health, sanitation, water etc.
- Role of key players in Microfinance
 - RRB's
 - PSU banks
 - Nabard
 - SIDBI
 - Private Sector Banks
 - Donor entities

- Impact investors
- Developmental Financial Institutions
- Other players
- Microfinance operations model
 - SHG: the sales and collections structure, linkage to banks
 - JLG: the sales and collections structure, various risks and challenges
 - Digitization driving operating efficiencies
 - Weekly/ monthly client meeting and collections... impact on COVID 19
 - Analyzing and managing financial performance of MFIs: using MFIN data to compare productivities and key operating levers of various players
 - Broad financial ratios of MFI/ SFB
- Role of technology. Digitization and its operating benefits
- Progress out of Poverty Index
- Case studies: Government Schemes, Cashpor Microfinance, Bandhan Bank

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Project	30%
Mid-term Examination- II	20%
End-term Examination	30%
Total	100%

37. Sales in Retail Banking and Insurance

Course Code: MA1106

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Punam Mishra/ Mr. Praveen Arora

Course Description:

Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. This course has a process and customer orientation focus in sales and distribution management in the context of Indian Retail Banking and Insurance.

Course Learning Outcomes:

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

- Understand fundamental concepts and principles of Sales and Distribution Management.
- Develop analytical and conceptual abilities pertaining to Sales and Distribution Decisions.
- Understand strategic and tactical issues related to Sales and Distribution and solve complex managerial problems.
- Have a better understanding of the distribution channels involved in marketing.
- Traditional channels in banking and insurance sector
- Emerging trends in distribution of financial products

Topics to be Covered:

- Introduction: Selling as Part of Marketing, Sales Management Process
- Role of Sales Manager, Qualities of a Successful Salesman
- Concept of Personal Selling, Theories of
- Personal Selling, Process of Personal Selling
- Sales Objectives and strategies: Sales Territories and Quota Goal Setting Process in Sales Management
- Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget
- Formulating Selling Strategies
- Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force with case studies from banking and insurance sector.

- Recruitment and Selection of Sales Force- direct sales team, channel management teams, digital channel teams.
- Leading and Motivating the Sales Force, Sales Force Training and Compensation, Sales Incentives and Review of Performance
- Introduction to Distribution Management: Need and Scope of Distribution Management
- Importance of Channel, Types of Channels and Levels of Channels with case studies from banking and insurance sector
- Distribution Dynamics & Productivity: E-Channels & online selling, Cash and Carry, Resolving conflicts between conventional and modern channels
- Channel Management Decisions: Components of Distribution System, Distributors Selection and Appointment Cost of acquisition management, monitoring of & risk management from indirect channels in banking and insurance.
- Channel Conflict and Their Resolutions
- Training and Motivating the Channel Partners

Reading Materials:

- Panda, T.K. & Sahadev, S. (2012). Sales & Distribution Management. New Delhi: Oxford University Press.
- Still, Richard R., Cundiff, Edward W. & Govoni, Norman A.P. (2007). *Sales Management: Decisions, Strategies and Cases*. New Delhi: Pearson Education.
- Havaladar, Krishna K. & Cavale, Vasant M. (2011). *Sales & Distribution Management*. New Delhi: Tata McGraw Hill.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Viva	10%
Project	20%
Mid-term Examination- II	20%
End-term Examination	30%
Total	100%

Semester VI
(Academic Year 2022-23)

38. Critical Thinking for Decisions at Workplace

Course Code: CC1106

Credit: 2

L-T-P: 2-0-0

Course Instructor: Dr. Vijaylashmi

Course Description:

In today's world, the idea of right and wrong is being challenged by businesses, use of technology, economic conditions, and norms of societies. The relevance of a well-reasoned decision is crucial. This course intends to make students take better decisions keeping in mind purpose, context, and ethics.

Course Learning Outcomes:

The students will be able to:

- Apply techniques of Critical Thinking to analyze organizational problems through positive inquiry
- Describe and analyze appropriate problem-solving and ethical decision-making processes
- Choose the most effective and logical decision among multiple alternatives
- Evaluate solutions and anticipate likely risks based on purpose, context and ethics

Topics to be Covered:

- Decision Making: Definition and Type
- Steps of Decision Making
- Ethics and Decisions
- Importance of purpose and context
- Problem analysis best practices
- Decision Implementation Techniques
- Barriers to Sound Reasoning
- Comparing alternative solutions

Reading Materials:

- Jonah Lehrer, 2009: How we Decide. Houghton Mifflin Harcourt, Boston, New York
- Chip Heath and Dan Heath, 2013. Decisive: How to Make Better Choices in Life and Work. Crown Business, ISBN 0307956393
- John S. Hammond, Howard Raiffa, Ralph L. Keeney, 2002. Smart Choices: A Practical Guide to Making Better Decisions. Crown Business, ISBN 0767908864
- Ramesh K. Arora, Ethics, Integrity and Values in Public Service. New Age International Publishers, New Delhi.

- Bradley H. Dowden, 1993. Logical Reasoning. Wadsworth Publishing Company, Belmont, California, ISBN 0534176887

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Assignment	20
Class Participation	10
Presentation	20
Mid-Term Exam	20
End- Term Exam	30
Total	100

39. Capstone-III

Course Code: PW1103

Credit: 2

Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/programme, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Assessment

There will be three capstone exams during the program, the third Capstone exam would be conducted at the end of Semester 6 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.

40. Indian Financial System

Course Code: FA1105

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

The financial system consists of many institutions, instruments, markets & services. Financial institutions range from money lenders to banks, pension funds, insurance companies, brokerage houses, investment trusts and stock exchanges. Financial instruments ranges from the common –coins, currency notes, mortgages, bonds, stocks to more exotic future and swap of high finance. Markets of these instruments may be organized formally or informally. The Indian financial system is passing through a period of reforms, structural adjustments and consolidation in the wake of economic liberalization. In this process, the financial system will not be widened but also be strategically planned to meet the growing needs of the economy. In view of the overwhelming significance of financial system, it is of indeed need to impart insights into the principles, operational policies and practices of the prominent financial pillars to the management students. This course is expected to give the students an opportunity to apply their knowledge of financial system to the practical world of financial institutions and services.

Course Learning Outcomes:

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

- Evaluate role and significance of financial system in economic development.
- Critically analyze capital adequacy of Indian commercial banks in relation to global standards.
- Practically understand the mechanism of new issue market and stock exchange.
- Assimilate practical aspects of foreign exchange operations.
- Learn and utilize knowledge of operating mechanism of several financial services in diverse decision making areas.

