



MANIPAL UNIVERSITY
JAIPUR

PROGRAMME PROJECT REPORT (PPR)

For

Bachelor of Business Administration (BBA)

ONLINE DEGREE PROGRAMME

DIRECTORATE OF ONLINE EDUCATION (DOE)

MANIPAL UNIVERSITY, JAIPUR-303007

RAJASTHAN

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PROGRAMME PROJECT REPORT

Introduction

The Online BBA programme offered by Manipal University Jaipur is designed to prepare learners for the challenges of supervisory and middle-level management positions in both the private and public sectors. The programme integrates the core disciplines of Management and Information Systems into a comprehensive and balanced curriculum, equipping learners with the managerial, analytical, and decision-making skills required in today's dynamic business environment. In addition, the programme offers a broad foundation in business management to enhance learners' professional competence and expand their managerial knowledge base.

1. Programme Mission and Objectives

Programme Mission

To offer a high-quality Bachelor's degree in Business Administration (BBA) through the online mode to learners and working professionals, enabling them to develop managerial competencies, enhance their career opportunities, and prepare for leadership roles in the corporate and entrepreneurial sectors. The programme aims to equip learners with the knowledge and skills required to pursue careers in management and entrepreneurship.

Objectives of the Programme

- To introduce learners to the fundamental concepts and functional domains of management, including Finance, Human Resources, Marketing, Systems, and Analytics.
- To enable learners to gain in-depth knowledge in an area of their choice.
- To develop learners' understanding of quantitative and analytical methods for managerial decision-making.
- To inculcate entrepreneurial skills and awareness of emerging markets, business trends, and technologies.

2. Relevance of Programme with Manipal University Jaipur's Mission and Goals

In alignment with the mission and goals of Manipal University Jaipur, the Online BBA Programme is designed to enable learners and working professionals to acquire knowledge across various domains of management, specialize in an area of their choice, and develop essential managerial competencies. The programme emphasizes analytical thinking, data-based decision-making, and entrepreneurial skills, while also preparing learners to adapt to managerial roles in emerging markets, innovative products, and evolving technologies.

Vision

Global Leadership in Higher Education and Human Development

Mission

- To be the most preferred university for innovative and interdisciplinary learning.
- To foster academic research and professional excellence across all domains.
- To transform young minds into competent professionals with strong human values.

3. Nature of Prospective Target Group of Learner

The BBA programme is an attractive degree option for learners aspiring to build careers in management and entrepreneurship or seeking to expand their career opportunities. The programme, offered through the online mode, is specifically designed to meet the needs of working professionals and other learners who may not be able to pursue a full-time degree after completing their 10+2 education due to time constraints or financial limitations.

Online delivery provides a flexible and accessible learning platform that enables learners to acquire knowledge and skills conveniently. The programme also contributes towards achieving the Gross Enrolment Ratio (GER) target of 50% by 2035, as envisaged by the Government of India.

The programme is designed to ensure that learners who may not be able to pursue a full-time residential BBA programme are provided with high-quality learning opportunities anytime, anywhere, and at their own pace.

4. Appropriateness of Programme to be conducted in Online Mode to acquire Specific Skills and Competence

The courses in the programme are delivered through Self-Learning e-Modules, which are modular units of e-learning material that are self-explanatory, self-contained, learner-centric, self-directed, and suitable for self-evaluation. These modules enable learners to achieve the prescribed learning outcomes of each course.

The e-learning content is delivered through a four-quadrant approach comprising:

- (a) **e-Tutorials** – Faculty-led audio-video lectures
- (b) **e-Content** – Text materials in PDF/ePub formats
- (c) **Discussion Forums** – Platforms for raising doubts and obtaining clarification in real time from Course Coordinators and Course Mentors assigned to learners
- (d) **Self-Assessment Tools** – Quizzes, tests, and assignments designed to reinforce learning

Reference books are also included in the syllabus, and learners are encouraged to refer to the latest editions. A robust Learning Management System (LMS) is in place to monitor the delivery of e-learning programmes, learner engagement, assessments, results, and reporting through a centralized platform.

All these components can be effectively delivered through online platforms without significant loss of quality or learning outcomes. Hence, the BBA programme is well-suited for the online mode of learning.

5. Instructional Design

5.1. Curriculum design

The curriculum has been designed by experts in the field of Management, with due emphasis on contemporary topics and subjects that promote environmental awareness among learners.

The curriculum and syllabus have been approved by the Board of Studies, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council, comprising experts from academia and industry.

5.2. Programme structure and detailed syllabus

5.2.1. Programme Structure

Sub. Code	Subject Name	Credits
FIRST SEMESTER		
DBB1112	Business and Management Functions	4
DBB1113	Financial Accounting	4
DBB1114	Microeconomics	4
DBB1115	Entrepreneurship and Innovation Management	3
DBB1116	Universal Human Values	2
DBB1117	Office Automation Tools	3
	Total Credits	20
SECOND SEMESTER		
DBB1214	Macroeconomics	4

DBB1215	Financial Management	4
DBB1216	Organizational Behaviour	3
DBB1217	Community Development	2
DBB1218	Introduction to Python	3
DBB1219	Statistics for Managers	3
DBB1220	Business Communication	3
	Total Credits	22
THIRD SEMESTER		
DBB2112	Operations Management	3
DBB2113	Human Resource Management	3
DBB2114	Marketing Management	4
DBB2115	Cost & Management Accounting	4
DBB2116	Interview Skills and Etiquettes	2
DBB2117	Business and Corporate Laws	4
DBB2118	Business Environment	2
	Total Credits	22
FOURTH SEMESTER		
DBB2212	Indian Financial System	3
DBB2213	Business Research Methods	4
DBB2214	Supply Chain Management	4
DBB2215	E-Commerce	4
DBB2216	Design Thinking (MLC)	2
DBB2217	Environmental Science	4
DBB2218	Technology Management	2
	Total Credits	23
FIFTH SEMESTER		
DBB3105	Fundamentals of Business Analytics	4
DBB3106	International Business Management	4
	3 Subjects in area of elective (3 credits each)	9
	Total Credits	17
GROUP I – Human Resource Management		

DBB31H1	Industrial Relations & Labour Laws	3
DBB31H2	Compensation Management	3
DBB31H3	Human Resource Planning & Development	3
GROUP II – Marketing		
DBB31M1	International Marketing	3
DBB31M2	Consumer Behaviour	3
DBB31M3	Digital Marketing	3
GROUP III – Finance & Accounting		
DBB31F1	Financial Statement Analysis and Reporting	3
DBB31F2	Security Analysis and Portfolio Management	3
DBB31F3	Personal Financial Planning	3
GROUP IV – Entrepreneurship Management & Family Business		
DBB31E1	Psychological Aspects of Entrepreneurs	3
DBB31E2	Growing the Family Business in the Global Environment	3
DBB31E3	Social Entrepreneurship	3
GROUP V – Data Analytics		
DBB31A1	Database Management System	3
DBB31A2	Digital Marketing	3
DBB31A3	Business Analytics for Decision Making	3
GROUP VI – Retail and E-Commerce		
DBB31R1	IT in Retail	3
DBB31R2	Visual Merchandising	3
DBB31R3	Entrepreneurship in Retail Business	3
GROUP VII – Digital Marketing		
DBB31D1	Introduction to Digital Media	3
DBB31D2	IT in Business	3
DBB31D3	Entrepreneurship and Digital Marketing	3
SIXTH SEMESTER		
DBB3207	Strategic Management	4
DBB3208	Management Information System	3
DBB3209	Project	6
	Subjects in area of Elective (3 credits each)	9

	Total Credits	22
GROUP I – Human Resource Management		
DBB32H1	International Human Resource Management	3
DBB32H2	Talent Management and Employee Retention	3
DBB32H3	HR Audit and Capital Management	3
GROUP II – Marketing		
DBB32M1	Sales & Distribution Management	3
DBB32M2	Advertising Management	3
DBB32M3	Green Marketing	3
GROUP III – Finance & Accounting		
DBB32F1	Mergers and Acquisitions	3
DBB32F2	Investment Banking & Financial Services	3
DBB32F3	Corporate Accounting	3
GROUP IV – Entrepreneurship Management & Family Business		
DBB32E1	Marketing for Startups	3
DBB32E2	Entrepreneurship & Industry 4.0/5.0/6.0	3
DBB32E3	Scaling Excellence through Innovation & Incubation	3
GROUP V – Data Analytics		
DBB32A1	Social Media and Web Analytics	3
DBB32A2	Data Mining and Warehousing	3
DBB32A3	Data Visualization with R	3
GROUP VI – Retail and E-Commerce		
DBB32R1	Retail Logistics Management	3
DBB32R2	Digital Marketing for Retail Business	3
DBB32R3	Enterprise Resource Planning (ERP)	3
GROUP VII – Digital Marketing		
DBB32D1	E-Marketing	3
DBB32D2	Advertising and Brand Management	3
DBB32D3	New Media and Social Media Spectrum	3
	Total Credits of the Programme	126

Semester 1

5.2.2. Detailed Syllabus

Course Code: DBB1112	Title of the Course: Business and Management Functions
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Course Description

Business and Management is a comprehensive field that covers essential aspects of managing an organization effectively. This course introduces learners to the core concepts, functions, and principles of management and explores how these principles are applied in various business environments. Topics include the evolution of management thought, planning, organizing, staffing, directing, controlling, and the interrelationship between these functions. The course also addresses contemporary issues in business, managerial roles, and skills, as well as the different types of business organizations. Understanding these concepts will enable learners to develop strategic thinking, decision-making, and leadership skills essential for managing organizations successfully.

Course Objectives

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

- Understand and explain the concepts, scope, and functions of business management.
- Analyze the evolution of management theories and their application in modern business practices.
- Apply the core functions of management such as planning, organizing, staffing, directing, and controlling to real-world scenarios.
- Explore different management approaches including classical, neo-classical, and modern approaches, and their relevance to contemporary business environments.
- Learn how to effectively manage communication, leadership, and motivation within organizations.
- Recognize the importance of coordination, decision-making, and controlling in achieving organizational objectives.

Course Contents:

Unit No.	Syllabus
1	Introduction to Business Management Concept and Importance of Business Management; Business Functionality: Overview of Marketing, HRM, Finance, Accounting, and Operations; Scope of Management in Modern Organizations Basic Formation of Organization: Sole Proprietorship, Partnership, Co-operative Organization and Company.
2	Levels and Roles of Management Levels of Management: Top, Middle, and Operational; Roles of a Manager: Interpersonal, Informational, and Decisional Roles; Managerial Skills: Technical, Human, and Conceptual Skills
3	Evolution of Management Thoughts – Classical Approach Scientific Management: F.W. Taylor's Principles; Administrative Management: Henri Fayol's 14 Principles; Bureaucratic Management: Max Weber's Contribution

4	Neo-Classical and Behavioral Approaches to Management Human Relations Movement: Elton Mayo's Hawthorne Experiments; Behavioral Approach: Contributions of Maslow, Herzberg, and McGregor (Theory X and Theory Y)
5	Modern Approaches to Management Quantitative Approach; Systems Approach and Contingency Approach; Indian Management Philosophy: Contributions of Chanakya and C.K. Prahalad
6	Functions of Management – Planning and MBO Concept and Importance of Planning; Decision Making: Concept and Importance in Management; Planning Premises and Strategy Formulation; Concept of MBO: Integration of Planning and MBO in Strategic Management
7	Organizing and Organizational Structures Concept and Importance of Organizing; Process of Organizing: Division of Work and Departmentalization; Types of Organizational Structures: Functional, Divisional, and Matrix; Span of Management, Centralization, and Decentralization
8	Staffing: Recruitment, Selection, and Performance Appraisal Concept and Scope of Staffing; Manpower Planning and Recruitment; Selection Process and Training Methods; Performance Appraisal
9	Coordination in Management Definition, Characteristics, and Importance of Coordination; Principles and Techniques of Effective Coordination; Coordination Across Functions: Interdependencies Between Departments (Marketing, HRM, Finance, Operations, etc.)
10	Controlling in Management Concept, Importance, Process of Controlling, Modern Trends and Challenges in Controlling in Management
11	Directing and Motivation Concept and Importance of Directing; Elements of Direction, Concept and Importance of Motivation in an Organization, Incentives; Application of Direction and Motivation in the Workplace
12	Leadership – Concepts and Styles Concept and Characteristics of Leadership; Leadership Styles: Autocratic, Democratic, and Laissez-Faire; Comparison Between the Three Leadership Styles
13	Communication in Management Communication: Meaning, Types of Communication, Digital Communication, Importance, and Process of Communication; Barriers to Effective Communication and Overcoming Them
14	Contemporary Business Challenges Challenges in the Contemporary Business Environment: Globalization, Technological Advancements, and Sustainability; Business Ethics, Corporate Social Responsibility (CSR), and Governance

Reference Books:

1. Harold Koontz and Heinz Weihrich (2021). Principles of Management, Tata McGraw Hill Education, Latest Edition.
2. Stephen P. Robbins and Mary Coulter (2022). Management, Pearson Education, Latest Edition.
3. L. M. Prasad (2020). Principles and Practice of Management, Sultan Chand & Sons, Latest Edition.
4. C. B. Gupta (2019). Business Organization and Management, Mayur Paperbacks, Latest Edition.

Course Code: DBB1113	Title of the Course: Financial Accounting
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Course Description:

This course offers a comprehensive introduction to financial accounting, focusing on the principles and practices essential for preparing and interpreting financial statements. Learners will explore key accounting concepts, including the accounting equation, double-entry bookkeeping, and the preparation of journals, ledgers, and trial balances. The financial accounting course emphasizes on the development of skills necessary to analyze financial information, understand the impact of business transactions, and apply accounting standards effectively. By the end of the course, learners will be equipped to read and interpret the income statement, balance sheet, and cash flow statement, providing a solid foundation for advanced studies in business and finance.

Course Objectives

After the completion of this course, learners will be able to financial accounting, various aspects and usage of it.

Specifically, the learners will learn to:

- Gain knowledge about the basics of financial accounting and terminologies.
- Discuss the concept of financial statements.
- Define and apply the knowledge of cash flow and its usage.
- Explain and understanding of various accounting standards.