Topics to be Covered:

- **The Financial System: An Introduction:** Components of formal financial system, functions of a financial system, key elements of well-functioning financial system, Nature and role of financial institutions and markets, Savings & Investment, Financial system and economic growth, Reforms in Indian Financial System, Financial Innovations- Crowdfunding, Cryptocurrency etc.
- **Financial Institutions:** Banking Institutions: Functions, Capital Adequacy, NPA, Banking Sector Reforms

- **Financial Markets & Instruments:** Money Markets: Introduction, objective, functions, Money market instruments, Treasury bills, Commercial paper, Commercial bills, Certificate of deposits, Call/Notice money and tools for managing liquidity in the money market; Capital Market: Introduction, Objective, Functions, History of Indian Capital market, Capital market scams, New Issue Market/Primary Market: Free pricing regime, Book building mechanism, Primary Issues, Public Issues mechanism: Origination, Underwriting and Distribution
- **Secondary Market:** Introduction, Functions, Organization, membership and management of stock exchanges, Listing of securities, Risk management, Trading arrangements, Dematerialization, Rolling settlements, Stock Market Index, Stock Exchanges, BSE, NSE, OTCEI, Regional stock exchange.
- **Foreign Exchange Market:** Foreign Exchange, Exchange Rate, Foreign Exchange Account-Nostro & Vostro, Measures for widening and deepening Forex Market in India, Exchange Control, Exchange Rate Management, ADR, GDR, FDI & FII.
- **Financial Services:** Concept, Fee Based & Fund Based, Merchant Banking, Credit Rating, Insurance, Factoring & Forfeiting etc.

Reading Materials:

- Pathak, B.V. (2011). The Indian Financial System. Third Edition. Pearsons India.
- Desai, V. (2001). The Indian Financial System and Development. Fourth Edition. Himalaya Publishing House.
- Khan, M.Y. (2016). Indian Financial System. Ninth Edition. MC Graw Hill Education.
- Gordon & Natarajan (2012). Financial Markets and Services. Seventh Revised Edition. Himalaya Publishing House.
- Sasidharan, K. & Mathews, A.K. (2008). Financial Services & System. Tata Mcgraw-Hill Publishing Company Limited.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Class Participation and Class Attendance; Assignment Report and Presentation; and Quiz	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
Total	100%

41. Brand Management

Course Code: MA1104

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Course Learning Outcomes:

The course is designed to make students able to:

- Develop a consumer-centric approach in building, measuring and evaluating strategies that build brand equity for new and existing brands.
- Identify important issues related to planning and implementing brand strategies
- Learn how to identify brand meaning and to measure brand strength for any particular market offering.
- Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Topics to be Covered:

- Brands and brand management
- Customer-based branding equity
- Brand positioning
- Brand Resonance and the Brand Value Chain
- Choosing brand elements to build brand equity
- Designing marketing campaigns to build brand equity
- Integrating marketing communications to build brand equity
- Using secondary brand associations to build brand equity
- Designing and implementing branding strategies
- Introducing and Naming New Products and Brand Extensions

- Managing brands over time

Reading Materials:

- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2018). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 4/e. New Delhi: Pearson Education India.
- Mathur, U. C. (2010). *Product and Brand Management*. New Delhi: Excel Books.
- Moorthi, Y. L. R. (2009). *Brand Management: The Indian Context*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Rao, K. V. (2010). *Product and Brand Management*. New Delhi: Himalaya Publishing House.
- Verma, H. V. (2009). *Brand Management*. New Delhi: Excel Books.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	20%
Viva	10%
Project	10%
Mid-term Examination- II	20%
End-term Examination	40%
Total	100%

42. Introduction to Web Development

Course Code: ID1122

Credit: 2

L-T-P: 0-0-4

Course Instructor: Prof. Devender Bhavsar

Course Objective:

This course introduces basic Web page development techniques. Topics include HTML, Word press, SEO and Free/commercial software packages used in the development of Web pages.

Learning Outcome:

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

- Analyze a visual communication problem, develop a concept, and successfully design and produce a functional website project using web design software - specifically WordPress.
- Implement an appropriate planning strategy for developing websites.
- Produce functional, flexible, & versatile websites.
- Ability to locate, evaluate, & critically assess current & emerging technologies for developing websites.
- Analyze and present data in a professional manner that could be translated to web-based or app-based media.

Topics to be Covered:

- **Web Design Principles:** Basic principles involved in developing a web site, Planning process, Five Golden rules of web designing, Designing navigation bar, Home Page Layout, Design Concept.
- **Basics in Web Design:** Brief History of Internet, World Wide Web, utility of web site, Web Standards, Audience requirement. Introduction to WEB, Basics of WWW, HTTP protocol, Client Server architecture, Understanding SEO
- **WordPress Basics:** Introduction to content management systems based on PHP, Introduction to WordPress, How WordPress Works, Installation of WordPress.
- **Posts & Pages:** Introduction to Blogging, Creating Blogs, Using Images, Wrapping Text Around Images, Comments, Post Formats, Linking to Posts, Pages, and Categories, Using Similes, Links Manager, WordPress Feeds, Using Password Protection,
- **Customizing Site Appearance and Themes:** Developing a Colour Scheme, Designing Headers, CSS Horizontal Menus, Dynamic Menu Highlighting, Navigation Links, Next and Previous Links, Styling for Print, Designing Your Post,

Meta Data Section, Separating Categories in your Post Meta Data Section, Customizing the Read More, Formatting Date and Time, Finding CSS Styles, Creating Individual Pages, Uploading Files, using WordPress Themes, Templates, Template Tags, Template Hierarchy, Validating a Website, Know Your Sources, WordPress Site Maintenance

- **Importing/Exporting Contents and Plugins:** Pages, Media library, Importing/exporting content, breaking down plugins – what are they, installing a plugin – how to go about this, The must-have pack of plugins.

Text Books:

1. Williams, A. J. (2020). WordPress for Beginners 2021: A Visual Step-By-Step Guide to Mastering WordPress. United States: Amazon Digital Services LLC - KDP Print US.
2. Damstra, D., Williams, B., Stern, H. (2015). Professional WordPress: Design and Development. United Kingdom: Wiley.

Reference Online Course:

<https://www.coursera.org/projects/build-a-full-website-using-wordpress>

Assessment Scheme:

Assessment Components	Weightage
Attendance	5
Assignment	15
Class Participation	10
Quiz	20
Project-III	20
Presentation	20
Viva	10
Total	100

Retest

1	Presentation	20
2	Viva	10
	Total	30

43. Social Project

Course Code: PW1105

Credit: 2

L-T-P: 2-0-0

Course Description:

Social project is an initiation towards sensitizing students for Community engagement and their responsibility towards society being the citizen of the country. Understanding responsibility towards community is not an 'addition' to learning and teaching, but intrinsic to it. This is essential if education is to be a vehicle for social transformation and attainment of social justice, rather than as a means to individual prosperity alone. (Planning Commission, 2011). This course provides students with a foundation for understanding the role of community engagement, and social action. The course will induce students to examine and critique strategies for social and environmental change. It will induce students to critical thinking, decision making, communication and work in collaborative manner to seek solution of practical problems. The course includes discussions, presentation, exams, readings, and participation in a service-learning project.

Course Learning Outcomes:

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

- Gain an understanding of the surrounding urban and rural communities and social realities
- Appreciate the significant contribution of local communities to Indian society and economy.
- Analyze the issues and challenges of local community
- Identify ways and means to contribute towards the sustaining the development of community.
- Develop a sense of empathy and bond of mutuality with local community.