Course Contents:

Units	Syllabus
1	Introduction to Financial Accounting Introduction, Meaning of Book Keeping, Accounting and Accountancy, Distinction between Book Keeping and Accounting, Accounting Process, Objectives of Accounting, Various users of Accounting Information, Limitations of Accounting, Accounting Terminologies
2	Accounting Concepts, Principles and Conventions Introduction, Meaning of Accounting Concepts, Principles, Conventions, Types of Accounting Concepts, Types of Accounting Principles, Types of Accounting Conventions, Accounting standards, International Financial Reporting Standards [IFRS]
3	Recording of Transactions Introduction, Meaning of Assets, Liabilities, and Owner's Equity, Accounting Equation and Effects of Financial Transaction on Accounting Equation, Classification of Accounts under Modern Approach Method, Double Entry System and Rules of Debit and Credit Entries, Limitations of Journal.
4	Secondary Books Introduction, Secondary Books, Cash Book, Ledger
5	Trial Balance and Rectification of Errors

	Introduction, Meaning and Preparation of Trial Balance, Causes of Disagreement, Advantages and Disadvantages of Trial Balance, Errors in Accounting, Rectification of Errors, Suspense Account.
6	Final Accounts – 1 Introduction, Meaning, Objectives and Characteristics of Final Accounts, Adjustments before Preparing Final Accounts, Closing Entries
7	Final Accounts – 2 Introduction, Trading Account, Profit and Loss Account, Balance Sheet, Treatment of Adjustments, Practical Problems
8	Cash Flow Statement- Cash Flow Statement as per AS-3: Meaning, Importance, Objectives and Advantages and Classification of Activities for the preparation of Cash Flow Statement, Preparation of Cash Flow Statement.
9	Partnership Accounts – Admission of a Partner Introduction, Partnership - Meaning and Features, Partnership Deed and Contents, Admission of a Partner, GoodWill - Meaning, Accounting Treatment of Goodwill at the Time of Admission, Revaluation of Assets and Liabilities, Adjustments of Reserves and Accumulated Profits or Losses.
10	Retirement and Death of a Partner Introduction, Meaning of Retirement of Partner, Calculation of New Profit-Sharing Ratio and Gaining Ratio, Adjustments with Regard to Goodwill, Revaluation of Assets and Liabilities, Settling the Claim of Retiring Partner, Death of a Partner.
11	Depreciation Accounting Introduction, Meaning of Depreciation, Causes for Depreciation, Need for Depreciation, Computation of the Amount of Depreciation, Depreciation on Additions to Fixed Assets, Methods of Depreciation, Revised AS 6.
12	Introduction to Company Accounts Introduction, Kinds of Companies, Formation of Companies, Share Capital, Issue of Shares, Under Subscription and Oversubscription, Issue of Shares at Premium and Discount, Buy back of Shares and Treasury Stock, Accounting Treatments and Ledger Preparation.
13	Company Accounts Introduction, Forfeiture of Shares, Reissue of Shares, Issue of Bonus Shares, Rights Issue, Share Split, Buy Back of Shares, Redemption of Preference Shares, Debentures.
14	Accounting Standards Meaning, Importance of Accounting Standards, Applicability of AS and Ind AS, Role of AS in Fostering Trust and Accountability within the Profession.

Reference Books:

- Grewal T. S., Double Entry Book Keeping System, Sultan Chand, New Delhi.
- R. Narayan swami, Financial Accounting: A Managerial Perspective, PHI Learning.

- Bal R K & Ashutosh D, “Financial Accounting for Professional Learners, S. Chand & Co. New Delhi.
- Maheshwari S.N, Maheshwari S.K and Maheshwari S.K.; Financial Accounting for BBA, Vikas Publishing House Pvt. Ltd, New Delhi.
- Shah P; Financial Accounting for Management, Oxford University Press.
- Tulsian, P.C., Financial Accounting, S. Chand.
- M C Shukla, T S Grewal & S C Gupta, Advanced Accounts, S. Chand, Vol-
- Jain, S.P. & Narang, K.L., Advanced Accountancy, Kalyani Publishers

Course Code: DBB1114	Title of the Course: Microeconomics
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Course Description

This course provides a comprehensive introduction to microeconomic principles and their application in business decision-making. Learners will explore the behaviour of consumers and firms, examining how they interact in various market structures.

Course Objectives

After completing this course, learners should have developed a range of skills enabling them to understand economic concepts and use those concepts to analyse specific questions.

- Understand and articulate key microeconomic concepts such as scarcity, opportunity cost, and economic efficiency.
- Examine the forces of supply and demand, and their impact on price determination and resource allocation.
- Assess how consumer preference, income, and budget constraints influence purchasing decisions.
- Analyse production processes, cost structures, and profit maximization strategies in different market conditions.
- Distinguish between various market types and understand their implications for pricing, competition, and business strategy.

Course Contents:

Units	Syllabus
1	Introduction to Managerial Economics: Introduction, Features and Importance of Managerial Economics, Decision-Making Process, Role of Managerial Economist.
2	Fundamental Concepts of Managerial Economics: Opportunity Cost, Time Perspective, Incremental Cost, Time Value of Money, Equi-marginal Concept.
3	Concept of Utility: Definition of Utility, Cardinal and Ordinal, Marginal Average and Total Utility concepts, Indifference Curve Analysis, Income Consumption Curve and Price Consumption Curve.

4	Consumer surplus: Definition, Assumptions, Criticism and Significance, Theory of Demand- Introduction, Factors affecting Demand, Law of Demand and Elasticity of Demand.
5	Demand Forecasting: Meaning, Concept, Features, Importance, Steps and Techniques of Demand Forecasting.
6	Supply analysis: Introduction, Meaning and Definition of Supply, Factors affecting supply, Law of supply, Elasticity of Supply, Determination of Price in Free Economy. Concept of Surplus and Shortages.
7	Production Analysis: Concept, Factors of Production, Production Function, Law of Variable Proportion, Law of Returns to Scale, Economies and Diseconomies of Scale.
8	Cost Analysis: Concept, Types of Cost, Determinants of Cost, Objectives of Cost Analysis, Marginal Average and Total Cost concepts, Cost Output Relationship in Short Run, Cost output relationship in the Long Run
9	Revenue Analysis: Introduction, Total , Marginal and Average revenue, Relationship between Total Revenue, Marginal Revenue and Average Revenue.
10	Elementary Theory of Markets: Meaning of Market, Perfect Competition, Pure Monopoly, Monopolistic Competition and Oligopoly.
11	Perfect Competition: Meaning and Features, Price and Output Determination under Perfect Competition, Advantages and Disadvantages of Perfect Competition.
12	Monopolistic Competition: Meaning and Features, Product Differentiation and its Types, Price and Output Determination under Monopolistic Competition, Advantages and Disadvantages of Monopolistic Competition.
13	Monopoly: Meaning and Features, Advantages and Disadvantages of Monopolistic Competition, Price and Output Determination under Monopolistic Competition, Price Discrimination, Comparison of Monopoly and Perfect Competition.
14	Oligopoly: Definition and Features, Price Leadership Model Under Oligopoly, Sweezy's Kinked Demand Curve.

Reference Books:

1. N. Gregory Mankiw (2022), Principles of Microeconomics, Eighth Edition, CENGAGE Learning
2. Pindyck R, Rubinfeld D (2018), Microeconomics, Eighth Edition, Pearson
3. Samuelson P A (2019), Economics (twentieth edition), Harvard University Press

4. Dwivedi D N (2021), Managerial Economics (ninth edition), Vikas Publication

Course Code: DBB1115	Title of the Course: Entrepreneurship and Innovation Management
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Course Description

This course on **Entrepreneurship and Innovation Management** provides an in-depth exploration of the evolution, characteristics, and types of entrepreneurs, including distinctions between entrepreneurs, managers, and intrapreneurs. It examines the entrepreneurial decision process, motivation theories, and classifications of entrepreneurs while focusing on the growth of entrepreneurship in India. Learners will also delve into the fundamental theories of entrepreneurship such as sociological, anthropological, opportunity-based, and financial capital theories. Finally, the course introduces learners to Intellectual Property Rights (IPR), including patents and copyrights, with a specific focus on the legal framework in India.

Course Objectives:

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

1. To introduce learners to the core concepts of entrepreneurship and the role of innovation in business success.
2. To develop an understanding of the different types of entrepreneurs and startups, along with their challenges and opportunities.
3. To explore various innovation management theories and their application in business.
4. To equip learners with the skills needed to identify market opportunities and develop innovative business models.
5. To enhance problem-solving, creativity, and strategic decision-making abilities in an entrepreneurial context.

Course Contents:

Units	Syllabus
1	Introduction to the Entrepreneurial Perspective Meaning, Objectives, Characteristics and Importance and Types of Entrepreneurship, Elements Influencing Development of Entrepreneurship in India, Growth of Entrepreneurship in India, Challenges Experienced by Entrepreneurs in India.
2	Entrepreneur Meaning, Nature, Types of Entrepreneurs and Functions of an Entrepreneur. Distinction between an Entrepreneur and a Manager, Concept of Intrapreneurship. Entrepreneurial Motivation, The Needs Framework, Manifest Needs Theory, The Entrepreneurial Decision Process.
3	Entrepreneurial Development Program (EDP): EDP their role, relevance and achievements, Role of Government organizing EDPs; Critical Evaluation, Government Encouragement to Entrepreneurship, Organization of Central and State Government to Help Entrepreneurship.
4	Theories of Entrepreneurship:

	Sociological Theory of Entrepreneurship, Anthropological Entrepreneurial Theory, Opportunity based Entrepreneurship Theory, Resource based Entrepreneur Theory, Financial Capital/ Liquidity Theory, Social Capital or Social Network Theory.
5	Starting the Venture Generating business idea – sources of new ideas and methods of generating ideas, Creative Problem Solving and Opportunity; Environmental Scanning, Competitor, and Industry analysis; Feasibility study – Market Feasibility, Technical/Operational Feasibility, Financial Feasibility.
6	Functional plans: Marketing plan: Marketing Research for the new Venture, Steps in preparing Marketing Plan, Contingency Planning; Organizational Plan: Form of Ownership, Designing Organization Structure, Financial Plan: Preparing Financial plan for new venture
7	Sources of finance Sources of external finance, short term as well as long term, Debt Vs. Equity Financing, commercial banks, Angel Investors, venture capital; Key financial Institutions supporting entrepreneurs.
8	Legal issues Creation of IPR (Intellectual Property Rights), Types of IPR (Patents, trademarks, copy rights, trade secrets, licensing, franchising) IPR Acts in India.
9	Concept of Innovation Meaning, Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound, Ideation- Open and Other Innovative Ideation Method, Types of Innovations, Organizational setups that facilitate innovations, Incubators and Accelerators- Role in facilitating entrepreneurship.
10	New Product Development Process of New Product Development, Theories of New Product Development (Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories)
11	Cases of Entrepreneurship and Innovation Airbnb, Tesla, Uber, SpaceX etc

Reference Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). Entrepreneurship (Eleventh Edition). McGraw-Hill Education.
2. Barringer, B. R., & Ireland, D. R. (2019). Entrepreneurship: Successfully Launching New Ventures (Sixth Edition). Pearson.
3. Charantimath, P. M. (2018). Entrepreneurship Development and Small Business Enterprises (3rd ed.). Paperback.

Course Code: DBB1116	Title of the Course: Universal Human Values
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Course Description

Universal Human Values form the foundation for living a meaningful and fulfilling life while contributing to the well-being of society. These values, which include compassion, respect, honesty, integrity, peace, and responsibility, transcend cultural, religious, and geographical boundaries, connecting humanity at its core. They guide us in making ethical decisions, fostering harmonious relationships, and creating a world rooted in mutual understanding and respect.

Course Objectives:

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

1. Understand basic human desires and how to fulfil them through right understanding.
2. Learn about the relationship between the self and the body for inner harmony.
3. Develop the skills to live a balanced, holistic life in all aspects of human endeavour.
4. Apply right understanding to promote positive and harmonious human behaviour.

Course Contents:

Units	Syllabus
1	Introduction to Basic Human Aspirations: Basic Human Aspirations, Fulfilment through Right Understanding and Resolution, Self as Central to Human Existence
2	The Concept of Resolution and Right Understanding: The Light of Resolution, Light of Right Understanding, The Process of Knowing.
3	Understanding Human Beings: Human Being as Co-existence of Self and Body, The Activities and Potentialities of the Self, Harmony and Contradiction in the Self
4	Understanding Nature and Existence: Understanding Nature, the role of nature in human existence, Existence and Contemplation in the Self: How self-awareness leads to Deeper Understanding of Existence.
5	Human Conduct and Right Living: Human Conduct and Resolution: The connection between resolution and right human conduct, Holistic Way of Living: Defining a holistic lifestyle that leads to overall well-being.
6	All-encompassing Resolution:

	Different Aspects of Resolution: Understanding, wisdom, science, and other facets, Integration of Knowledge
7	Holistic Living and Human Endeavour: Understanding Human Endeavour, Four Dimensions of Human Endeavour, Understanding the Four Areas : Individual, Family, Society and Nature, Holistic Living for All Dimensions: How a holistic approach impacts all aspects of life, Transformative Outcomes.

Reference Books:

1. R. R. Gaur, R. Sangal, G. P. Bagaria, *Human Values and Professional Ethics*, Excel Books, 2010.
2. R. R. Gaur, R. Sangal, G. P. Bagaria, *A Foundation Course in Human Values and Professional Ethics*, Excel Books, 2009.
3. B. S. Raghavan, *Human Values and Professional Ethics*, S. Chand Publishing, 2009.
4. M. Govindarajan, S. Natarajan, V. S. Senthil Kumar, *Professional Ethics and Human Values*, PHI Learning, 2013.
5. Subhash Bhalchandra Gogate, *Human Values and Professional Ethics*, Vikas Publishing House, 2011.
6. Smriti Srivastava, *Human Values and Professional Ethics*, S.K. Kataria & Sons, 2009.
7. M. L. Sharma, *Human Values and Professional Ethics*, Khanna Publishers, 2021.
8. Govind Narayan, *Universal Human Values and Professional Ethics*, R. Narain Publishers & Distributors, 2022.

Course Code: DBB1117	Title of the Course: Office Automation Tools
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Course Description:

The Office Automation Tools course is designed to equip learners with essential skills to enhance workplace productivity using widely used office software applications. This course covers fundamental and advanced features of word processing, spreadsheets, presentations, email management, and collaboration tools. Office Automation Tools are essential for streamlining daily administrative and operational tasks in modern workplaces. These tools include software and systems that enhance productivity by automating tasks such as document creation, data management, scheduling, communication, and reporting. Learners will be proficient in utilizing office automation tools for data organization, document creation, presentation design, communication, and teamwork, making them well-prepared for professional and academic environments.

Course Objectives:

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

- Learn how to use common office tools like Word, Excel, and PowerPoint.
- Organize and work with data easily using Excel features.
- Create professional-looking documents, reports, and presentations.
- Use email and calendar tools for better communication and scheduling.
- Work with others using tools that help in teamwork and managing projects.

Course Contents:

Units	Syllabus
1	Computer Automation Introduction to Office Automation, Requirements and tools to automate the work.
2	Hardware and Software Introduction, Computer Memory, Secondary Memory, Computer Peripherals, Output Devices, Software requirements
3	Windows Operating system Introduction, Features, Comparison between Professional and Home Edition, Microsoft Office Installation, Activating Microsoft Office, Security Features of Microsoft Office, Accessing User Accounts, Getting Help
4	MS Word MS Word History, Creating and Formatting of a document, Introduction of cut, copy and paste Operations, Explore various page layout and printing options, Creation and editing Table in MS word, Header, footer, Referencing, Writing equations, Exploration of translate feature, Word art in Microsoft Word, Graphics and Print Options, Mail Merge.
5	Microsoft Excel Creation of spreadsheet and usage of excel, Formatting and Editing in worksheet, Visibility : Row, Column, Sheet, Security, Searching in Excel sheets, Basic Mathematical and Statistical Functions using formula, Referencing worksheets, Workbook, Sorting,

	Filtering, Validation, Consolidation, Subtotal, What if Analysis tools: Scenario Manager, Goal Seek, Data Table/Pivot Table, Macros, Printing and Additional features of worksheet, Maintaining multiple worksheet, Protection of worksheet and workbook and Inserting graphics and Creating chart.
6	MS PowerPoint Creation of presentation, Power point views, Creating slides and other operations, Using design, Animation, and transition in slides, Internet Tools, Using Email and Outlook facilities, Google Drive, Google Forms, Google Spreadsheet, Google groups.
7	Storage Devices: Overview, Hard Drives, CD-ROM Drive, DVD Drive, Blue-Ray Disc Drive, Flash Memory Drive
8	Input & Output Devices: Introduction, Input Devices, Output Devices, Plotter, Virtual Reality Headset.
9	Computer Software: Introduction, System Software and Application Software, Open Source Software Technology.
10	Internet History of Internet, Concepts of Internet, How the Internet Works, Requirements of Internet, Uses of Internet, Internet Explorer, Applications of Internet.
11	Software Development, Design and Testing: Software Development, Software Analysis and Design, Software Testing, Programming Methods, Software Applications

Reference Books:

1. P. K. Sinha, Priti Sinha, *Computer Fundamentals*, BPB Publications, 8th Edition, 2023.
2. Reema Thareja, *Fundamentals of Computers*, Oxford University Press, 2024 Edition.
3. Anita Goel, *Computer Fundamentals*, Pearson Education India, 2022.
4. Sanjay Saxena, *A First Course in Computers*, Vikas Publishing House, 2023.
5. Joan Lambert, Curtis Frye, *Microsoft Office 365 and Office 2021 Step by Step*, Microsoft Press, 2022.
6. Shelly Cashman Series, *Microsoft Office 365 & Office 2021 Introductory*, Cengage Learning, 2023.
7. Nita Rutkosky, Audrey Roggenkamp, Ian Rutkosky, *Microsoft Office 2021: Introductory*, Paradigm Education, 2022.
8. Andrew S. Tanenbaum, Nick Feamster, David Wetherall, *Computer Networks*, Pearson Education, 2021.
9. Roger S. Pressman, Bruce R. Maxim, *Software Engineering: A Practitioner's Approach*, McGraw Hill Education, 2020.
10. Ramesh Bangia, *Computer Fundamentals and Information Technology*, Firewall Media, 2022.

Semester 2

Course Code: DBB1214	Title of the Course: Macroeconomics
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Course Description

This course examines the functioning of the aggregate economy, beginning with basic data measurement ideas. The course begins with an introduction to macroeconomic terminology. This course examines the economy in both short and long terms, focussing on current macroeconomics and Learners will explore key concepts such as national income, inflation, unemployment, and economic growth, gaining insights into how these factors influence overall economic performance and business operations.

Course Objectives

After completing this course, learners a broad understanding of macroeconomic principles and their applications in the business setting. They will be able to apply various techniques to evaluate markets and enhance business efficiency.

Specifically, the learners will learn to:

1. Comprehend fundamental macroeconomic concepts, including national income, inflation, unemployment, and economic growth.
2. Evaluate key economic indicators such as GDP, unemployment rates, and inflation indexes to assess economic performance.
3. Analyse the components of aggregate demand and supply, and their interactions in determining overall economic equilibrium.
4. Understand the roles and impacts of monetary and fiscal policies, including how central banks and government actions influence economic conditions.
5. Investigate the causes and effects of inflation and unemployment and analyse their implications for businesses and consumers.

Course Contents:

Units	Syllabus
1	Introduction: Origin of Macroeconomics, Income and Expenditure, and the Circular Flows in Two, Three and Four Sectoral Economies.
2	National Income & GDP: Methods of measuring National Income, National Income Estimates, Nominal vs. Real GDP, National income accounting for closed economy and open economy, Price Indices.
3	Theory of Income: Classical Theory, Classical Theory of Employment, Collapse of Classical Economics, Keynesian Theory.
4	Consumption Function: Theories of Consumption, Short run Fixed Price Analysis of the Product Market, The Multiplier Mechanism, Investment, Theory of Multiplier.
5	Business cycle:

	Meaning, Features and Types of Business Cycle, Stages of Economic Cycle, Theories of Business Cycles.
6	Inflation: Meaning, Types, Causes and Effects of inflation, Phillip's Curve, Natural Rate Hypothesis and Adaptive Expectations, Demand and supply side factors, Natural rate Hypothesis.
7	Monetary Policy and Fiscal Policy: Meaning, Scope and Instruments of Monetary Policy, Fiscal policy - Meaning and Objectives, Instruments and Kinds.
8	Government Budget: Components, Measures of Government Deficits, Government Debt and Deficits, Expansionary vs. Contractionary policy.
9	International Trade: Meaning and Characteristics, Balance of Payment Account, and its components; Gains from Trade, Sovereign Default and Limits on International Lending.
10	Exchange rate: Foreign Exchange Market, Flexible Exchange Rate, Fixed Exchange Rate, Exchange Rate Management : the International Experience, Purchasing power parity, Determinants of Current Account.
11	Emerging trends: Emerging Structure of Indian Economy, Green Initiatives: NGT & Triple Bottom Line.
12	Wages: Introduction, Objectives, Meaning and Types of Wages, Real vs. Nominal wage, Gross and net wage, Theories of Wages Determination, Subsistence Theory of wages, Wage fund theory, Marginal productivity theory of wage determination
13	Rent: Introduction, Meaning and Types of Rent, Theories of Rent Determination, Ricardian theory of rent, Modern theory of rent.
14	Interest: Introduction, Capital as Factor of Production, Interest Rate Classification, Theories of Interest, Liquidity preference theory, Interest and Investment decisions.

Reference Books:

1. N. Gregory Mankiw, Macroeconomics, Worth Publishers, 11th Edition, 2023.
2. Richard T. Froyen, Macroeconomics: Theories and Policies, Pearson Education, 11th Edition, 2022.
3. Dornbusch, Fischer, Startz, Macroeconomics, McGraw Hill Education, 13th Edition, 2021.
4. H. L. Ahuja, Macroeconomics: Theory and Policy, S. Chand Publishing, Revised Edition, 2023.
5. Shapiro, Macroeconomic Analysis, Galgotia Publications, Latest Edition, 2022.
6. M. L. Jhingan, Advanced Economic Theory: Micro and Macroeconomics, Vrinda Publications, 2023.
7. D. N. Dwivedi, Macroeconomics: Theory and Policy, McGraw Hill Education, 2021.
8. Mithani, D. M., Macro Economics, Himalaya Publishing House, 2022.

9. Paul A. Samuelson, William D. Nordhaus, Economics, McGraw Hill Education, 2020.
10. Karl E. Case, Ray C. Fair, Sharon Oster, Principles of Economics, Pearson Education, 2022.
11. Froyen, Richard T., Macroeconomics, Pearson India, 2022.
12. Rudiger Dornbusch, Stanley Fischer, Richard Startz, Macroeconomics, McGraw Hill, 2021.

Course Code: DBB1215	Title of the Course: Financial Management
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Course Description

This course provides a comprehensive understanding of Financial Management, encompassing all managerial activities involved in the procurement and effective utilization of funds. It focuses on core financial decisions—financing, investment, dividend, and liquidity decisions—which are essential for achieving the overarching goal of financial management: maximization of shareholder wealth.

Learners will explore the roles and responsibilities of finance managers, gain insights into the financial decision-making process, and learn how financial strategies align with broader business objectives. The course emphasizes both the art and science of managing money, preparing learners to apply financial principles in real-world business environments.

Course Objectives

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

- Demonstrate the key functions and responsibilities of finance managers.
- Understand and articulate the goals of a firm, balancing the interests of various stakeholders.
- Develop and apply budgetary control techniques to manage costs and enhance profitability.
- Apply fundamental valuation concepts to assess financial decisions.
- Evaluate the financial performance of top management using frameworks such as the cost of capital.

Course Contents:

Units	Syllabus
1	Evolution, Scope and Functions of Finance Managers Introduction, Evolution and Scope of Financial Management, Financial Management System, Role of a Finance Manager. Emerging issues in Financial Management.
2	Objectives of a Firm Introduction, Profit Maximization, and Wealth Maximization
3	Financial Planning Introduction, Meaning of Budget, Types of Budgets, Advantages of Budgeting, Responsibility Accounting
4	Time Value of Money Introduction, Concept of Time Value of Money, Compounding Method, Discounting Method
5	Cost of Capital Introduction, Meaning of Cost and Cost of Capital, Significance and Determination of Cost of Capital, Cost of Long-Term Debts, Cost of Preference Capital, Cost of Equity Capital, Approaches to Derive Cost of Equity, Cost of Retained Earnings, Weighted Average Cost of Capital and Weighted Marginal Cost of Capital
6	Financial and Operating Leverage

	Introduction, Meaning of Leverage, Types of Leverage, Calculation of Earning Per Share and Return on Equity.
7	Capital Budgeting Decisions Introduction, Meaning and Nature of Capital Expenditure Decisions, Capital Budgeting Process, Methods to Evaluate Investment Proposals, Capital Rationing
8	Capital Structure Theories Introduction, Meaning and Definition of Capital Structure, Capital Structure Theories, Factors Determining Capital Structure
9	Sources of Finance Introduction, Long-term Sources, and Short-term sources of Finance
10	Asset-Based Financing Introduction, Lease Financing, Hire Purchase Financing, Project Financing
11	Dividend Policy Meaning of Dividend Policy, Financing Decisions, Approaches to Dividend Policy, Implications of Walter's Model
12	Working Capital Management Introduction, Meaning of Working Capital, Objectives of Working Capital Management, Concepts of Working Capital, Methods and Approaches of Working Capital Estimation
13	Management of Cash Introduction, Meaning and Objectives of Cash Management, Motives for Holding Cash, Facets of Cash Management, Cash Planning, Cash Forecasting and Budgeting, Determining the Optimal Cash Balance, Investing Surplus Cash in Marketable Securities
14	Receivables and Inventory Management Concept, Objectives and Scope of Receivables Management, Inventory Management Techniques

Reference Books:

1. I.M. Pandey, Financial Management, Pearson Education, 12th Edition, 2021.
2. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, 10th Edition, 2019.
3. M. Y. Khan, P. K. Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education, 9th Edition, 2022.
4. S. N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand & Sons, 16th Edition, 2023.
5. R. P. Rustagi, Fundamentals of Financial Management, Taxmann Publications, 2022.
6. James C. Van Horne, John M. Wachowicz Jr., Fundamentals of Financial Management, Pearson Education, 15th Edition, 2022.
7. Eugene F. Brigham, Joel F. Houston, Fundamentals of Financial Management, Cengage Learning, 16th Edition, 2021.
8. Dhanesh Khatri, Financial Management, Macmillan Education, 2021.
9. Shashi K. Gupta, R. K. Sharma, Financial Management, Kalyani Publishers, 2022.
10. Ravi M. Kishore, Financial Management, Taxmann Publications, 2023.

Course Code: DBB1216	Title of the Course: Organizational Behaviour
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Course Description

Organizational Behavior would enable the learner for a fulfilling career especially to those concerning business and industry. This course is an essential part of any typical management education curriculum. The organizations are becoming more complex and so is the complexities in behavior of the individuals. It is essential to understand the interplay of organization and individuals in the organization. It is important to understand the individual aspects, the aspects of a group as well as the organization.

Course Objectives

On completion of this course, learners will be able to understand human behaviour and to apply key learnings to improve certain dimensions of human behaviour.

Specifically, the learners will learn to:

- Comprehend the foundational concepts of Organizational Behavior (OB)
- Analyze the factors influencing behavior at individual, group, and organizational levels.
- Evaluate the dynamics of power, communication, leadership, and organizational culture.
- Develop strategies to manage conflict, and organizational change effectively.

Course Contents:

Units	Syllabus
1	Introduction to Organizational Behaviour Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour, Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles, Foundations or Approaches to Organizational Behavior, Challenges and Opportunities for OB
2	Introduction to Organization Design Meaning of Organization Design and Structure, Basic elements of Organization Structure, Types of Organization Design, Challenges and Opportunities in Organizational Design, The Impact of Organizational Design on Business Performance.
3	Introduction to Interpersonal Behaviour Nature and Meaning of Interpersonal Behaviour, Concept of Self, Concept of Transaction Analysis, Benefits and uses of Transactional Analysis, Johari Window Model, Foundations of Individual Behaviour.
4	Learning and Motivation Meaning and Concept of Learning and Motivation, Learning Cycle, Components of Learning, Theories of Learning, Theories of Motivation, Application of Learning and Motivation theories in Organizational Scenario
5	Introduction to Personality Definition and Meaning of Personality - Importance of Personality, Determinants of Personality, Theories of Personality, Personality Traits Influencing OB, Big 5 Personality Traits

6	Introduction to Emotions Nature and Meaning of Emotions - Characteristics of Emotions, Theories of Emotions, Schachter-Singer Two Factor Theory
7	Leadership Definition and Meaning of Leadership, Theories of Leadership, Contemporary Business Leaders
8	Role of Communication in Organization Culture Meaning, Importance and Functions of Communication, Meaning and Nature of Organizational Culture, Functions and Levels of Organization Culture, Types of Organization Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity
9	The Role of Power and Politics in Organizational Conflict Understanding Power in Organisations, Power and its Two Faces, Sources of Power, Organizational Politics, Understanding Conflict in Organisations, Conflict Management Approaches.
10	Introduction to Groups and Teams Meaning and Importance of Groups, Reasons for Group Formation, Types of Groups, Stages of Group Development, Meaning and Importance of Teams, Types of Teams, Creating an Effective Team
11	Organization Change and Development Understanding Organizational Change, Strategies to Overcome Resistance to Change, Process of Organizational Change, Meaning and Definition of OD, OD Interventions

Reference Books:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 19th Edition, 2023.
2. Fred Luthans, Organizational Behavior: An Evidence-Based Approach, McGraw Hill Education, 14th Edition, 2021.
3. K. Aswathappa, Organizational Behaviour, Himalaya Publishing House, 13th Edition, 2022.
4. S. S. Khanka, Organizational Behaviour, S. Chand Publishing, 2021.
5. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press, 4th Edition, 2020.
6. John W. Newstrom, Organizational Behavior: Human Behavior at Work, McGraw Hill Education, 15th Edition, 2022.
7. Ricky W. Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 13th Edition, 2021.
8. P. Subba Rao, Organizational Behaviour: Text and Cases, Himalaya Publishing House, 2022.
9. M. N. Mishra, Organizational Behaviour, Vikas Publishing House, 2021.
10. L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons, 2023.

Course Description

This course delves into the principles and methods of community development, with a focus on involving the community in driving social change. Learners will gain insight into evaluating community needs, rallying resources, and devising plans for long-term development. The syllabus encompasses important ideas including social justice, empowerment, capacity building, and the significance of civil society in nurturing diverse and inclusive communities.

Course Objectives

Upon completion of this course, learners will gain a comprehensive understanding of community development by mastering key concepts, principles, and theories that define how communities' function and evolve.