Reading Materials:

- Hall, B. L., Tandon, R. & Tremblay, C. (2015). *Strengthening Community University Research partnerships: Global Perspectives*. http://unescochaircbrsr.org/unesco/pdf/UNESCO%20Book%20Web_with%20BookCovers_Aug202015_FINAL.pdf
- Lepore, W. (2015). Global Trends In Training Community Based Research In Higher Education Institutions and Civil Society Organizations: Survey Results-July 2015. Retrieved from: http://unescochaircbrsr.org/unesco/pdf/resource/SSHRC_Survey_Results_2015_July.pdf
- Planning Commission (2011). Report of the Sub-committee on Community Engagement.

http://unescochaircbrsr.org/unesco/pdf/resource/SC_Community_Engagement_Final%20Report_7%20May.pdf

- PRIA (2014). PRIA's Engagements with Higher Educational Institutions (HEIs): Initiatives in Community Based Research.
http://unescochaircbrsr.org/unesco/pdf/resource/PRIA_Engagement_with_Higher_Educational_Institutions.pdf
- Tandon, R. (2009). Challenging the Professionals: The Imperative of Democratic Governance Today. *Adult Education and Development*, 72, pp. 185-188
- United Nations, Sustainable development goals, 2015.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Progress report of the venture)	30%
MOOC completion	10%
Project report	30%
Presentation	10%
End-Term exam	20%
Total	100%

44(a). Run Your Venture

Course Code: ED1105

Credit: 4

L-T-P: 4-0-0

Course Instructor: Prof. Umamahesvaram Mandi

Course Description:

In this practice-based course, students need to operate an entrepreneurial enterprise by running their venture for a semester. They will be supported by University's AIC and IIC. Mentoring the business enterprise creators with technology mentors; business mentors; human-processes mentors; connects to the financing eco-system (on a case-by-case basis)

Course Objective:

This course/project aims to give students the hands-on experience of running a venture.

Course Learning Outcome:

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

- Create a deliverable value-proposition; create a product / visualize and roll-out a service, pivot the same for growth, grow and manage a venture.
- Think on the feet when the venture is on the run and delivering and re-orient and pivot differently if the future trends and market growth demands it.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Progress report of the venture)	60 %
Final Presentation	40%

44(b). Internship at Company

Course Code: PW1107

Credit: 8

Course Coordinator: Mr. Praveen Arora

Course Description:

The internship provides students with an opportunity to grow professionally, identify personal strengths and weaknesses, apply learned theory to practical situations, and gain an experience of the role, duties, and responsibilities of the work at Banking and Fintech Company. The duration is about 3- 4 months.

Course Objective:

The aim of the internship program is to provide the student (future professional) with a comprehensive practical experience in a real setting where they apply their theoretical knowledge in practice.

Course Learning Outcomes:

The expected outcomes achieved by the student at the end of the internship:

- Apply theoretical concept in live projects.
- Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.
- Closely understand and participate in business operations and decision making process.
- Work under the guidance and support of industry mentors to become industry ready professionals

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	60 %
Final Presentation	40%

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Course Code: LS1101

Course Name: Foundation of Management

Course Outcomes: After course completion, the student will be able to

LS1101.1: Evaluate the context for taking managerial actions of planning, organizing and controlling

LS1101.2: Assess global situation, including opportunities and threats that will impact management of an organization

LS1101.3: Assess managerial practices and choices relative to ethical principles and standards

LS1101.4: Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances

LS1101.5: Determine the most effective action to take in specific situations

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
LS1101.1	1								2				
LS1101.2					2				2				
LS1101.3				2						2			
LS1101.4	1								2	2			
LS1101.5	1									1		2	

Course Code: EP1101

Course Name: Economics-I

Course Outcomes: After course completion, the student will be able to

EP1101.1: Apply the fundamental economic concepts, theories of economic analysis in their day to day life and in business world

EP1101.2: Recognize and interpret a Demand Curve and a Supply Curve in the market, and identify the underlying determinants of each in different industries

EP1101.3: Calculate elasticities and apply them in various decision making processes

EP1101.4: Analyze various production functions, cost concepts, revenue concepts and calculate break-even quantity

EP1101.5: Relate business costs, pricing and profit

EP1101.6: Analyze and Infer through using data and excel

EP1101.7: Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures

EP1101.8: Understand market failures and role of government

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
EP1101.1	1				2								
EP1101.2					2		1						
EP1101.3					2		2						
EP1101.4					2		2	1					
EP1101.5					2		1	1					
EP1101.6							2						
EP1101.7					2		1		1				
EP1101.8					2								

Course Code: ID1101

Course Name: Spreadsheet Essentials

Course Outcomes: After course completion, the student will be able to

ID1101.1: Create, format and link worksheets using MS-Excel.

ID1101.2: Use formulas and functions to perform computations on data.

ID1101.3: Create data visualizations using different types of charts.

ID1101.4: Apply Conditional formatting, Perform Goal Seek Analysis, Use lookup functions.

ID1101.5: Create and update Pivot Tables and Pivot Charts.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ID1101.1	1				1			1					
ID1101.2	1		1		1								
ID1101.3	1				1		1	1					
ID1101.4	1				1			1	1				
ID1101.5	1		1	1									

Course Code: FA1101

Course Name: Accounting for Business

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

FA1101.1: To appreciate the information needs of different categories of users of company financial reports.

FA1101.2: Equip with the mechanism for recording, classifying and summarizing business transactions.

FA1101.3: Able to Prepare Balance Sheet, Income Statement, Cash flow statements, Statement Retained Earning, Statement of Changes in Equity and understand, how amounts that appears in these statements are changed to reflect events that affect an organization's resources.

FA1101.4: Develop competency in using various tools & techniques for financial statement analysis and its useful interpretation.

FA1101.5: Process business transactions through Accounting Software Tally & Busy.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1101.1			1		1		1	1					
FA1101.2					1	2		2					
FA1101.3		1			2		1						
FA1101.4									2	1	1		
FA1101.5											2	1	

Course Code: CC1101

Course Name: Fundamentals of Communication

Course Outcome:

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

CC1101.1 Identify different cultural differences and their impact on communication.

CC1101.2 Compose grammatically correct sentences and paragraphs.

CC1101.3 Deliver effective oral presentations following appropriate kinesics and paralinguistic features.

CC1101.4 Apply appropriate communication skills across settings, purposes, and audiences.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1101.1.	1									1			
CC1101.2.										2			
CC1101.3.										1			
CC1101.4.	2									1	1		

Course Code: LD1101

Course Name: Understanding and Leading Self

Course Outcomes: After course completion, the student will be able to

LD1101.1: Clearly map their personal strengths and identify their personal brand.

LD1101.2: Identify the personal goals and related competencies required.

LD1101.3: Create Personal Leadership Development Plans by analyzing activities they need to continue or eliminate to become who they want to be.

LD1101.4: Demonstrate awareness and take ownership of key societal responsibilities to lead positive change so as to define his/her personal leadership

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
LD1101.1	2								2				
LD1101.2	1					2							
LD1101.3	1					2					2		
LD1101.4	2			2									

Course Code: FA1106

Course Name: Introduction to Financial Services and Fintech

Course Outcomes: After course completion, the student will be able to

FA1106.1: Evaluate role and significance of financial system in economic development.

FA1106.2: Develop an understanding and practical exposure of Fintech in Financial System

FA1106.3: Practically understand the mechanism of new issue market and stock exchange.