Specifically, the learners will learn to:

- Understand the Core Concepts of Community Development
- Apply Community Development Models and Approaches
- Evaluate the Role of Stakeholders in Development Initiatives:
- Promote Sustainable Development and Environmental Conservation:
- Adapt to Emerging Trends in Community Development

Course Contents:

Units	Syllabus
1	Introduction to Community Development Meaning, Definition and Evolution of Community Development, Principles of Community Development, Importance of Community Development in Society
2	Theory Policy and Practice Introduction to Theory, Policy and Practice, Natural Resources Management & Livelihoods, Basics of Gender & Community Development.
3	Constitutional Rights & Legal Entitlements: Government Policies and Programs for Community Development, Governance & Local Self-Administration, Interpreting Data for Community Development, Role of NGOs in Community Development, Partnership between Government, Private Sector
4	ICT for Community Development Role of ICT in community Development, Various components of ICT, Language and Multilingual Communication in ICT, ICT Infrastructure for Community Development
5	Sustainability and Traditional Knowledge Systems: Sustainable Community Development Concepts and Strategies, India's Legal and Policy Framework for Sustainability, Traditional Knowledge System and Climate Change, Social Change and Community Development, Perspectives in Tribal Development, Communication for Development, Field Research Techniques, Personality Development & Attitude Building.
6	Social Issues and Community Empowerment

	Social Inequality, Gender Issues, and Marginalization, Poverty Alleviation Programs and Strategies (Planning Commission of India), Education and Health Interventions in Community Development, Social Mobilization and its Role in Empowerment, Crisis Management and Community Development (COVID 19)
7	Emerging Trends in Community Development Use of Technology and Digital Platforms in Community Development, Role of Social Media in Community Mobilization, CSR Initiatives and Community Development, Microfinance and Self-Help Groups (SHGs), Globalization and its Impact on Local Communities, Future Trends in Community Development (Cases)

Reference Books:

1. S. K. Dey, Community Development: A Movement Approach, Oxford University Press, 2021.
2. R. Desai, Rural Sociology in India, Popular Prakashan, 2020.
3. R. C. Arora, Integrated Rural Development, S. Chand Publishing, 2022.
4. Robert Chambers, Rural Development: Putting the Last First, Pearson Education, 2019.
5. N. Jayapalan, Rural and Urban Community Development, Atlantic Publishers, 2021.
6. M. N. Srinivas, Social Change in Modern India, Orient BlackSwan, 2020.
7. S. Nakkiran, Rural Development and Poverty Alleviation in India, Deep & Deep Publications, 2022.
8. Katar Singh, Rural Development: Principles, Policies and Management, Sage Publications India, 2021.
9. Annie Zaidi, Community Development and Social Action, Rawat Publications, 2023.
10. S. L. Goel, Rural Development Administration in India, Deep & Deep Publications, 2021.
11. Uma Narula, S. S. Yadava, Development Communication: Theory and Practice, Har-Anand Publications, 2020.
12. Neera Burra, Community Empowerment and Participatory Development, Sage Publications India, 2022.

Course Code: DBB1218	Title of the Course: Introduction to Python
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Course Description

Introduction to Python provides a foundational understanding of Python programming, emphasizing problem-solving, logical thinking, and practical application. The course introduces core programming constructs such as variables, data types, operators, conditional statements, loops, functions, and basic data structures. Learners will also learn to work with files, modules, libraries, and simple debugging techniques. Through hands-on exercises and mini-projects, learners develop the ability to write efficient, readable, and well-structured Python programs. The course serves as a stepping stone for advanced topics like data analysis, machine learning, and application development.

Course Objectives

On completion of this course, learners will be able to gain proficiency in Python programming and utilize its core functionalities in practical applications. Specifically, the learners will learn to:

- Understand the fundamental concepts and principles of Python programming.
- Develop logical and computational thinking for solving real-world problems.
- Write and execute Python programs using basic syntax and programming constructs.
- Use Python data structures such as lists, tuples, sets, and dictionaries effectively.
- Implement modular programming through functions and modules.
- Apply file handling, exception handling, and simple debugging techniques.
- Utilize common Python libraries for basic tasks and problem-solving.
- Build confidence in writing clean, structured, and maintainable Python code.

Course Contents

Units	Syllabus
1	Introduction to Python History of Python, Features of Python, Installing Python and Environment Setup
2	Python Basics Python Identifiers, Keywords and Indentation, Comments and Document Interlude in Python, Command Line Arguments, Getting User Input
3	Data Types and Variables Data Types in Python, Variables and Constants, Basic Input-Output Operations, Types of Operators in Python
4	Functions in Python Introduction to Functions in Python, Python User-Defined Functions, Calling Functions, Understanding Function Arguments, Return Statement, Best Practices with Functions.
5	Control Structures and Loops Boolean Values, Conditional Execution (if, else, elif), Loops in Python (for, while), Loop Control Statements (break, continue, pass)
6	Python Modules and Packages Introduction to Python Modules, Creating and Using Python Packages, Importing Modules
7	Lists and List Processing Lists: Definition, Creating, and Manipulating, Sorting Simple Lists, List Methods, Conditional Statements in List Comprehension, Nested List Comprehension
8	Other Data Types in Python Tuples: Characteristics and Methods, Sets: Characteristics and Methods, Dictionaries: Characteristics and Methods
9	Object-Oriented Programming in Python Overview of OOP, Creating Classes and Objects, Inheritance and Polymorphism, Encapsulation and Abstraction

10	File Handling in Python File Handling Concepts, Opening Files in Various Modes, Reading from and Writing to Files, Important File Handling Functions (e.g., open(), close(), read(), readline(), write())
11	Python Libraries and Exception Handling Python Libraries: Pandas, Matplotlib, NumPy, Exception Handling in Python, Handling Exceptions using try, except, else Using the try-finally Clause

Reference Books:

1. Yashavant Kanetkar, Aditya Kanetkar, Let Us Python, BPB Publications, 2023.
2. Reema Thareja, Python Programming: Using Problem Solving Approach, Oxford University Press, 2022.
3. Paul Deitel, Harvey Deitel, Python for Programmers, Pearson Education, 2020.
4. Allen B. Downey, Think Python: How to Think Like a Computer Scientist, O'Reilly Media, 2024.
5. Eric Matthes, Python Crash Course, No Starch Press, 3rd Edition, 2023.
6. Mark Lutz, Learning Python, O'Reilly Media, 5th Edition, 2022.
7. John Zelle, Python Programming: An Introduction to Computer Science, Franklin, Beedle & Associates, 2021.
8. Charles R. Severance, Python for Everybody, Shroff Publishers & Distributors, 2023.
9. Wes McKinney, Python for Data Analysis, O'Reilly Media, 3rd Edition, 2022.
10. Jake VanderPlas, Python Data Science Handbook, O'Reilly Media, 2023.

Course Code- DBB1219	Statistics for Managers
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Course Description

This course is designed to help managers understand and use statistical tools to make better decisions in business. It covers basic concepts like data collection, organization, and analysis, along with techniques such as averages, percentages, and probability. You will also learn how to interpret data, create visual presentations like charts and graphs, and apply statistical methods to solve real-world business problems.

Course objectives:

- Make the learners aware about important techniques used in data collection, data representation, statistical analysis, and decision making
- Have general understanding about Statistics and to develop the skills to identify the appropriate statistical techniques for the analysis of data
- Enable them to format the quantitative information to present to decision makers and apply statistical techniques to data sets, analyse and correctly interpret the results in different situations
- Provide them exposure for data analysis, regression and time series analysis, for decision-making.

Units	Syllabus
1	Descriptive Statistics Perception, Meaning and Application, Defining Statistics, Functions of Statistics, Importance, Scope, Applications and Limitations of Statistics.
2	Statistical Survey Introduction, Census and Survey Method, Statistics in Practice, Importance of Data in Decision-Making, Types of Data, Collection of Data, Methods of Collecting Primary and Secondary Data, Merits and Demerits of Primary and Secondary Data.
3	Classification, Tabulation and Presentation of Data Introduction, Classification of Data, Types of Classification, Function of Classification, Organizing Data using a Data Array, Tabulation, Preparing a Table, Requirements of a Good Table, Types of Table, Difference between Classification and Tabulation of Data.
4	Graphic presentation of Frequency distribution Frequency Distribution, Nature of Class, Types of class Intervals, Construction of a Frequency Table, Bivariate Frequency Distribution, Diagrammatic Presentation, Limitations of Diagrammatic Presentation, General Rules for making Diagrams, Choice of a Suitable Diagram, Types of Diagram, Two-dimensional and Three-Dimensional Diagrams
5	Measures of Central Tendency Introduction, Essential Characteristics of a Good Average, Arithmetic Mean, Merits and Demerits of the Arithmetic Mean, Weighted Arithmetic Mean, Combined Mean, Positional Averages – Median, Graphic Method for Location of Median, Merits and Demerits of Median, Quartiles, Mode, Graphic Location of Mode, Merits and Demerits of Mode.

6	Measures of Variation Objectives of Measuring Variations, Characteristics of a Good Measure of Variations, Range, Merits and Demerits of Range, Inter-Quartile Range, Quartile Deviation, Coefficient of Quartile Deviation, Merits and Demerits of Quartile Deviation.
7	Deviation Significance of the Measure of Variation, Mean deviation and Coefficient of Mean Deviation, Merits and Demerits of Mean Deviation, Standard Deviation and Coefficient of variation, Combined Standard Deviation, Merits and Demerits of Standard Deviation, Coefficient of Variation, Theory of Asymmetry and Shapes, Measures of Skewness, Moments, Kurtosis.
8	Testing of Hypothesis Introduction, Formulating Null and Alternate Hypothesis, Understanding the level of significance and P-Value, Hypotheses are accepted and not proved, Type II Error, Testing of Hypotheses in Case of Small Samples.
9	Correlation & Regression Analysis Understanding the Correlation Coefficient, Assumptions of Correlation Analysis, Types of Correlation and Coefficient, Karl Person's Correlation Method, Spearman's Rank Correlation.
10	Regression Analysis Meaning and Definition of Regression, Utility and Applications of Regression Analysis, Types of Regression, Difference between Correlation and Regression, Regression Lines, Regression Equations, Regression Coefficients.
11	Index Number & Time Series Meaning and Significance, Problems in the Construction of Index Numbers. Methods of constructing Index Numbers, Analysis of Time Series, Measurement of Trend in Time-Series - Freehand method, Semi-average method, Moving average, Method of Least Squares.

Reference Books:

1. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 2023.
2. S. C. Gupta, V. K. Kapoor, Fundamentals of Applied Statistics, Sultan Chand & Sons, 2022.
3. D. N. Elhance, Fundamentals of Statistics, Kitab Mahal Publications, 2021.
4. R. S. N. Pillai, Bhagavathi, Statistics: Theory and Practice, S. Chand Publishing, 2022.
5. J. K. Sharma, Business Statistics, Pearson Education, 4th Edition, 2023.
6. Levin, Rubin, Siddiqui, Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2021.
7. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 2022.
8. Anderson, Sweeney, Williams, Statistics for Business and Economics, Cengage Learning, 14th Edition, 2020.
9. Murray R. Spiegel, Larry J. Stephens, Schaum's Outline of Statistics, McGraw Hill Education, 5th Edition, 2021.
10. N. D. Vohra, Business Statistics, McGraw Hill Education, 2022.

Course Code: DBB1220	Title of the Course: Business Communication
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Course Description

This course equips learners with the knowledge and skills required for effective professional communication. It covers the fundamentals of communication, including its process, types, and barriers, while developing core abilities in listening, speaking, reading, and writing. The syllabus also emphasises cultural and gender sensitivity, workplace communication, employment preparation, and the responsible use of digital platforms. Learners will gain practical insights into interviews, group discussions, crisis communication, and negotiation. By balancing traditional methods with modern digital practices, the course prepares learners to communicate effectively, ethically, and confidently in academic, professional, and global contexts.

Course Objectives

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

- Provide a theoretical foundation of communication models, processes, and barriers.
- Enhance their proficiency in oral, written, and non-verbal communication.
- Develop awareness of cultural, gender, and ethical dimensions of communication.
- Prepare them for professional scenarios such as meetings, interviews, and negotiations.

Course Contents:

Unit No.	Syllabus
1	Introduction to Communication Meaning and Definition of Communication, Features and Process of Communication, Shannon and Weaver Model of Communication, Types of Communication: Verbal and Non-verbal Communication, Classification of Communication Channels.
2	Barriers to Communication Common Communication Barriers, Overcoming Barriers, Cross-Cultural Communication: Stereotyping, Cultural Shock, Ethnocentrism .
3	Gender Sensitivity in Communication Introduction, Gender and Communication: Gender Neutrality in Communication, Sensitivity in Communication, Applied Gender Sensitivity across Contexts.
4	Listening Skills Introduction, Listening – Overview, Barriers to Listening, Importance of Listening in the Workplace
5	Speaking Skills Introduction, Speaking Skills, Oral Business Presentations, Conducting Meetings-Selecting Participants-Developing Agendas and Minutes, Opening Meetings-Establishing ground rules for Meeting -Evaluating the overall Meeting-Closing meetings, Common Mistakes Made at Meetings.
6	Reading Skills

	Reading – Overview, Types of Reading, SQ3R Techniques of Reading, Precis Writing, One-word Substitution (Malapropism, Synonyms, Antonyms), Subject-verb Agreement.
7	Writing Skills Guidelines for Effective Writing using Bloom’s Taxonomy, Summarizing vs. Paraphrasing, Business Letter Writing, Memos, Circulars, Notices, Email Etiquette in Business Environment, Citation and Avoiding Plagiarism in Business Writing.
8	Employment Communication I – Resume & Cover Letter Writing a Resume, Writing Cover Letters: Purpose, Format and Types
9	Employment Communication II – Job Interviews and Group Discussion Job Interview, Manners and Etiquettes to be maintained during an Interview, Group Discussion, Types of Group Discussions; Effective Group Discussion Skills, Strategies for GDs.
10	Crisis Communication and Negotiation Crisis and Communication Strategies, Principles and Strategies for Effective Crisis Communication, Developing a Crisis Communication Plan, Negotiation Techniques for Conflict Resolution.
11	Digital Communication and Cyber Ethics Understanding Digital Communication, Netiquette – Communicating Responsibly Online, Cyber Ethics - Ethical Use of Digital Spaces, AI, Plagiarism and Ethical Digital Practices.

Reference Books:

1. C. S. Rayudu, Communication, Himalaya Publishing House, 2022.
2. Meenakshi Raman, Prakash Singh, Business Communication, Oxford University Press, 3rd Edition, 2023.
3. Sanjay Kumar, Pushp Lata, Communication Skills, Oxford University Press, 2nd Edition, 2021.
4. Krishna Mohan, Meera Banerji, Developing Communication Skills, Macmillan Education, 3rd Edition, 2022.
5. Lesikar, Flatley, Rentz, Pande, Business Communication: Connecting in a Digital World, McGraw Hill Education, 2021.
6. Shirley Taylor, Communication for Business, Pearson Education, 2020.
7. P. D. Chaturvedi, Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education, 2022.
8. R. C. Sharma, Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw Hill Education, 2021.
9. Asha Kaul, Effective Business Communication, PHI Learning, 2022.
10. Courtland L. Bovée, John V. Thill, Business Communication Today, Pearson Education, 15th Edition, 2023.

Semester 3

Course Code: DBB2112	Title of the Course: Operations Management
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Course Description:

This course focuses on the key principles and practices involved in managing business operations effectively. It explores how organizations design, manage, and improve processes to produce goods and services efficiently. Topics include process analysis, quality management, supply chain management, inventory control, and operational strategy. Through practical examples and case studies, learners will learn how to optimize resources, enhance productivity, and deliver value to customers.

Course Objective:

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

- Understand the fundamentals of operations management and its role in business success.
- Learn how to design and analyze processes for efficient production of goods and services.
- Explore techniques for managing quality to meet customer expectations.
- Gain insights into supply chain management and strategies to optimize it.