FA1106.4: Learn and utilize knowledge of operating mechanism of several financial services in diverse decisions making areas.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1106.1	1		1										1
FA1106.2					1				1				
FA1106.3													1
FA1106.4			1		1								

Course Code: AS1103

Course Name: Business Mathematics

Course Outcomes: After course completion, the student will be able to

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

AS1103.1. Solve basic matrix and determinant problems and apply the techniques in solving related business problems.

AS1103.2. Solve basic set problems and apply the concepts of set theory in business problems

AS1103.3. Identify and analyze different mathematical functions and draw their graphs

AS1103.4. Calculate derivatives of different functions and use the concept of rate of change in various applications.

AS1103.5. Compute permutation – combinations and calculate the probabilities of events and visualize different datasets.

AS1103.6. Formulate linear programming problems with respect to industrial or societal issues.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
AS1103.1	1				1				2				
AS1103.2	1								2				
AS1103.3	1	2			1								
AS1103.4			1			2							
AS1103.5					2		2						
AS1103.6	2								2				1

Course Code: EP1102

Course Name: Economics-II

Course Outcomes: After course completion, the student will be able to

EP1102.1: Apply the different concepts, theories of macroeconomic analysis in understanding business environment

EP1102.2: Summarize the change in the size of circular flow of national income due to different withdrawals and injections, and their impact

EP1102.3: Analyze the various macroeconomic variables and their interlinkages with each other like income, saving, consumption, investment, rate of interest, MEC and multiplier etc

EP1102.4: Outline the money market dynamics in economy and role in determination of interest rate

EP1102.5: Infer the phase of business cycle from present economic condition and evaluate the policy measures to control business cycle

EP1102.6: Analyze and evaluate the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment and poverty

EP1102.7: Explain the ripple impact of Exchange rate and BOP in an economy

EP1102.8: Understanding characteristics of Indian economy.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
EP1102.1	1	1			2								
EP1102.2					2				1				
EP1102.3					1		2						
EP1102.4					2		1						
EP1102.5							2		1				
EP1102.6							2		2			2	
EP1102.7					2								
EP1102.8		2							1				

Course Code: BS1101

Course Name: Organizational Behavior

Course Outcomes: After course completion, the student will be able to

BS1101.1: Analyze the connectedness between organizational issues and human behavior of each topic covered.

BS1101.2: Explain and justify specific theories behind human behavior.

BS1101.3: Comprehend and formulate practical solutions for people related issues in organization.

BS1101.4: Demonstrate proficiency in communicating ideas and work in teams.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
BS1101.1	2				2								
BS1101.2	1									2			
BS1101.3		2							2	1			
BS1101.4				1							2		

Course Code: CC1102

Course Name: Critical Thinking and Storytelling

Course Outcomes: After course completion, the student will be able to

CC1102.1: Formulate intelligent questions to investigate.

CC1102.2: Evaluate information and evidence for correctness, consistency, and relevance.

CC1102.3: Compose well-structured and well-reasoned arguments.

CC1102.4: Articulate and evaluate the impact of narratives.

CC1102.5: Distinguish between facts, assumptions and opinion.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1102.1	2								1	1			
CC1102.2							1		1				
CC1102.3									1				
CC1102.4										1			
CC1102.5							1		1				

Course Code: PW1101

Course Name: Capstone-I

Course Outcomes: After course completion, the student will be able to

PW1101.1: Increasing student's motivation and engagement through increased academic rigor.

PW1101.2: Enhancing a student's educational and career aspirations.

PW1101.3: Boosting student's confidence, self-perception and self-esteem.

PW1101.4: Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1101.1	1				1								
PW1101.2									1				
PW1101.3				1							1		
PW1101.4	1									1			

Course Code: ED1101

Course Name: Entrepreneur and Entrepreneurship

Course Outcomes: After course completion, the student will be able to

ED1101.1: Understand the entrepreneurial motivation and appreciate the role of entrepreneurship in building the economic growth of a nation.

ED1101.2: Understand the various types of entrepreneurship

ED1101.3: To undergo the experience of building an enterprise through basic ideation and identify the ecosystem drivers that aid it

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ED1101.1	1				2								
ED1101.2					2								
ED1101.3					1				2	1		1	

Course Code: FA1107

Course Name: Retail Banking & Retail Lending

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

FA1107.1 Understand various retail products

FA1107.2 Understand key aspects of retail operations

FA1107.3 Understand basics of credit assessment and collections

FA1107.4 Aware of changing landscape in the retail banking and retail lending

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1107.1	1				1								
FA1107.2							1	1					
FA1107.3								1			1		
FA1107.4	1								1			1	1

Course Code: BS1102

Course Name: Human Resource Management

Course Outcomes: After course completion, the student will be able to

BS1102.1: Understand fundamental concepts of human resource management, including its nature, scope, functions and importance..

BS1102.2: Apply HR concepts and tools in solving the case studies.

BS1103.3: Discuss and critique the impact of external environment on the enterprise's HR system.

BS1104.4: Identify contemporary issues in HRM and changes in human resource practices with internationalization of business.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
BS1102.1	1	2											
BS1102.2	1				2								
BS1102.3	1								2	2			
BS1102.4	1								2	2	1		

Course Code: FA1102

Course Name: Management Accounting

Course Outcomes: After course completion, the student will be able to

FA1102.1: Analyze and interpret the financial statements for managerial decision making

FA1102.2: Identify and distinguish cost behavior- fixed, variable and semi variable costs and their managerial implications

FA1102.3: Compute Total process cost including computation of normal loss, abnormal loss and abnormal gain in companies indulged opting for process costing

FA1102.4: Make cost, volume and profit analysis and suggest the breakeven points and managerial decision on the basis of contribution factors

FA1102.5: Find and control cost through standard costing and variance analysis

FA1102.6: Prepare Cash, sales and other functional budgets

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1102.1	1				2		1	2	1				
FA1102.2			1			2	1						
FA1102.3					1		1	1	1				
FA1102.4					1		1	1	1				
FA1102.5							2	2					
FA1102.6			1			2		1					

Course Code: MA1101

Course Name: Principles of Marketing

Course Outcomes: After course completion, the student will be able to

MA1101.1: To introduce the key elements in developing a marketing strategy and planning a marketing program.

MA1101.2: To enhance the problem solving skills in marketing by offering a set of analytical tools (frameworks, concepts, models, and techniques).

MA1101.3: To provide understanding of elements of marketing mix.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1101.1		1			1								
MA1101.2									2	1			
MA1101.3	1						1						

Course Code: ID1102

Course Name: Statistical Reasoning

Course Outcomes: After course completion, the student will be able to

ID1102.1: Identify and use the various statistical tools in managerial and other decision-making context.

ID1102.2: Develop an aptitude towards analyzing, interpreting quantitative data and lay foundation for data analysis.

ID1102.3: Use MS-Excel for data analysis using statistical theory and techniques

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ID1102.1	1	1			1		2						
ID1102.2							2		2	1			
ID1102.3					1			2					

Course Code: CC1103

Course Name: Perspectives on Contemporary Issues

Course Outcomes: The student will be able to

CC1103.1. Identify different perspectives objectively.