Course Contents

Units	Syllabus
1	Introduction to Operations Management Definition, Objectives, Components, Role, Factors Affecting and Key Decisions of OM, Goods Vs. Services.
2	Operation Strategies Introduction, Strategy Formulation Process, Hierarchy and Flow, Current Global Business Conditions, Operations Strategy as a Competitive Weapon, Elements of Operation Startegy, Operations Strategy in Services.
3	Forecasting Concept of Forecasting: Purpose, Basic Elements, Importance and Objectives of Forecasting, Classification of Forecasting, Techniques of Forecasting, Qualitative (Grass Roots, Market Research and Delphi Method) and Quantitative Methods (Simple Moving Average Method, Weighted Moving Average and Single Exponential Smoothing Method).
4	Inventory Control Definition and Core Concepts of Inventory Control, Type of Inventory Systems, EOQ Model, Safety Stock, Reorder Point, ABC Analysis.
5	Material Planning Overview of Materials Management: Definition of Material Management, Functions of Material Management, Importance of Materials Management, Issues in Material Management, Independent and Dependent Demand System.
6	Process Selection Definition, Characteristics that Influence the Choice of Alternative Processes (Volume and Variety), Type of Processes- Job Shop, Batch, Mass and Continuous, Relationship between Process Planning and other POM Activities.
7	Production Planning & Scheduling

	Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning-Definition, Nature, Strategies and Methods of Aggregate Planning (Level Plan, Chase Plan and Mixed Plan).
8	Scheduling Operation Scheduling, Goals of Short-Term Scheduling, Job Sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's Rule on Two Machines, Gantt Charts, Just in Time (JIT), Process of JIT.
9	Facility and Capacity Planning Introduction to Layout Planning, Types of Layouts (Process, Product, Group Technology and Fixed Position Layout), Objectives of a Good Plant Layout, Factors for a Good Plant Layout.
10	Location Decisions & Models Facility Location – Objective, Factors influencing Location Decision, Location Evaluation Methods- Factor Rating Method.
11	Capacity Planning Introduction, Types of Capacity and Capacity Planning Process, Measures of Capacity (Input and Output), Capacity Planning Strategies, Capacity Planning and Decision Making.

Reference Books:

1. William J. Stevenson, *Operations Management*, McGraw Hill Education, 14th Edition, 2021.
2. K. Aswathappa, K. Shridhara Bhat, *Production and Operations Management*, Himalaya Publishing House, 2022.
3. S. N. Chary, *Production and Operations Management*, McGraw Hill Education, 6th Edition, 2022.
4. R. Panneerselvam, *Production and Operations Management*, PHI Learning, 4th Edition, 2021.
5. Jay Heizer, Barry Render, Chuck Munson, *Operations Management: Sustainability and Supply Chain Management*, Pearson Education, 13th Edition, 2023.
6. Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, *Operations and Supply Chain Management*, McGraw Hill Education, 16th Edition, 2022.
7. Norman Gaither, Gregory Frazier, *Operations Management*, Cengage Learning, 2021.
8. B. Mahadevan, *Operations Management: Theory and Practice*, Pearson Education, 4th Edition, 2023.
9. Everett E. Adam Jr., Ronald J. Ebert, *Production and Operations Management*, Prentice Hall India, 2020.
10. Elwood S. Buffa, Rakesh K. Sarin, *Modern Production/Operations Management*, Wiley India, 2021.

Course Code: DBB2113	Title of the Course: Human Resource Management
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Course Description

This course introduces learners to the fundamental concepts, functions, and practices of managing human resources. It covers important areas such as human resource planning, recruitment and selection, training and development, compensation, and performance appraisal. The course also highlights the role of HR policies and practices in improving employee performance and organizational effectiveness, particularly in the Indian context.

Course Objectives

On completion of this course, learners will be able to understand human behaviour and become familiar with dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Specifically, the learners will learn to:

- To provide an understanding of the concepts, scope, and significance of Human Resource Management.
- To develop knowledge of HR planning, job analysis, recruitment, and selection procedures.
- To familiarize learners with compensation management and pay structures.
- To introduce the process and techniques of performance appraisal.
- To develop awareness of HR practices in domestic and international contexts.

Course Contents

Units	Syllabus
1	Introduction to Human Resource Management Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices.
2	HRM and Personnel Management Introduction, Concept of Personnel Management, Personnel Management in India, Functions of the Labour Welfare Officer, Difference Between Personnel Management and HRM
3	Human Resource Planning Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP
4	Job Analysis and Design Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design
5	Recruitment Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment
6	Selection

	Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection
7	Induction Introduction, Meaning and Definition of Induction, Need for Induction, Problems Faced during Induction, Induction Programme Planning
8	Training Concept and Significance of Training, Training Needs, Training Methods, Types of Training
9	Performance Appraisal Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal
10	Wages and Salary Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation
11	Employee Relations Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counseling, International HRM, Comparison of Domestic and International HRM, Challenges in International HRM

Reference Books:

1. Gary Dessler, Human Resource Management, Pearson Education, 16th Edition, 2023.
2. K. Aswathappa, Human Resource Management: Text and Cases, McGraw Hill Education, 2022.
3. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 2021.
4. C. B. Mamoria, S. V. Gankar, Personnel Management and Industrial Relations, Himalaya Publishing House, 2022.
5. V. S. P. Rao, Human Resource Management: Text and Cases, Excel Books, 2023.
6. S. S. Khanka, Human Resource Management, S. Chand Publishing, 2021.
7. Biswajeet Pattanayak, Human Resource Management, PHI Learning, 2022.
8. Monappa Arun, Saiyadain Mirza, Personnel Management, Tata McGraw Hill Education, 2021.
9. Edwin B. Flipppo, Personnel Management, McGraw Hill Education, 2020.
10. K. N. Vaid, Human Resource Management, Anmol Publications, 2022.

Course Code: DBB2114	Title of the Course: Marketing Management
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Course Description

Marketing Management would enable the learner to be trained for a fulfilling career in business and industry. This course is one of the fundamental components of the management education curriculum. Traditionally, marketing is one of the pillars or key functions which support the existence of a business. While a business may have a good product or service to offer and may also have the right infrastructure, people and operational strategies for the manufacture of such a product or service. It is important to understand the fundamentals of marketing such as the marketing concepts, environment and the elements of the marketing mix, to market a product successfully.

Course Objectives

On completion of this course, learners will be able to understand different principles of marketing management. Specifically, learners will be able to:

- Understand the foundations of marketing by exploring its meaning, origin, scope, importance, and distinction from selling.
- Analyze the marketing environment using tools such as SWOT and PEST and assess the impact of internal and external factors on organizational decisions.
- Recall the product features and life cycles, evaluating branding strategies, designing effective distribution systems, and integrating promotion mix elements into a unified communication strategy.
- Explain pricing decisions by identifying objectives, determinants, policies, and methods relevant to diverse market conditions.
- Evaluate recent trends in marketing, including social media, green marketing, societal marketing, and the role of artificial intelligence in shaping modern practices.

Course Contents

Units	Syllabus
1	Marketing – An Overview Introduction, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling
2	Marketing Concepts Introduction, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability
3	Marketing Environment Introduction, Need for and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment
4	Marketing Mix

	Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix, Additional components in the mix, Importance of Marketing Mix in Marketing decisions
5	Marketing Planning and Strategies Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing mix and Marketing Environment, Control Mechanisms in Marketing
6	Product Related Decisions Introduction, Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle
7	Introduction to Branding Introduction, Definition of a Brand, Development of a Brand, Types of Brands, Importance of Brands and Branding, Merits and Demerits of Branding, Brand Equity – Definition and Benefits
8	Pricing Decisions Introduction, Price and its Determinants, Objectives of Pricing Decisions, Factors Affecting Pricing Decisions, Pricing Policies and Strategies, Pricing Methods
9	Distribution Strategy Introduction, Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Direct Channel, Indirect Channel, Functions of Channel Members.
10	Promotion Mix Introduction, Promotion mix and its components, Advertising, Sales Promotion, Personal Selling, Direct marketing, Public Relations and Publicity, Online marketing, Developing an Integrated Promotion Mix
11	Market Segmentation Introduction, Definition of Market Segmentation, Need for Market Segmentation, Criteria for effective segmentation, Basis for market segmentation, Benefits of Market Segmentation, Targeting and Positioning
12	Consumer Behaviour Introduction, Important Definitions, Evolution of the study of Consumer Behavior, Determinants of Consumer Behavior, Types of Buying Decisions, Stages of the Buying Process, Importance of Consumer Behaviour Study
13	Services Marketing Introduction, Definition of Services, Characteristics of Services, Distinction between Goods and Services, Marketing Mix for Services, Types of Services, Strategies for Services Marketing
14	Recent Trends in Marketing Introduction, Recent Trends in Social Media Marketing, Green Marketing, Societal Marketing, Role of Artificial Intelligence in Marketing.

Reference Books:

1. Philip Kotler, Gary Armstrong, *Principles of Marketing*, Pearson Education, 19th Edition, 2023.
2. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, *Marketing Management*, Pearson Education, 16th Edition, 2022.
3. V. S. Ramaswamy, S. Namakumari, *Marketing Management: Indian Context Global Perspective*, Sage Publications India, 7th Edition, 2023.
4. S. A. Sherlekar, R. Krishnamoorthy, *Marketing Management*, Himalaya Publishing House, 2022.
5. C. B. Gupta, N. Rajan Nair, *Marketing Management*, Sultan Chand & Sons, 2023.
6. Arun Kumar, N. Meenakshi, *Marketing Management*, Vikas Publishing House, 2021.
7. Rajan Saxena, *Marketing Management*, McGraw Hill Education, 6th Edition, 2022.
8. Ramaswamy, Namakumari, *Services Marketing*, McGraw Hill Education, 2021.
9. Harsh V. Verma, *Brand Management*, Excel Books, 2022.
10. S. H. H. Kazmi, Satish K. Batra, *Advertising and Sales Promotion*, Excel Books, 2021.

Course Code: DBB2115	Title of the Course: Cost & Management Accounting
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Course Description

This course provides an understanding of cost accounting and management accounting, focusing on cost measurement, control, and decision-making. Learners will explore costing methods, budgeting, variance analysis, and performance evaluation. The course equips learners to support cost efficiency and strategic financial decisions in business environments.

Course Objectives

After completing this course, learners will gain a comprehensive understanding of cost and management accounting tools for effective decision-making, performance analysis, and strategic financial planning in organizations. They will be able to apply various techniques to evaluate costs and enhance business efficiency.

Specifically, the learners will learn to:

- Understand the key concepts of cost classification, allocation, and behaviour in different business contexts.
- Apply appropriate costing methods such as job costing, process costing, and operating costing to calculate product and service costs.
- Analyse standard costing and perform variance analysis to assess organizational performance and identify deviations.
- Evaluate financial performance using budgeting and cost-volume-profit relationships for informed decision-making.

Course Contents

Units	Syllabus
1	Nature and Significance of Cost Accounting Fundamental principles governing cost accounting practices, its objectives, merits & demerits, Comparison between Cost and Financial Accounting, Role of Cost Accounting in Modern Business Environment
2	Analysis & Classification of Costs Identification of Costs, Collection and Classification of Costs, Installation of a Costing System and Drafting a Cost Sheet.
3	Unit costing Meaning of Unit Costing, Concept of Unit Cost, Meaning, Component of Unit Costing, Importance of Unit Costing, Application, Advantages and Limitations of Unit Costing.
4	Job Costing Definition of Job Costing, Features and Types of Job Costing, Applications of Job Costing, Procedure or Steps in Job Costing, Preparation of Job Cost Sheet, Role of Job Costing in Decision-Making, Advantages and Limitations of Job Costing.
5	Contract Costing

	Meaning and Definition of Contract Costing, Difference between Job and Contract Costing, Components of Cost in a Contract, Preparation of a Contract Account, Work Certified, Work Uncertified and Retention Money, Profit on Incomplete Contracts, Contract Ledger and Specimen, Application of Contract Costing Principles.
6	Process Costing Introduction to Process Costing, Normal Loss and Abnormal Loss, Inter- Process Profit, Equivalent Production. Preparation of Process Accounts and Joint Products and By- Products.
7	Operating Costing Meaning, Definition and Features of Operating Costing, Features and Characteristics of Operating Costing, Applicability of Operating Costing to Various Industries, Classification of Costs under Operating Costing, Cost Units used in Operating Costing, Preparation of an Operating Cost Sheet, Managerial Applications of Operating Costing.
8	Introduction to Management Accounting Meaning and Definition of Management Accounting, Features and Objectives of Management, Nature, Scope, Importance, Functions, Similarities and Differences between Financial Accounting, Cost Accounting, and Management Accounting
9	Budgetary Control Meaning and Characteristics of Budgetary Control, Objectives and Steps in Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budgets
10	Standard Costing Introduction, Advantages and Limitations of Standard Costing, Preliminaries for Installing a Standard Costing System, Steps in setting up of Standard Costs, Difference between Budgetary Control and Standard Costing, Estimated Cost and Standard Cost.
11	Variance Analysis Introduction to Variance Analysis, Favourable and Unfavourable Variances, Controllable and Uncontrollable Variances, Uses and Importance of Variance Analysis, Types of Variances, Practical Applications and Computation of Variances
12	Marginal Costing Introduction, Features and Characteristics of Marginal Costing, Advantages and Limitations of Marginal Costing, Marginal Costing and Decision-Making Applications, Comparison between Marginal Costing and Absorption Costing.
13	Cost – Volume – Profit Analysis Introduction to CVP Analysis, Contribution, Break even Analysis, Profit Volume Ratio, Margin of Safety, Applications and Decision Uses of CVP, Practical Problems and Limitations.
14	Performance Measurement Introduction to Performance Measurement, Framework and Process of Performance Measurement, Techniques and Methods of Performance Measurement, Cost Reduction and Value Enhancement, Performance Measurement in Corporates and MNCs, Divisional Performance Measurement and Transfer Pricing and its Role in Performance Evaluation.

Reference Books:

1. S. P. Jain, K. L. Narang, Simmi Agrawal, Monica Sehgal, Cost Accounting: Principles and Practice, Kalyani Publishers, 2023.
2. M. N. Arora, Cost and Management Accounting, Himalaya Publishing House, 2022.
3. Jawahar Lal, Cost Accounting, McGraw Hill Education, 2021.
4. Bhabatosh Banerjee, Cost Accounting: Theory and Practice, PHI Learning, 2022.
5. R. S. N. Pillai, V. Bhagavathi, Cost Accounting, S. Chand Publishing, 2021.
6. S. N. Maheshwari, S. K. Maheshwari, Cost and Management Accounting, Sultan Chand & Sons, 2023.
7. P. V. Ratnam, Cost Accounting, Kitab Mahal Publications, 2021.
8. M. C. Shukla, T. S. Grewal, M. P. Gupta, Cost Accounting: Text and Problems, S. Chand Publishing, 2022.
9. Charles T. Horngren, Srikant M. Datar, Madhav Rajan, Cost Accounting: A Managerial Emphasis, Pearson Education, 2021.
10. Ravi M. Kishore, Cost and Management Accounting, Taxmann Publications, 2023.

Course Code: DBB2116	Title of the Course: Interview Skills and Etiquettes
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Course Description

This course is designed to equip the learner with the fundamental skills and knowledge necessary to present themselves confidently and professionally. We will explore various types of interviews, effective communication techniques, and the nuances of professional etiquette that can make a significant difference in the learner's performance. Whether the learner is a recent graduate or looking to advance their career, this course will provide them with practical insights and strategies to excel in any interview scenario.

Course Objectives

On completion of this course, learners will be able to understand the concept of Communication and will be able to get acquainted with the practices of Interviews and Professional Etiquettes.

Specifically, the learners will learn to:

- Develop skills in verbal and non-verbal communication, including body language, active listening, and articulating your thoughts clearly.
- Identify and differentiate between various interview types (e.g., behavioral, situational, panel) and learn how to prepare for each effectively.
- Develop your leadership skills by learning how to convey confidence and authority during interviews, effectively showcasing your ability to lead and inspire teams, even in a potential workplace setting.
- Learn the essential etiquettes of professional interactions, including dress code, punctuality, and follow-up practices that leave a lasting impression.