CC1103.2. Explain interconnectedness of the issues and their impact at micro and macro levels.

CC1103.3. Recognize their own beliefs, biases, claims and assumptions.

CC1103.4. Evaluate sources, argue and defend effectively.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1103.1.	1								2	1			
CC1103.2.	1								2	1			
CC1103.3.	1								2	1			
CC1103.4.	1								2	1			

Course Code: ED1102

Course Name: Idea to Business Model

Course Outcomes: After course completion, the student will be able to

ED1102.1: Identify problem worth solving through design thinking.

ED1102.2: Identify customer segment and niche for specific markets

ED1102.3: Craft Value Proposition Canvas

ED1102.4: Create business model using Lean Canvas Template

ED1102.5: Build 'A' team for new start-ups

ED1102.6: Design and validate solution demo and MVP

ED1102.7: Analyze cost, revenue, key channels and pricing model for the venture

ED1102.8: Craft positioning statement of a new venture

ED1102.9: Classify the different sources of funding

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ED1102.1					1				2			2	1
ED1102.2					1				1				1
ED1102.3					2			2				2	
ED1102.4					1			2				2	2
ED1102.5											2		
ED1102.6								1				2	2
ED1102.7			2		2		2						
ED1102.8			2						2	1		1	
ED1102.9					2								

Course Code: FA1108

Course Name: Principles of Financial Risk Management

Course Outcomes: After course completion, the student will be able to

FA1108.1 Introduction to risks

- i. Retail lending: Unsecured products & secured products
- ii. Insurance: morbidity, mortality and damage risks: Life insurance, General insurance & Health insurance
- iii. Cyber risk in lending and Fintech

FA1108.2 Risk measurement metrics

- i. Delinquency and NPA's
- ii. Actuarial death risk

FA1108.3 Pricing for risks

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1108.1	1												1
FA1108.2					1		1	1					
FA1108.3			1		1				1				

Course Code: PW1106

Course Name: Summer Social Project

Course Outcomes: After course completion, the student will be able to

PW1106.1: Loan purpose, usage and its impact on the earning of the woman of the house

PW1106.2: The high ROE that is generated with such small loan amounts

PW1106.3: How poor save

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1106.1					1	2			1				
PW1106.2					1		1	2					
PW1106.3					1	1				1			

Course Code: FA1103

Course Name: Financial Management

Course Learning Outcomes:

At the end of this course, a student should be able to:

FA1103.1: Acquire and exhibit an understanding of finance and the role that finance plays within an organization.

FA1103.2: Acquire and exhibit an understanding to utilize TVM in different financial decisions.

FA1103.3: Analyze viability of different projects of capital nature.

FA1103.4: Evaluate different sources of capital and to develop understanding of the cost involved in financing alternatives.

FA1103.5: Analyze dividend distribution pattern of companies and role of dividend to enhance shareholder's wealth.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1103.1	1	1			1	1	1	1					
FA1103.2					1	1	2	2					
FA1103.3								1	1				
FA1103.4										1	1		
FA1103.5			1		1	1	1						

Course Code: MA1102

Course Name: Advertising & Sales Management

Course Outcomes: After course completion, the student will be able to

MA1102.1: Explain the concept of marketing communication mix and sales management in theory and practice.

MA1102.2: Analyze the role and configuration of the marketing communication mix and explains the main characteristics associated with the principal tools and media.

MA1102.3: Interpret the fundamental principle of 'place' in the marketing mix and to management decisions concerning distribution channels, channel members, logistics management, retailing and wholesaling.

MA1102.4: Create marketing strategy to achieve the long-term objectives for a firm in a competitive market situation.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1102.1					2								
MA1102.2					1			1					
MA1102.3	1				1			1					
MA1102.4							2			2			

Course Code: OP1101

Course Name: Operations Management

Course Learning Outcomes:

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

OP1101.1: Learn operations management vocabulary.

OP1101.2: Learn various tools and methods used in operations management.

OP1101.3: Develop an aptitude to present their views and discuss a topic.

OP1101.4: Prepare themselves for objective questions, job interviews and discussion.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
OP1101.1	1	1			1								
OP1101.2		1	1	1									
OP1101.3					1	1	2	1					
OP1101.4				1	1	1	2		1	2			

Course Code: ID1103

Course Name: Data Driven Business Decisions

Course Outcomes: After course completion, the student will be able to

ID1103.1: Define data and analytics

ID1103.2: Discuss the value data analytics brings to business decision-making process.

ID1103.3: Identify key technologies used in data analytics

ID1103.4: Identify and develop skills needed to be successful in data analysis jobs

ID1103.5: Perform sophisticated data analysis using Microsoft Excel

ID1103.6: Discuss business implications of technology and data trends

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ID1103.1		1			1								
ID1103.2						2							1
ID1103.3		1					1						
ID1103.4			1						1		2		
ID1103.5	1				1		1	2					
ID1103.6			1										2

Course Code: CC1104

Course Name: Communication and Identity

Course Outcomes: After course completion, the student will be able to

CC1104.1: Analyze their personal identities by identifying their personal attributes, values, strengths and vision statement.

CC1104.2: Articulate their personal statement and use it to craft an influential pitch.

CC1104.3: Express themselves professionally on various social media platforms.

CC1104.4: Write a well-structured professional business document.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1104.1.										1			
CC1104.2.				1						1			
CC1104.3.				1						2			
CC1104.4.										2			

Course Code: PW1102

Course Name: Capstone-II

Course Outcomes: After course completion, the student will be able to

PW1102.1: Increasing student's motivation and engagement through increased academic rigor.

PW1102.2: Enhancing a student's educational and career aspirations.

PW1102.3: Boosting student's confidence, self-perception and self-esteem.

PW1102.4: Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1102.1	1				2								
PW1102.2									1				
PW1102.3				1							1		
PW1102.4	1									1			

Course Code: ED1103

Course Name: Business Model to Product Market Fit

Course Outcomes: After course completion, the student will be able to

ED1103.1: Refine business models and expand customer segments

ED1103.2: Design business plan for the venture

ED1103.3: Explore and develop the strategies to grow revenue and market

ED1103.4: Understand funding process and what investor look for

ED1103.5: Learn to build an A- Team and how to pitch the venture

ED1103.6: Develop brand strategy and channel strategy for customer outreach

ED1103.7: Understand the key metrics to measure & track the venture progress

ED1103.8: Select the right type of legal form of the venture and understand the legal issues related to it.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ED1103.1	2				2	1							2
ED1103.2	1					1		1			1	2	
ED1103.3	2					2			2				
ED1103.4				1				1			1	1	1
ED1103.5									2		2	2	2
ED1103.6				2				2				1	
ED1103.7						2	2					1	
ED1103.8					2				2			2	1

Course Name: Wealth Management and Investments

Course Code: FA1109

Course Outcomes: After course completion, the student will be able to

FA1109.1 Introduction to financial life cycle and importance of wealth management

FA1109.2 Budgeting and cash flow management

FA1109.3 Introduction to saving tools

FA1109.4 Investing approaches

FA1109.5 Using leverage for investment

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1109.1	1												
FA1109.2			1				1						
FA1109.3			1										
FA1109.4							1	1	1				
FA1109.5									1	1			1

Course Code: MA1201

Course Name: Customer Analytics

Course Outcomes: After course completion, the student will be able to

MA1201.1: Describe the major methods of customer data collection used by companies and understand how this data can help in business decisions.