Course Contents

Units	Syllabus
1	Communication Meaning, Process, Types, Verbal and Non-Verbal Communication. Uses of Non-Verbal Communication in business context.
2	Intrapersonal Communication Definition and Meaning, how good intrapersonal communication paves the way for Good Leadership, Building a Positive Impression through Intrapersonal Communication, Intrapersonal Communication and Self-Motivation, Intrapersonal Communication for Critical and Strategic Thinking.
3	Leadership Skills Introduction, Effective Decision Making, Team Building Skills, Implementation of Interpersonal Skills in Leadership.
4	Oral Presentation Introduction, Planning and Preparing a presentation, Use of Visual Aids, Steps in making oral presentations, Overcoming Challenges in Presentation Delivery.

5	Resumes and Cover Letters Introduction, Writing a Resume, Writing Job Application Letters, Other Letters regarding Employment, Job Application Letters.
6	Job Interviews Introduction and Importance, Types of Interviews, Preparatory steps for Job Interviews, Interview Skill Tips.
7	Professional Etiquette Introduction, Professional Etiquette, Technology Etiquette.

Reference Books:

1. Raman, Meenakshi & Singh, Prakash (2012), Business Communication, Oxford University Press, New Delhi.
2. Lesikar, Raymond V., Flatley, Marie E. & Rentz, Kathryn (2017), Business Communication: Making Connections in a Digital World, McGraw Hill Education.
3. Bovee, Courtland L. & Thill, John V. (2021), Business Communication Today, Pearson Education.
4. Murphy, Herta A., Hildebrandt, Herbert W. & Thomas, Jane P. (2018), Effective Business Communication, McGraw Hill Education.
5. Kratz, Abby Robinson (2015), Effective Professional Communication, McGraw Hill Education.

Course Code: DBB2117	Title of the Course: Business and Corporate Law
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Course Description

Business and Corporate Law provides an essential understanding of the legal frameworks that govern business operations and corporate entities. This course covers key areas such as contract law, the sale of goods, partnership law, and company law, along with topics like intellectual property rights, consumer protection, and corporate governance. Learners will explore the legal processes involved in forming, managing, and dissolving businesses while gaining insights into emerging issues like e-commerce laws and corporate social responsibility.

Course Objectives

On completion of this course, learners will be able to understand the legal, regulatory and ethical framework of business. Contracts, negotiable instruments, the law of sales, crimes, etc. and the court systems are examined. Upon completion the learners should be able to identify legal and ethical issues that arise in business decisions and the laws that apply to them.

Specifically, the learners will learn to:

- Recognize the legal framework of business
- Define scope of different types of contracts and agencies
- Define the meaning and uses of negotiable instruments and their features
- State the various types of meetings organized by the company
- Discuss the redressal mechanism available to the consumer

Course Contents

Units	Syllabus
1	Introduction to law and Business law Introduction, Meaning and Scope of Law, Sources of Law, Laws applicable to Business
2	Indian Contract Act, 1872 Introduction, Definition and Meaning of Contract, Essentials of a Contract, Types of Contracts, Capacity of Parties, Modes of Discharge of a Contract, Remedies for Breach of Contract
3	Law of Agency Introduction, Agent and Agency, Kinds of Agencies, Creation of Agency, Principal and Agent, Termination of Agency
4	Sale of Goods Act, 1930 Introduction, Contract of Sale of Goods, Essentials of a Contract of Sale, Goods, Price, Agreement to sell at valuation, Rights and Duties of Buyer, Right of Unpaid Seller, Conditions and Warranties, Transfer of Property, Performance of Contract
5	Negotiable Instruments Act, 1881 Introduction, Definition and Meaning of Negotiable Instrument, Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instruments, Maturity of Negotiable Instrument,

	Negotiation, Dishonour of a Negotiable Instrument, Notice of Dishonor, Discharge of a Negotiable Instrument
6	Partnership Act, 1932 Introduction, Nature of the Partnership, Features of Partnership, Qualities of a Partnership, Advantages and Limitations, Kinds of Partners, Partnership Deed, Registration of a Partnership, Effects Of Registration, Effects Of Non – Registration, Rights and Duties of Partners, Dissolution of Partnership
7	Companies Act, 1956 Introduction, Definition and Characteristics, Classification of Companies, Incorporation of a Company, Share Capital, Company Management, Meetings, Resolution
8	Consumer Protection Act [COPRA], 1986 Introduction, Background, Definitions, Consumer Protection Council, Central Consumer Protection Council, Consumer Redressal Agencies, Administrative Control of National Commission
9	Foreign Exchange Management Act, 1999 Difference between FERA and FEMA, Scope of FEMA, Salient Features and Provisions of FEMA, Offences under FEMA
10	Competition Act, 2002 Meaning and Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act
11	Environment Protection Act, 1986 Background, Definitions, Environment, Environmental pollutant, Occupier, Power of Central Government
12	Intellectual Property Rights Meaning and Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee, Trademarks, Copyright, Infringement, Remedies
13	Information Technology Act, 2000 Background, Salient Features, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Cyber Laws, Penalties for Offences
14	Micro Small and Medium Enterprises Development Act, 2006 Classification of Micro, Small and Medium Enterprises, Salient Features of Micro, Small and Medium Enterprises Act, Reservation Policy, Credit Policy, Government Policy towards Taxation and Incentives

Reference Books:

1. Kapoor, N.D. (2021), Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
2. Kuchhal, M.C. & Vivek Kuchhal (2020), Business Law, Vikas Publishing House Pvt. Ltd.
3. Gulshan, S.S. & Kapoor, G.K. (2019), Business Law Including Company Law, New Age International Publishers.
4. Singh, Avtar (2022), Mercantile Law, Eastern Book Company, Lucknow.
5. Tulsian, P.C. & Tulsian, Bharat (2021), Business Law, McGraw Hill Education.
6. Shukla, M.C. (2018), Mercantile Law, S. Chand Publishing.
7. Bhandari, Munish (2022), Handbook on Corporate and Other Laws, Bestword Publications.

8. Aggarwal, Rohini (2019), Mercantile and Commercial Law, Taxmann Publications.
9. Khergamwala, J.S. (2017), The Negotiable Instruments Act, Commercial Law Publishers.
10. Bare Act with Short Notes (Latest Edition), The Indian Contract Act, 1872, Universal Law Publishing.
11. Bare Act with Short Notes (Latest Edition), The Companies Act, Commercial Law Publishers.
12. Ramaswamy, V.S. & Namakumari, S. (2018), Business Law, Macmillan Publishers India.

Course Code: DBB2118	Title of the Course: Business Environment
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Course Description

Business is an economic activity, and no business operates in isolation. It is affected by the environment in which it works and must adapt to the environment to operate successfully. The forces that act on a business organization are in the form of the Government regulations, the society, the global environment and so on. Just as these forces affect the business, there are also the business operations that affect the society we live in.

Course Objectives

On completion of this course, learners will be introduced to knowledge and understanding of the business and its environment and the influence this has on how organizations are structured and on the role of the accounting and other key business functions in contributing to the efficient, effective and ethical management and development of an organization and its people and systems.

Specifically, the learners will learn to:

- Recognize the concept of business and the role of business organizations
- Describe the external environment in which business operates
- State the nature of the 'internal' environment of business
- Construct analysis tools such as swot to examine the business environment
- Identify how business managers respond to changing environmental factors

Course Contents

Units	Syllabus
1	Business Environment An Introduction-Introduction, Concept of Business, Levels of the Business Environment, Understanding the Environment; Economic System- Capitalist Economy, Socialist Economy, Mixed Economy
2	Economic Environment and Financial Environment Introduction, Economic Environment of Business, Economic Policies, Business and Economic Policies; An Overview of the Financial System, Components of Financial System, Financial Institutions and their Roles, Financial Institutions in India, Role of Foreign Direct Investment

3	Socio Cultural, Legal and Political Environment Introduction, Business and Society and Culture, Culture and Organizational Behavior; Legal Environment, Laws Impacting Industry in India, Major Regulations Pertaining to Business; Political Environment and the Economic system, Types of Political Systems, Changing Profile of Indian Economy.
4	Economic Role of Government Introduction, Regulatory Role of Government, Promotional Role of Government, Participatory Role of Government, Conciliatory and Judicial Role of Government, Impact of India's Industrial Policy on Economic Reforms.
5	New Economic Policy Introduction, Industrial Policy, The crisis of June 1991, Objectives of New Economic Policy – 1991, Emphasis of NEP on Liberalization, NEP and Privatization, NEP effect on Globalization, Positive and Negative effects of New Economic Policy
6	India, WTO and Trading Blocs Introduction, Levels of Economic Integration/Trading Blocs, Effects of Economic Integration, Major Regional Trading Blocs, Commodity Agreement, World Trade Organization, WTO and India
7	Corporate Social Responsibility Introduction, Meaning and Definition, Need for social responsibility of business, Social Responsibility of Business towards Different Groups, Barriers to Social Responsibility, Social Responsibility of Business in India

Reference Books:

1. Herunilam, Francis (2021), Business Environment, Himalaya Publishing House.
2. Aswathappa, K. (2020), Essentials of Business Environment, Himalaya Publishing House.
3. Fernando, A.C. (2019), Business Environment, Pearson Education India.
4. Mishra, S.K. & Puri, V.K. (2021), Economic Environment of Business, Himalaya Publishing House.
5. Paul, Justin (2020), Business Environment: Text and Cases, McGraw Hill Education.
6. Gupta, C.B. (2018), Business Environment, Sultan Chand & Sons.

Semester 4

Course Code: DBB2212	Title of the Course: Indian Financial System
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Course Description

The course on **Indian Financial System** is designed to provide learners with a comprehensive understanding of the structure, functioning, and significance of the Indian financial sector and its operations. It forms an essential component of the management education curriculum, as the financial system plays a crucial role in the economic development of the country. Over the years,

the Indian financial sector has undergone rapid transformation due to financial sector reforms, technological advancements, globalization, and continuous innovation in financial products and services. Hence, this course aims to equip learners with fundamental knowledge and practical insights into the evolving financial environment in India.

Course Objectives

Upon successful completion of this course, learners will be able to understand the structure and functioning of the Indian Financial System and gain familiarity with its key components, institutions, instruments, and practices.

Specifically, the learners will be able to:

1. Develop an understanding of the basic concepts, principles, and theories related to finance, financial markets, and financial services.
2. Gain knowledge of various financial instruments traded in different segments of the financial markets.
3. Understand the structure, functions, and current developments in the Indian Financial System.
4. Examine the role and importance of financial intermediaries and institutions in the functioning of the financial system.
5. Acquire awareness of recent reforms, innovations, trends, and emerging developments in financial markets and financial services in India.

Course Contents

Units	Syllabus
1	Commercial Banks Meaning, Evolution, Present structure of commercial banks in India, Types, Role, Functions and Services provided by banks.
2	Introduction to Investment Banking Concept & Introduction to Investment Banking in India, Recent Developments and Challenges
3	Investment/Merchant Banking Institutional Structure and Functions of Investment/Merchant Banking, SEBI Guidelines for Merchant Bankers.
4	Issue Management Public Issue, Issue Pricing, Minimum Public Offer, Prospectus, Allotment, Preferential Allotment, Private Placement, Book Building Process.
5	Leasing Concept of Leasing, Types of Leasing, Advantages and Limitations of Leasing, Lease Rental Determination.
6	Housing Finance Meaning, Emergence in India, Floating Vs Fixed Rate
7	Venture Capital Concept, Venture Investment Process, Steps in Venture Financing.
8	Insurance

	Concept, Classification, Principles of Insurance, IRDA, General Insurance, Health Insurance, Life Insurance.
9	Credit Ratings Introduction, Types of Credit Rating, Advantages and Disadvantages of Credit Ratings, Credit Rating Agencies, and their Methodology.
10	Securitization Concept and Process, Instruments of Securitization, Types of Securities, Securitization in India. Hire Purchase Concept, Rights of Hirer, Leasing vs Hire Purchase.
11	Major Developmental Banks (IFCI, IDBI, ICICI, NABARD, SIDBI, EXIM Bank, SFCs) and their Functions.

Reference Books:

1. M. Y. Khan, Indian Financial System, McGraw Hill Education, 12th Edition, 2023.
2. Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson Education, 6th Edition, 2022.
3. Vasant Desai, The Indian Financial System and Development, Himalaya Publishing House, 2021.
4. Bhole L. M., Mahakud Jitendra, Financial Institutions and Markets: Structure, Growth and Innovations, McGraw Hill Education, 7th Edition, 2022.
5. S. Gurusamy, Indian Financial System, McGraw Hill Education, 2021.
6. P. N. Varshney, D. K. Mittal, Indian Financial System, Sultan Chand & Sons, 2022.
7. Gordon E., Natarajan K., Financial Markets and Services, Himalaya Publishing House, 2023.
8. Madura Jeff, Financial Institutions and Markets, Cengage Learning, 2021.
9. Saunders Anthony, Cornett Marcia Millon, Financial Markets and Institutions, McGraw Hill Education, 2022.
10. V. A. Avadhani, Investment and Securities Markets in India, Himalaya Publishing House, 2021.

Course Code: DBB2213	Title of the Course: Business Research Methods
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Course Description

Building on Principles of Research Design, this course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare learners for their own research projects in their business discipline. This course will assist learners in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative and qualitative), and in presenting their results. To keep research projects on track, it helps them set realistic time frames, assign resources appropriately and manage quality to decrease research errors.

Course Objectives

On completion of this course, learners will be familiarized with the concept of research and research process. This course will enable the learners in conducting research work and formulating research report. This course is designed in a manner which imparts knowledge for enabling learners to develop data analytical skills and meaningful interpretation to the data so as to solve business issues.

Specifically, the learners will learn to:

- understand the concept, significance and purpose of research
- identify a problem/need, translate it into a research problem
- identify and understand the main qualitative and quantitative methods of business research
- understand the various types of sampling techniques
- develop skills of quantitative data analysis and interpretation of its results

Course Contents

Units	Syllabus
1	Introduction to Research Introduction, Meaning and Purpose of Research, Characteristics of Good Research, Types of Research, Steps in the Research Process
2	Formulation of Research Problem Introduction, Meaning of Research Problem, Guidelines and Criteria for Selecting a Research Problem, formulating a Research Problem, Techniques for Formulating a Research Problem
3	Research Design Introduction, Meaning of Research Design, Characteristics of Good Research Design, Concepts related to Research Design, Types of Research Design
4	Sample Selection Introduction, Importance and Advantages of Sampling, Census vs. Sample, Characteristics of Good Sample, Sampling Techniques, Criteria for Selection of a Sampling Technique
5	Data Collection

	Introduction, Sources of Data, Primary Data Collection Techniques, Secondary Data Collection Techniques, Secondary Data – Advantages and Disadvantages, Qualitative vs. Quantitative Data
6	Questionnaire Design Introduction, Types of Questionnaire, Methods of Sending the Questionnaire, Guidelines for Questionnaire Design, Characteristics of Good Questionnaire
7	Testing validity & reliability of questionnaire Introduction, nature and significance of reliability and validity of questionnaire
8	Attitude Measurement and Scaling: Types of Measurement Scales, Attitude, Classification of Scales, Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
9	Testing of Hypothesis: Concepts in Testing of Hypothesis, Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean, Tests concerning Means- the case of single population, Tests for Difference between two population means, Tests concerning population proportion- the case of single population, Tests for difference between two population proportions
10	Chi-square Analysis: Chi square test for the Goodness of Fit, Chi square test for the independence of variables, Chi square test for the equality of more than two population proportions
11	Data Processing Introduction, Editing, Coding the Data, Tabulation, Quantitative and Qualitative Analysis
12	Measures of Central tendency: Basic Concept, Tools of Measuring central tendency.
13	Analysis, Interpretation and Presentation of Findings Introduction, Statistical Analysis and Interpretation, Techniques of Interpretation, Report Writing Steps, Components and Format of Research Reports, Guidelines for Writing Research Reports
14	Ethics in Research: Meaning of Research Ethics, Clients Ethical code, Researchers Ethical code, Ethical Codes related to respondents, Responsibility of ethics in research

Reference Books:

1. C. R. Kothari, Gaurav Garg, Research Methodology: Methods and Techniques, New Age International Publishers, 4th Edition, 2019.
2. Uma Sekaran, Roger Bougie, Research Methods for Business: A Skill Building Approach, Wiley India, 8th Edition, 2023.
3. Ranjit Kumar, Research Methodology: A Step-by-Step Guide for Beginners, Sage Publications, 5th Edition, 2022.
4. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, McGraw Hill Education, 14th Edition, 2021.

5. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Business Research Methods, Cengage Learning, 10th Edition, 2022.
6. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, 2nd Edition, 2021.
7. S. N. Murthy, U. Bhojanna, Business Research Methods, Excel Books, 2020.
8. Panneerselvam R., Research Methodology, PHI Learning, 3rd Edition, 2021.
9. K. N. Krishnaswami, M. Ranganatham, Methodology of Research in Social Sciences, Himalaya Publishing House, 2022.
10. John W. Creswell, J. David Creswell, Research Design: Qualitative, Quantitative and Mixed Methods Approaches, Sage Publications, 6th Edition, 2023.

Course Code: DBB2214	Supply Chain Management
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Course Description

This course provides a comprehensive overview of Supply Chain Management (SCM), exploring the critical processes and strategies involved in the movement of goods and services from suppliers to customers. You will learn about key concepts such as procurement, inventory management, logistics, distribution, and demand forecasting. The course delves into the integration of technology, sustainability practices, and global trends that shape today's supply chains.

Course Objectives

After completing this course, learners will be able to understand the concept of merchandising and supply chain management, its importance, and application in retail.

Specifically, the learners will learn to:

- To discuss the introduction of supply chain in retail industry.
- To explain the concept of product development.
- To elaborate supply chain synergies.
- To explain the management of transportation and synergies.
- To understand how a retailer-supplier relationship can be managed.

Course Contents

Units	Syllabus
1	An overview of retail industry Meaning of retailing, Scope of retailing, two important pillars of Retail: Supply Chain and Merchandising
2	Introduction to retail supply chain Retail supply chain management, Retail supply chain vs. manufacturing supply chain, Retail supply chain and logistics, Strategic, tactical and operational view of retail supply chain
3	Supply chain synergies Supply chain strategies, Competence on non-core business functions
4	Retail Product Management Concept of Retail Product Management, Scope of Retail Product Management, Role of Product Management in Retailing, Management of Retail Product Lifecycle
5	Managing Retailer-Supplier Relationship Retailer-Supplier Relationship, Monitoring Supplier Performance, Stages of Retailer-Supplier Relationship Development, Factors Affecting Retailer-Supplier Relationship
6	Category Specific Supply Chain Issues Supply Chain in Food and Grocery Retailing, Supply Chain in Apparel and Footwear Retailing, Supply Chain in Consumer Electronics Retailing, Supply Chain in Home Furnishing Retailing, Supply Chain in Non-Store Retailing
7	Concept of Retail Merchandising

	Meaning of Merchandising, Major Areas of Merchandise Management, Role and Responsibilities of Merchandisers
8	Merchandise Mix Merchandise Mix, Concept of Assortment Management, Merchandise Mix of Show off
9	Merchandise Displays and Space Management Concept of Merchandise Displays, Importance of Merchandise Displays, Concept of Space Management, Role of IT in Space Management, Concept of Planogram
10	Visual Merchandising Meaning of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Product Positioning and Visual Merchandising
11	Merchandise Planning Concept of Merchandise Planning, Applications of Merchandise Planning, Elements of Merchandise Planning, Role of Merchandiser in Planning
12	Category Management and Merchandise Budgeting Concept of Category Management, Merchandise Forecasting, Merchandise Budgeting
13	Merchandise Sourcing Concept of Merchandise Sourcing, Historical Perspective of Sourcing, Stock Management and Distribution, International Sourcing
14	Merchandise Replenishment Retail Replenishment, Importance of Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution and Replenishment, Role of IT in Retail Distribution and Replenishment

Reference Books:

1. Barry Berman, Joel R. Evans, Patrali Chatterjee, Retail Management: A Strategic Approach, Pearson Education, 14th Edition, 2022.
2. Swapna Pradhan, Retailing Management: Text and Cases, McGraw Hill Education, 6th Edition, 2021.
3. David Gilbert, Retail Marketing Management, Pearson Education, 4th Edition, 2020.
4. Gibson G. Vedamani, Retail Management: Functional Principles and Practices, Jaico Publishing House, 2022.
5. Levy Michael, Barton Weitz, Dhruv Grewal, Retailing Management, McGraw Hill Education, 11th Edition, 2023.
6. Chetan Bajaj, Rajnish Tuli, Nidhi V. Srivastava, Retail Management, Oxford University Press, 3rd Edition, 2021.
7. S. L. Gupta, Retail Management: An Indian Perspective, Wisdom Publications, 2022.
8. Janat Shah, Retail Management, Macmillan Education, 2021.
9. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, 8th Edition, 2023.
10. J. Venkatesh, Merchandising Management, Himalaya Publishing House, 2022.

Course Code: DBB2215	Title of the Course: E-Commerce
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Course Description

E-commerce is the use of the Internet and the Web to conduct business transactions. It involves digitally enabled commercial transactions between organizations and individuals. The terms e-commerce and e-business are used interchangeably. E-business is the digital enablement of transactions and processes within a firm and therefore does not include any exchange in value. E-business turns into e-commerce when an exchange of value occurs across firm boundaries.

Course Objectives

After the completion of this course, learners will be able to understand the concept of electronic commerce and how electronic commerce is affecting business enterprises, governments, consumers and people in general. It also acquaints learners with a fundamental understanding of the environment and strategies in the New Economy.

Specifically, the learners will learn to:

- identify the origin and history of e-commerce
- differentiate between e-commerce and the traditional system of business
- recall and describe the architecture of e-commerce framework
- summarize the functioning of business models vis-à-vis revenue models
- demonstrate the working of business-to-business electronic payments

Course Contents

Units	Syllabus
1	E-Commerce Framework Definition of E-Commerce, Origin of E- Commerce, History of the Internet, E- Commerce Opportunities for Businesses, Working of E-Commerce, E- Commerce Vs the Traditional Business Mechanism, Advantages of E- Commerce, Disadvantages of E- Commerce, Main Goals of E-Commerce
2	Network Infrastructure for E-Commerce – I Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML
3	Network Infrastructure for E-Commerce – II Common Gateway Interface, Multimedia Objects, Network Access Equipment, Network Cables, Broadband Telecommunication
4	E-Commerce: Requirements and Architecture Requirements of E-Commerce, Functions of E-Commerce, E-Commerce Framework Architecture, I-way or Information Highway
5	E-commerce Infrastructure

	Need for an Intelligent Website, Technology Infrastructure Required, Basic Web Languages for Web Designing, Corporate Strategic Infrastructure Required, Miscellaneous Website Design Tips
6	Business Models Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components
7	Security in Electronic Business Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls
8	Encryption Cryptography, Encryption, Digital Signature, Virtual Private Network
9	E-Payment Systems B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway–Security Standard for Electronic Payment System
10	Enabling Technology of World Wide Web Internet Services, Internet Software
11	E-Marketing Challenges of Traditional Marketing, Retailing in E-Commerce Space, Internet Marketing, Advertisement and Display on the Internet, E-Commerce for Service Industry
12	Policy and Implementation Legal and Ethical Policy Issues: Protection of Privacy and Intellectual Property, Strategy Planning for E-Commerce
13	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles
14	EDI, E-CRM and E-SCM Electronic Data Interchange (EDI), E-CRM, E-SCM

Reference Books:

1. Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education, 18th Edition, 2022.
2. P. T. Joseph, S. J., E-Commerce: An Indian Perspective, PHI Learning, 6th Edition, 2022.
3. David Whiteley, E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education, 2021.
4. Bharat Bhaskar, Electronic Commerce: Framework, Technologies and Applications, McGraw Hill Education, 5th Edition, 2021.
5. Ravi Kalakota, Andrew B. Whinston, Frontiers of Electronic Commerce, Pearson Education, 2020.
6. Gary P. Schneider, Electronic Commerce, Cengage Learning, 13th Edition, 2022.
7. Elias M. Awad, Electronic Commerce: From Vision to Fulfillment, Pearson Education, 2021.
8. S. Jaiswal, E-Commerce, Galgotia Publications, 2022.

9. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, E-Commerce: Fundamentals and Applications, Wiley India, 2021.
10. Dave Chaffey, Digital Business and E-Commerce Management, Pearson Education, 7th Edition, 2022.

Course Code: DBB2216	Title of the Course: Design Thinking (MLC)
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Course Description

This course offers a comprehensive introduction to the principles and processes of Design Thinking. You will learn how to empathize with users, define challenges, ideate solutions, prototype concepts, and test your ideas in real-world scenarios. Through hands-on projects, collaborative workshops, and practical exercises, you'll gain the confidence to tackle any design challenge, whether in business, technology, or social impact.

Course Objectives

Design Thinking is a human-centered approach to innovation and problem-solving that has gained significant traction across various fields, including business, education, engineering, and design. A course on Design Thinking typically aims to equip participants with the skills and mindset needed to tackle complex challenges creatively and effectively.

Here are some common objectives for a Design Thinking course:

- Learners should be able to explain each stage and understand how they interrelate to solve problems.
- Learners will be able to conduct user research through interviews, observations, and empathy mapping.
- Learners should be able to craft “How Might We” questions that guide the ideation process.
- Learners will be able to generate a wide range of ideas and select the most promising ones for further development.

Course Contents

Units	Syllabus
1	Introduction to Design Thinking Evolution, Meaning, Core Principles. Benefits of Design Thinking in Innovation and Problem-Solving.
2	Developing a Design Thinking Mindset (Curiosity, Empathy and Collaboration) Empathize - Understanding the User.
3	Data Analysis Techniques Identifying Patterns, Trends, and User Needs.
4	Define-Framing the Problem Analyzing Research Findings and Formulating a Clear, Actionable Problem.
5	HMW (How Might We) Questions: Framing the Challenge as a Design Opportunity. Ideate - Generating Creative Solutions, Fostering a Creative Environment.
6	Brainstorming Techniques: Individual Brainstorming, Group Brainstorming, SCAMPER Method.
7	Prototype:

	Building to Learn The purpose and benefits of prototyping in Design Thinking. Paper Prototyping, Cardboard Prototyping, Digital Wireframing. Test: Gathering Feedback.
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Reference Books:

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business, 2019.
2. Jeanne Liedtka, Andrew King, Kevin Bennett, Solving Problems with Design Thinking, Columbia University Press, 2021.
3. Nigel Cross, Design Thinking: Understanding How Designers Think and Work, Bloomsbury Publishing, 2023.
4. Peter G. Rowe, Design Thinking, MIT Press, 2020.
5. Gavin Ambrose, Paul Harris, The Design Thinking Handbook, Bloomsbury Publishing, 2021.
6. Idris Mootee, Design Thinking for Strategic Innovation, Wiley India, 2022.
7. Hasso Plattner, Christoph Meinel, Larry Leifer, Design Thinking Research, Springer, 2021.
8. Michael Lewrick, Patrick Link, Larry Leifer, The Design Thinking Toolbox, Wiley, 2020.
9. Tom Kelley, David Kelley, Creative Confidence: Unleashing the Creative Potential Within Us All, Crown Business, 2021.
10. Ranjit Kumar, Research Methodology: A Step-by-Step Guide for Beginners, Sage Publications, 2022.

Course Code: DBB2217	Title of the Course: Environmental Science
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Course Description

The course Environmental Science is offered as a mandatory course prescribed by the UGC, New Delhi, for all undergraduate learners of higher education of all programmes including Business and Commerce, Science, Arts, Social Sciences, Design, Journalism and Mass Communication. The course Environmental Science offers the knowledge to understand how natural world works, environmental and natural processes which affects human community and how human activities and developmental processes affect the environment and natural systems.

Course Objectives

After the completion of this course, the learners will be able to analyze the key component of the environment and its issues. The learners will be familiar with natural processes, changes due to human activities and their impact on human sustainability. The learners will learn to monitor, assess and analyze the environmental degradation for developing conservation strategies for sustainable development.

Specifically, the learners will learn to:

- Acquire awareness and sensitivity to environmental and its allied problems
- Acquire skills for identifying and solving environmental problems
- Find out the environmental problems concerning with human activities and developmental processes
- Understand the strategies for conservation of nature and natural resources and to solve the emerging problems related to environment degradation understand the environmental issues related to business and commerce

Course Contents

Units	Syllabus
1	Introduction Multidisciplinary nature, scope and importance, sustainability and sustainable development. Ecosystems: Concept, structure and function, energy flow, food chain, food webs and ecological succession, examples.
2	Natural Resources (Renewable and Non-renewable Resources) Land resources and land use change, Land degradation, soil erosion and desertification, deforestation. Water: Use and over-exploitation, floods, droughts, conflicts.
3	Energy resources Renewable and non- renewable energy sources, alternate energy sources, growing energy needs, case studies.
4	Biodiversity and Conservation Levels, biogeographic zones, biodiversity patterns and hot spots, India as a mega-biodiversity nation, biodiversity services, Ecosystem Conservation, biodiversity services.
5	Endangered and endemic species

	Threats, conservation
6	Environmental Pollution Type, causes, effects, and controls of Air, Water, Soil and Noise pollution, nuclear hazards and human health risks, fireworks, solid waste management, case studies, Geothermal Energy and Hydroelectric Energy, Tidal Energy, Hydrogen Energy and Wave Energy, Solar Energy and Wind Energy
7	Environmental Policies and Practices Climate change, global warming, ozone layer depletion, acid rain, environment laws, environmental protection acts, international agreements, nature, reserves, tribal populations and rights, human welfare conflicts in Indian context, Environmental Legislation and Environmental Policy.
8	Human Communities and the Environment Human population growth, human health and welfare, resettlement and rehabilitation, case studies
9	Social Issues and the environment: From unsustainable to sustainable development, Urban problems related to energy, Water conservation, rainwater harvesting, watershed management, Marine Pollution, Thermal Pollution
10	Climate change, global warming: Acid rain, ozone layer depletion, waste land reclamation, Air (Prevention and control of pollution) Act, Water (Prevention and control of pollution) Act, Industrial Pollution, Vehicular Pollution
11	Disaster management Environmental ethics, environmental communication and public awareness, case studies, Soil Contamination and Risk Assessment, Soil Reclamation and Conservation, field work and visit.
12	Nature reserves Tribal populations and rights, human wildlife conflicts in Indian context, Monitoring of Noise Pollution, Mitigation Measures of Noise Pollution
13	Women and Child Welfare – Need to protect Women and Child rights, Wasteland Reclamation, Consumerism and Waste Products
14	Environmental Acts - Human Health, Women and Child Welfare, Human Rights and Value Education

Reference Books:

1. Erach Bharucha, Textbook of Environmental Studies for Undergraduate Courses, Universities Press, 3rd Edition, 2021.
2. Anubha Kaushik, C. P. Kaushik, Perspectives in Environmental Studies, New Age International Publishers, 7th Edition, 2023.
3. Benny Joseph, Environmental Studies, McGraw Hill Education, 3rd Edition, 2022.
4. R. Rajagopalan, Environmental Studies: From Crisis to Cure, Oxford University Press, 4th Edition, 2021.
5. M. Anji Reddy, Textbook of Environmental Science and Technology, BS Publications, 2022.
A. K. De, Environmental Chemistry, New Age International Publishers, 2021.
6. P. D. Sharma, Ecology and Environment, Rastogi Publications, 2023.
7. Odum E. P., Gary W. Barrett, Fundamentals of Ecology, Cengage Learning, 2020.