MA1201.2: Describe the main tools used to predict customer behavior and identify the appropriate uses for each tool

MA1201.3: Communicate key ideas about customer analytics and how the field informs business decisions.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1201.1	2				2					1			
MA1201.2							2		2				
MA1201.3			1					2					

Course Code: ID1121

Course Name: Intelligent Automation

Course Outcomes: After course completion, the student will be able to

ID1121.1 Use and understand the various functionalities and features of UiPath Studio and Orchestrator.

ID1121.2 Design, implement, and use RPA activities.

ID1121.3 Develop basic robots using UiPath Community Edition.

ID1121.4 Explore various data extraction techniques.

ID1121.5 Identify processes which can be automated.

ID1121.6 Apply best practices in RPA projects.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ID1121.1	2												
ID1121.2						2							
ID1121.3	2				2								
ID1121.4	2									2			
ID1121.5	2			2	2					2			2
ID1121.6	2				2	2	2			2			2

Course Code: CC1105

Course Name: Understanding and Managing Conflict

Course Outcomes: After course completion, the student will be able to-

CC1105.1 Define a group and explain the stages of group development.

CC1105.2 Describe conflict and explain types and causes of conflict.

CC1105.3 Use inquiry and advocacy to engage with groups.

CC1105.4 Give and receive feedback effectively.

CC1105.5 Identify sources of conflict and manage them using difference conflict handling styles.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1105.1.	1										1		
CC1105.2.	1											1	
CC1105.3.	1										2		
CC1105.4.	1									2	3		
CC1105.5.	1										3	1	

Course Code: PW1104

Course Name: Summer Internship Project

Course Outcomes: After course completion, the student will be able to

PW1104.1: Apply theoretical concept in live projects

PW1104.2: Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment

PW1104.3: Closely understand and participate in business operations and decision making process

PW1104.4: Work under the guidance and support of industry mentors to become industry ready professionals

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1104.1				2	3	3		2	2				
PW1104.2					3	2		3	2				
PW1104.3						2			2	2			
PW1104.4				3						2			

Course Code: LS1102

Course Name: Legal Aspects of Business

Course Outcomes: After course completion, the student will be able to

LS1102.1: Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.

LS1102.2: Examine how businesses can be held liable in tort for the actions of their employees.

LS1102.3: Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

LS1102.4: Acquire problem solving techniques and to be able to present coherent, concise legal argument.

LS1102.5: Appreciate the role of Regulatory bodies in controlling and compliance with the various business functions.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
LS1102.1	1	1		1	1								
LS1102.2			1			1	2						
LS1102.3					1		2						
LS1102.4									2	2			
LS1102.5		1			2						1		

Course Code: LS1103

Course Name: Legal Aspects of Banking & Fintech

Course Learning Outcomes:

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

LS1103.1: Appreciate and understand the relevance of laws related to banking and Fintech.

LS1103.2: Identify the fundamental legal principles behind contractual agreements.

LS1103.3: Acquire problem solving techniques and to be able to present coherent, concise legal argument.

LS1103.4: Appreciate the role of Regulatory bodies in controlling and compliance with the various business functions.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
LS1103.1	1	1		1	1								
LS1103.2			1			1	2						
LS1103.3									2	2			
LS1103.4		1			2						1		

Course Code: FA1104

Course Name: Taxation

Course Outcomes: After course completion, the student will be able to

FA1104.1: Understand and differentiate basic terms under the Income Tax Act, 1961 and to determine residential status of an assessee

FA1104.2: Differentiate various sources of income of an assessee under different heads of income of Income Tax Act, 1961

FA1104.3: Acquaint with the Concepts of GST in India and acquaint them with its terminology

FA1104.4: Comprehend the application to GST in various types of business and services

FA1104.5: Calculate the GST in connection with SGST, CGST and IGST and process GST return file

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1104.1	1	2	1		2								
FA1104.2	1			1	2			1					
FA1104.3			1	1	2	1	2						
FA1104.4							2	1	2				
FA1104.5	1				1	2	2		1				

Course Code: FA1110

Course Name: Direct Taxation

Course Outcomes: After course completion, the student will be able to

FA1110.1: Understand and differentiate basic terms under the Income Tax Act, 1961 and to determine residential status of an assessee

FA1110.2: Differentiate various sources of income of an assessee under different heads of income of Income Tax Act, 1961

FA1110.3: Understand the computation of total income & tax liability

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1110.1	1	1	1		1								
FA1110.2	1			1	1			1					
FA1110.3					2								

Course Code: MA1103

Course Name: Consumer Behavior

Course Outcomes: After course completion, the student will be able to

MA1103.1: Acquire a framework for analyzing consumer behavior problems

MA1103.2: Learn how consumer behavior can be affected by different marketing strategies

MA1103.3: Show how behavioral evidence can be used to evaluate alternative marketing strategies

MA1103.4: Learn about and use consumer behavior theories in marketing and social psychology

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1103.1	1				1								
MA1103.2				1			1						
MA1103.3	1						1	1					
MA1103.4	1			1			1			2			

Course Code: MA1105

Course Name: Consumer Behavior and Brand Management in BFSI

Course Outcomes: After course completion, the student will be able to

MA1105.1: Acquire a framework for analyzing consumer behavior problems

MA1105.2: Learn how consumer behavior can be affected by different marketing strategies

MA1105.3: Develop a consumer-centric approach in building, measuring and evaluating strategies that build brand equity for new and existing brands.

MA1105.4: Identify important issues related to planning and implementing brand strategies

MA1105.5: Learn how to identify brand meaning and to measure brand strength for any particular market offering.

MA1105.6: Identify the key drivers of consumer behavior that impact selection of financial products and financial manufacturers (e.g. banks, insurance, NBFC's etc.)

MA1105.7: Identify the brand perception of various category of banks (public, private, small finance banks), insurance companies (public, private), NBFC's, HFC's and Fintech companies

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1105.1	1				1								
MA1105.2				1			1						
MA1105.3	1		1		1		1						
MA1105.4	1				1					2			
MA1105.5	1				1			1					
MA1105.6		1			1		1		1				
MA1105.7		1			1		1		1				

Course Code: ED1104

Course Name: Sustaining and Growing Start-ups

Course Outcomes: After course completion, the student will be able to

ED1104.1: Understand the evolution of a start-up

ED1104.2: Built Collaboration and Networking

ED1104.3: Learn to apply the process of IPR

ED1104.4: Explore the ways of growing business and manage growth

ED1104.5: Understand the role of leadership in growing business

ED1104.6: Create new strategies of marketing and growth

ED1104.7: Learn the role of business for social responsibility

ED1104.8: Understand the process revival of sick ventures and exit from a venture

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ED1104.1	1				2	2							
ED1104.2				2						2	2		
ED1104.3					3								
ED1104.4			1			3		2				3	3
ED1104.5											3		
ED1104.6					3							3	3
ED1104.7		3	2										
ED1104.8						2		3	2	2		3	2

Course Code: FA1111

Course Name: Banking Operations and Risk Management

Course Outcomes: After course completion, the student will be able to

FA1111.1 Account opening, maintenance, stationary management, cash management etc.

FA1111.2 Loan processing, underwriting, disbursement, collections set up, monitoring methods.

FA1111.3 Customer service physical and digital

FA1111.4 Risk identification using Basel II framework

FA1111.5 Enterprise risk management framework in banking and financial services

FA1111.6 Cyber security and other associated risks

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1111.1					1						1		
FA1111.2											1		
FA1111.3											1		
FA1111.4													1
FA1111.5						1	1		1		1		1
FA1111.6								1					

Course Code: FA1112

Course Name: Microfinance and Financial Inclusion

Course Outcomes: After course completion, the student will be able to

FA1112.1 Linking of Aadhar and bank account for direct benefit transfers, MNREGA employment, agriculture subsidy and other government schemes

FA1112.2 How poor save

FA1112.3 History of small loans e.g. microfinance in India

FA1112.4 Emergence of small finance banks and their key objectives

FA1112.5 Micro insurance and other government schemes

FA1112.6 Micro savings

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1112.1		1		1									
FA1112.2	1				1								
FA1112.3				1									
FA1112.4				1									1
FA1112.5		1			1								1
FA1112.6					1								

Course Code: MA1106

Course Name: Sales in Retail Banking and Insurance

Course Outcomes: After course completion, the student will be able to

MA1106.1: Understand fundamental concepts and principles of Sales and Distribution Management

MA1106.2: Develop analytical and conceptual abilities pertaining to Sales and Distribution decisions

MA1106.3: Understand strategic and tactical issues related to Sales and Distribution and solve complex managerial problems.

MA1106.4: Have a better understanding of the distribution channels involved in marketing.

MA1106.5: Traditional channels in banking and insurance sector

MA1106.6: Emerging trends in distribution of financial products

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1106.1	1				1								
MA1106.2		1					2			2			
MA1106.3		2							2				
MA1106.4	1				1								
MA1106.5	2					2							
MA1106.6	2					2							

Course Code: CC1106

Course Name: Critical Thinking for Decisions at Workplace

Course Outcomes: After course completion, the student will be able to

CC1106.1 Apply strategies of Critical Thinking to examine organisational problems through positive inquiry

CC1106.2 Describe and examine suitable problem-solving and ethical decision-making processes

CC1106.3 Choose the simplest and logical decision among multiple alternatives

CC1106.4 Evaluate solutions and count on possible risks based on purpose, context and ethics

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
CC1106.1.	1								3	2		1	
CC1106.2.	1								2	2		1	
CC1106.3.	1								2	2		2	
CC1106.4.	1								1	2			

Course Code: PW1103

Course Name: Capstone-III

Course Outcomes: After course completion, the student will be able to

PW1103.1: Increasing student's motivation and engagement through increased academic rigor.

PW1103.2: Enhancing a student's educational and career aspirations.

PW1103.3: Boosting student's confidence, self-perception and self-esteem.

PW1103.4: Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1103.1	1				2								
PW1103.2									2				
PW1103.3				1							1		
PW1103.4	1									2			

Course Code: FA1105

Course Name: Indian Financial System

Course Outcomes: After course completion, the student will be able to

FA1105.1: Evaluate role and significance of financial system in economic development

FA1105.2: Critically analyze capital adequacy of Indian commercial banks in relation to global standards

FA1105.3: Practically understand the mechanism of new issue market and stock exchange

FA1105.4: Assimilate practical aspects of foreign exchange operations

FA1105.5: Learn and utilize knowledge of operating mechanism of several financial services in diverse decision making areas

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
FA1105.1	2	1	1		2	1	1	3					
FA1105.2	2		1		2		1	1					2
FA1105.3	1				2	1	2	2	1				2
FA1105.4							2	1	2				
FA1105.5	1				1	2	1		1	1			2

Course Code: MA1104

Course Name: Brand Management

Course Outcomes: After course completion, the student will be able to

MA1104.1: Develop a consumer-centric approach in building, measuring and evaluating strategies that build brand equity for new and existing brands.

MA1104.2: Identify important issues related to planning and implementing brand strategies

MA1104.3: Learn how to identify brand meaning and to measure brand strength for any particular market offering.

MA1104.4: Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
MA1104.1	1		1		1		1						
MA1104.2	1				1					2			
MA1104.3	1				1			1					
MA1104.4				1									1

Course Code: ID1122

Course Name: Introduction to Web Development

Course Outcomes: After course completion, the student will be able to

ID1122.1 Analyze a visual communication problem, develop a concept, and successfully design and produce a functional website project using web design software - specifically WordPress.

ID1122.2 Implement an appropriate planning strategy for developing websites.

ID1122.3 Produce functional, flexible, & versatile websites.

ID1122.4 Ability to locate, evaluate, & critically assess current & emerging technologies for developing websites.

ID1122.5 Analyze and present data in a professional manner that could be translated to web-based or app-based media.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ID1122.1	1		1	1	1						1		
ID1122.2			1			1		1		1		1	
ID1122.3			1			1		1		1		1	
ID1122.4		1		1		1			1		1	1	
ID1122.5			1	1	1			1				1	

Course Code: PW1105

Course Name: Social Project

Course Outcomes: After course completion, the student will be able to

PW1105.1: Gain an understanding of the surrounding urban and rural communities and social realities

PW1105.2: Appreciate the significant contribution of local communities to Indian society and economy.

PW1105.3: Analyze the issues and challenges of local community

PW1105.4: Identify ways and means to contribute towards the sustaining the development of community.

PW1105.5: Develop a sense of empathy and bond of mutuality with local community.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1105.1	1	2											
PW1105.2	2	2			1								
PW1105.3	2								3	2			
PW1105.4	2	2	2	2									
PW1105.5	2			3							2		

Course Code: ED1105

Course Name: Run Your Venture

Course Outcomes: After course completion, the student will be able to

ED1105.1: Create a deliverable value-proposition; create a product / visualize and roll-out a service, pivot the same for growth, grow and manage a venture.

ED1105.2: Think on the feet when the venture is on the run and delivering and re-orient and pivot differently if the future trends and market growth demands it.

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
ED1105.1			1			3		2	2		2	2	2
ED1105.2			1			2			2			2	2

Course Code: PW1107

Course Name: Internship at Company

Course Outcomes: After course completion, the student will be able to

PW1107.1 Apply theoretical concept in live projects.

PW1107.2 Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.

PW1107.3 Closely understand and participate in business operations and decisions making process.

PW1107.4 Work under the guidance and support of industry mentors to become industry ready professionals

Course Outcome	Correlation with program outcomes												
	PO 1a	PO 2a	PO 2b	PO 2c	PO 3a	PO 3b	PO 3c	PO 3d	PO 4a	PO 4b	PO 5a	PO 6a	PO 6b
PW1107.1					2			1					
PW1107.2	2				2		1						
PW1107.3					1	1			1	1	1		
PW1107.4	2			2	1	1			1		1	1	1

Program Articulation Matrix (BBA) 2020-23 Batch

Course Code	PO1a	PO2a	PO2b	PO2c	PO3a	PO3b	PO3c	PO3d	PO4a	PO4b	PO5a	PO6a	PO6b
LS1101	0.60	0.00	0.00	0.40	0.40	0.00	0.00	0.00	1.20	1.00	0.00	0.40	0.00
EP1101	0.13	0.00	0.00	0.00	1.75	0.00	1.13	0.25	0.13	0.00	0.00	0.00	0.00
FA1101	1.00	0.00	0.40	0.20	0.80	0.00	0.20	0.60	0.20	0.00	0.00	0.00	0.00
ID1101	1.00	0.00	0.40	0.20	0.80	0.00	0.20	0.60	0.20	0.00	0.00	0.00	0.00
CC1101	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
FA1106	0.25	0.00	0.50	0.00	0.50	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.50
AS1103	0.83	0.33	0.17	0.00	0.67	0.33	0.33	0.00	1.00	0.00	0.00	0.00	0.17
EP1102	0.13	0.38	0.00	0.00	1.13	0.00	0.88	0.00	0.63	0.00	0.00	0.25	0.00
BS1101	0.75	0.50	0.00	0.25	0.50	0.00	0.00	0.00	0.50	0.75	0.50	0.00	0.00
ED1101	0.33	0.00	0.00	0.00	1.67	0.00	0.00	0.00	0.67	0.33	0.00	0.33	0.00
CC1102	0.40	0.00	0.00	0.00	0.00	0.00	0.40	0.00	0.80	0.40	0.00	0.00	0.00
PW1101	0.50	0.00	0.00	0.25	0.25	0.00	0.00	0.00	0.25	0.25	0.25	0.00	0.00
FA1107	0.50	0.00	0.00	0.00	0.25	0.00	0.25	0.50	0.25	0.00	0.25	0.25	0.25
BS1102	1.00	0.50	0.00	0.00	0.50	0.00	0.00	0.00	1.00	1.00	0.25	0.00	0.00
FA1102	0.17	0.00	0.17	0.00	0.67	0.67	1.00	1.17	0.33	0.00	0.00	0.00	0.00
MA1101	0.33	0.33	0.00	0.00	0.33	0.00	0.33	0.00	0.67	0.33	0.00	0.00	0.00
ID1102	0.33	0.33	0.00	0.00	0.67	0.00	1.33	0.67	0.67	0.33	0.00	0.00	0.00
ED1102	0.00	0.00	0.44	0.00	1.00	0.00	0.22	0.56	0.56	0.11	0.22	1.00	0.67
CC1103	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00
LD1101	1.50	0.00	0.00	0.50	0.00	1.00	0.00	0.00	0.50	0.00	0.50	0.00	0.00
FA1108	0.33	0.00	0.33	0.00	0.67	0.00	0.33	0.33	0.33	0.00	0.00	0.00	0.33
PW1106	0.00	0.00	0.00	0.00	1.00	1.00	0.33	0.67	0.33	0.33	0.00	0.00	0.00
FA1103	0.20	0.20	0.20	0.00	0.60	0.60	0.80	0.80	0.20	0.20	0.20	0.00	0.00
MA1102	0.25	0.00	0.00	0.00	1.00	0.00	0.50	0.50	0.00	0.50	0.00	0.00	0.00
OP1101	0.25	0.50	0.25	0.50	0.75	0.50	1.00	0.25	0.25	0.50	0.00	0.00	0.00
ID1103	0.17	0.33	0.33	0.00	0.33	0.33	0.33	0.33	0.17	0.00	0.33	0.00	0.50
ED1103	0.63	0.00	0.00	0.38	0.50	0.75	0.25	0.50	0.75	0.00	0.50	1.13	0.75
CC1104	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	1.50	0.00	0.00	0.00

Course Code	PO1a	PO2a	PO2b	PO2c	PO3a	PO3b	PO3c	PO3d	PO4a	PO4b	PO5a	PO6a	PO6b
PW1102	0.50	0.00	0.00	0.25	0.50	0.00	0.00	0.00	0.25	0.25	0.25	0.00	0.00
FA1109	0.20	0.00	0.40	0.00	0.00	0.00	0.40	0.20	0.40	0.20	0.00	0.00	0.20
MA1201	0.67	0.00	0.33	0.00	0.67	0.00	0.67	0.67	0.67	0.33	0.00	0.00	0.00
LS1102	0.20	0.40	0.20	0.20	0.80	0.20	0.80	0.00	0.40	0.40	0.20	0.00	0.00
FA1104	0.60	0.40	0.40	0.40	1.40	0.60	1.20	0.40	0.60	0.00	0.00	0.00	0.00
MA1103	0.75	0.00	0.00	0.50	0.25	0.00	0.75	0.25	0.00	0.50	0.00	0.00	0.00
ID1121	0.67	0.50	0.33	0.33	0.67	0.67	0.33	0.00	0.67	0.33	0.67	0.00	0.67
ED1104	0.13	0.38	0.38	0.25	1.00	0.88	0.00	0.63	0.25	0.50	0.63	1.13	1.00
CC1105	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	1.80	0.40	0.00
PW1104	0.00	0.00	0.00	1.25	1.50	1.75	0.00	1.25	1.50	1.00	0.00	0.00	0.00
FA1110	0.67	0.33	0.33	0.33	1.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FA1111	0.00	0.00	0.00	0.00	0.17	0.17	0.17	0.17	0.17	0.00	0.67	0.00	0.33
FA1112	0.17	0.33	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.33
LS1103	0.25	0.50	0.25	0.25	0.75	0.25	0.50	0.00	0.50	0.50	0.25	0.00	0.00
MA1105	0.57	0.29	0.14	0.14	0.86	0.00	0.57	0.14	0.29	0.29	0.00	0.00	0.00
MA1106	1.00	0.50	0.00	0.00	0.33	0.67	0.33	0.00	0.33	0.33	0.00	0.00	0.00
FA1105	1.20	0.20	0.40	0.00	1.40	0.80	1.40	1.40	0.80	0.20	0.00	0.00	1.20
MA1104	0.75	0.00	0.25	0.25	0.75	0.00	0.25	0.25	0.00	0.50	0.00	0.00	0.25
ID1122	0.20	0.20	0.80	0.60	0.40	0.60	0.00	0.60	0.20	0.40	0.40	0.80	0.00
ED1105	0.00	0.00	1.00	0.00	0.00	2.50	0.00	1.00	2.00	0.00	1.00	2.00	2.00
CC1106	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	1.00	0.00
PW1105	1.80	1.20	0.40	1.00	0.20	0.00	0.00	0.00	0.60	0.40	0.40	0.00	0.00
PW1103	0.50	0.00	0.00	0.25	0.50	0.00	0.00	0.00	0.50	0.50	0.25	0.00	0.00
PW1107	0.00	0.00	0.00	1.25	1.50	1.75	0.00	1.25	1.50	1.00	0.00	0.00	0.00
Total	25.89	8.64	8.81	10.93	32.20	16.01	17.19	15.92	27.44	19.58	9.51	8.68	9.15
Program Articulation	C	AB	AB	AB	C	C	C	AB	C	C	AB	AB	AB