8. S. C. Santra, Environmental Science, New Central Book Agency, 2021.
9. Madhab Chandra Dash, Fundamentals of Ecology, Tata McGraw Hill Education, 2022.

Course Code: DBB2218	Title of the Course: Technology Management
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Course Description

In today's corporate environment, it is essential that leaders and managers understand the term 'technology management' and how it applies to the success and sustainability of a company. There are many strategies used in the business world that play a part in the total success of the company. Planning, organizing, implementing, monitoring, evaluating, staffing—these are all activities that are necessary for the functioning of any organization and maintaining the desired level of success.

Course Objectives

After the completion of this course, learners will be able to gain the required knowledge of technology management which also helps in learning the current technology usage and adoption of newer techniques practiced in organizations.

Specifically, the learners will learn to:

- Explain the concepts of technology and technology management and identify the types of communication.
- Explain the framework for formulating technology strategy.
- Analyze the modes, models and dimensions of technology transfer.
- Discuss the impact of technology on business and society.

Course Contents

Units	Syllabus
1	Introduction to technology management Concept and meaning of technology, Evolution and growth of technology, Role and significance of management of technology
2	Impact of technology Impact of technology on society and business, Forms of technology: process technology and product technology.
3	Competitive advantage through new technologies Product development – from scientific breakthrough to Marketable product, linkage between technology development and competition, managing research and development (R&D), managing intellectual property
4	Technological Forecasting Technology Forecast, Necessity of Technology Forecasting, Role of Technology Forecasting, Classification of Technology Forecasting Approaches, Technological Forecasting Methods, Common Mistakes in Forecasting
5	Technology Strategy Technology Strategy Concept, Technology Strategy and Management, Elements of an accessible Technology Strategy, Need for and Importance of Technology Strategy, Technology Strategy Principles, Technology Strategy Types, Framework for Formulating Technology Strategy, Competitive Advantage, Innovation Management

6	Technology Diffusion and Absorption Technology Adoption, Technology Diffusion, Importance of Technology Diffusion, Different Perspectives of Innovation Diffusion Process, Technology Diffusion Curve, Technology Absorption, Benefits of Technology Absorption, Constraints in Technology Absorption, Issues Involved in the Management of Technology Absorption, Government Initiatives for Technology Absorption, Technology Life Cycle
7	Technology Transfer Technology Transfer, Technology Transfer Process, Issues in Technology Transfer, Models of Technology Transfer, Traditional Technology Transfer Models, Qualitative Technology Transfer Models, Other Models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes/Channels of Technology Transfer, Code of Conduct for Technology Transfer, Government Initiatives for Technology Transfer, Technology Transfer Agreement

Reference Books:

1. V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2021.
2. Burgelman Robert A., Christensen Clayton M., Wheelwright Steven C., Strategic Management of Technology and Innovation, McGraw Hill Education, 7th Edition, 2020.
3. Tarek Khalil, Management of Technology: The Key to Competitiveness and Wealth Creation, McGraw Hill Education, 2021.
4. S. G. Krishnamacharyulu, Lalitha R., Management of Technology, Himalaya Publishing House, 2022.
5. Melissa A. Schilling, Strategic Management of Technological Innovation, McGraw Hill Education, 7th Edition, 2023.
6. Peter F. Drucker, Innovation and Entrepreneurship, Harper Business, 2020.
7. S. P. Rastogi, Management of Technology and Innovation, Taxmann Publications, 2022.
8. Parthasarthy Raghavan, Technology Management: Concepts and Cases, Pearson Education, 2021.
9. Ramakrishna T., Technology Transfer and Management, Atlantic Publishers, 2022.
10. V. Scaria, Technology Management and Transfer, PHI Learning, 2021.

Semester 5

Course Code: DBB3105	Title of the Course: Fundamentals of Business Analytics
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Course Description

This course provides a comprehensive introduction to Business Analytics and its role in modern decision-making. It focuses on the collection, management, classification, and analysis of business data to identify patterns, solve organizational problems, and support strategic decisions. The course covers descriptive, predictive, and prescriptive analytics techniques, along with data mining concepts, market basket analysis, forecasting methods, and contemporary applications of analytics.

in finance, marketing, HR, retail, and supply chain management. Learners will also gain practical exposure to solving business problems using Microsoft Excel, including marketing mix analysis, capital budgeting, and portfolio optimization. By the end of the course, learners will be able to apply analytical tools and techniques for data-driven business decision-making under conditions of certainty and uncertainty.

Course Objectives

After successful completion of this course, learners will be able to:

- Understand the fundamental concepts, processes, and applications of Business Analytics in organizational decision-making.
- Differentiate between analytics, analysis, business intelligence, and data mining, and identify business problems that can be addressed through analytical approaches.
- Collect, manage, preprocess, classify, and transform various types of business data for analytical purposes.
- Apply descriptive, predictive, and prescriptive analytics techniques to analyze business data and support managerial decisions.
- Understand and use data mining concepts, market basket analysis, classification techniques, and forecasting methods in real-world business scenarios.
- Develop analytical and visualization skills using tools such as charts, dashboards, decision trees, regression models, and clustering techniques.
- Use Microsoft Excel to solve practical business problems related to marketing, capital budgeting, and portfolio optimization.
- Evaluate risks, uncertainty, and business scenarios using analytical tools and simulation-based decision-making approaches.
- Analyze contemporary applications of analytics in domains such as finance, HR, marketing, retail, web analytics, and supply chain management.
- Build a data-driven mindset and enhance problem-solving, critical thinking, and managerial decision-making skills through business analytics applications.

Course Content

Units	Syllabus
1	Introduction to Business Analytics Introduction to Analytics, types and Process of business analytics, Analytics v/s Analysis, Business Analytics v/s Business Intelligence Identifying Problems & Opportunities through Data Analytics, Framing a Business Problem as an Analytical Problem.
2	Data Management Data vs Information, Data Types and Sources, Data Collection and Preparation, Data Collection Methods, Data Preprocessing Techniques, Data Cleaning and Transformation.
3	Classification of Data Types of Data, Categorical and Numerical Data, Application of Categorical and Numerical Data, Challenges and Best Practices in handling Categorical and Numerical Data.

4	Introduction to Data Mining Introduction to Data Mining, Data Mining Process, Supervised & Unsupervised Learning, Big Data Analytics, Challenges and Opportunities, Tools and Platform.
5	Market Basket Analysis Introduction to Market Basket Analysis, Association Rules in Market Basket Analysis, Metrics in Market Basket Analysis: Support, Confidence, and Lift, Understanding Support, Confidence, and Lift with Example, Importance and Applications of Market Basket Analysis.
6	Classification Techniques Introduction, Decision trees, K-Nearest Neighbors (k-NN), Comparing Decision Trees and k-NN, Regression Trees – Introduction, CART (classification and regression trees), RANDOM Forest, Decision Modelling, Decision Trees for Decision Making
7	Descriptive Analytics Tools and Techniques Concept of Descriptive Analytics, Meaning, Nature, Importance and Applications, Data Analysis, Data visualization, Visualization techniques, Tables, Charts, Cross-tabulations, Dash boards.
8	Predictive Analytics Tools & Techniques Concept of Predictive Analytics, Linear Regression, Factor Analysis, Cluster Analysis.
9	Time Series Forecasting Prescriptive Analytics Decision tree analysis –Risk Analytics – Text Analytics – Web Analytics.
10	Contemporary Analytics Financial Analytics, HR Analytics, Marketing Analytics, Customer Analytics, Retail Analytics, Web and Social Media Analytics and Supply Chain and Logistics Analytics.
11	Use of Excel to solve business problems- Marketing mix
12	Use of Excel to solve business problems- Capital Budgeting
13	Use of Excel to solve business problems- Portfolio Optimization
14	Decision Making under Uncertainty Introduction, Risk Analysis and Management, Scenario Analysis and Simulation, Case Study in Business Analytics.

Reference Books:

1. Data Science for Business, Provost and Fawcett: O'Reilly
2. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley
3. Management Science: The Art of Modeling with Spreadsheets, Powell and Baker: Wiley
4. Data Analytics Made Accessible by Anil Maheshwari, 2023 edition.
5. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann (2020), Business Analytics, Cengage Learning.
6. Fundamentals of Business Analytics by R. N. Prasad and Seema Acharya, Latest Edition
7. Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley, 2012

Course Code: DBB3106	Title of the Course: International Business Management
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Course Description

International Business Management is a multidisciplinary area of study that focuses on the strategies and operations of businesses that operate on a global scale. It involves understanding the unique challenges and opportunities associated with conducting business across different countries and cultures. Along with that it also provide insight of global logistics and supply chain.

Course Objectives

On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the learners will learn to:

- To be equipped with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate
- To gain knowledge in international logistics and supply chain management.
- To be aware of the global business environment and its impacts on businesses
- To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- To analyze the principle of international business and strategies adopted by firms to expand globally

Course Contents

Units	Syllabus
1	Introduction to International Business: Introduction, Elements of International Business, Globalization
2	International Trade theories and their application: Introduction, Reasons And Relevance Of International Trade, Theories Of International Trade- Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher- Ohlin Theory, Product Life Cycle Theory And Porter's Diamond Model
3	International Business Environment: Introduction, Economic Environment, Political Environment, Demographic Environment, Legal Environment
4	Culture and International Business: Introduction, Meaning of Culture, Country Culture, Culture in an International Business Organization
5	International Marketing: Introduction, Scanning International Markets, Modes Of Entering Into Potential Markets, Global Marketing Strategies, Branding For International Markets
6	Manufacturing Contract: Nearshoring, Turnkey projects. Globalization/ MNCs and International Business International Marketing Intelligence Foreign Trade, Process.

7	The Role of Logistics in Global Supply Chain Management: Introduction, The Context of Global Business Environment, Strategic Approaches to Global SCM, The Coordinating Roles of Global Logistics in SCM, Global Supply Chain Collaboration
8	Logistics in Different Parts of the World: Understanding Cultural Differences, Logistical Development in Different Nations, Trade Blocks
9	International Strategic Management: Introduction, Strategic Management, Strategic Planning, Strategic Management Process
10	Foreign Investments- Types and Motives: Foreign Investments, Types Of Foreign Investments, Motives
11	Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements
12	Global trade institutions: Introduction, World Trade Organization (WTO), International Labour Organization (ILO), Balance Of Trade And Balance Of Payments
13	Global Sourcing and Indian Industries structure: Introduction, Concept Of Global Sourcing, Reasons For Global Sourcing, Advantages And Disadvantages, Challenges For Indian Businesses
14	Ethics in International Business: Introduction, Business Ethics Factors, International Business And Ethics, National Differences In Ethics, Corporate Governance, Code Of Conduct For Mncs

Reference Books:

1. K. Aswathappa, "International Business", 7th Edition, McGraw Hill Education, 2020.
2. D. D. Chaturvedi, R. Kaur and D. Jindal, "International Business", Sultan Chand and Sons, Latest Edition, 2021.
3. G.S. Subashini and L. Bala, "International Business Management", Charulata Publication, 2019
4. A. Nag, "International Business: Concept, Analysis and Strategy", Atlantic Publishers and Distributors Pvt Ltd, 2021

Course Code- DBB31H1	Title of the Course: Industrial Relations & Labour Laws
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Course Description

This course provides a comprehensive understanding of Industrial Relations and Labour Legislations in India. It focuses on the relationship between employers, employees, trade unions, and the government within the industrial environment. The course examines the legal framework governing industrial relations, trade unions, industrial disputes, wages, social security, employee welfare, compensation, and working conditions. Learners will gain knowledge of important labour laws such as the Trade Union Act, Industrial Disputes Act, Factories Act, Minimum Wages Act, Employees' State Insurance Act, Provident Fund Act, Payment of Bonus Act, Payment of Gratuity Act, and Contract Labour Act. The course also emphasizes dispute resolution mechanisms, workers' rights, employer obligations, and the importance of maintaining healthy industrial relations for organizational effectiveness and social justice.

Course Objectives:

After successful completion of this course, learners will be able to:

- Understand the concepts, significance, and components of Industrial Relations in organizations.
- Explain the role of employers, employees, trade unions, and government in maintaining industrial harmony.
- Analyze the provisions and applications of major labour laws and social security legislations in India.
- Understand the legal framework related to trade unions, industrial disputes, wages, compensation, and employee welfare.
- Examine dispute resolution mechanisms and their role in reducing industrial conflicts.
- Interpret the rights, duties, and responsibilities of employers and employees under various labour legislations.
- Evaluate workplace welfare, safety, health, and social security measures provided under labour laws.
- Develop awareness regarding ethical labour practices, employee protection, and statutory compliance in organizations.
- Apply labour law concepts to practical industrial and organizational situations.
- Enhance managerial and legal understanding required for effective human resource and industrial relations management.

Course Contents

Units	Syllabus
1	Industrial Relations Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Actors involved in the Industrial Relations System.
2	Trade Union Act, 1926

	Introduction, Concept of Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade Unions, Trade Unions in India
3	Industrial Disputes Act, 1947 Classification and Impact of Industrial Disputes, Dispute Resolution.
4	Factories Act, 1948 Objective and Scope of the Act, Measures to be taken by factories for Health, Safety and Welfare of Workers.
5	Minimum Wages Act, 1948 Objective and Scope of the Act, Application and Major Provisions of the Act.
6	Payment of Wages Act, 1936 Objective and Scope of the Act, Definition of Wages, Employed Person and Employer as per the Act, Deductions from the wages of an employee.
7	Equal Remuneration Act, 1976 Introduction, Objective and Scope
8	Employees' State Insurance Act, 1948 Introduction, Objective and Scope
9	Employees' Provident Funds and Miscellaneous Provisions Act, 1952 Introduction, Objective and Scope
10	Payment of Bonus Act, 1965 Introduction, Objective and Scope
11	Payment of Gratuity Act, 1972 Introduction, Objective and Scope
12	Workmen's Compensation Act, 1923 Introduction, Objective and Scope
13	Contract Labour (Regulation and Abolition) Act, 1970 Introduction, Objective and Scope
14	Industrial Employment (Standing Orders) Act, 1946 Introduction, Objective and Scope

Reference Books:

1. P. L. Malik, Industrial Law, Eastern Book Company, 2023.
2. S. N. Mishra, Labour and Industrial Laws, Central Law Publications, 2022.
3. O. P. Malhotra, The Law of Industrial Disputes, Universal Law Publishing, 2021.
4. V. G. Goswami, Labour and Industrial Laws, Central Law Agency, 2022.
5. P. C. Tripathi, Personnel Management and Industrial Relations, Sultan Chand & Sons, 2021.
6. B. Mamoria, Satish Mamoria, S. V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, 2022.
7. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, 2023.
8. Taxmann Editorial Board, Labour Laws, Taxmann Publications, 2023.
9. D. Singh, Labour Laws for Managers, Excel Books, 2022.

Course Code: DBB31H2	Title of the Course: Compensation Management
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Course Description

Compensation Management extensively explores how organizations strategies, implement, and oversee compensation systems to incentivise employees, attract top talent, and accomplish strategic objectives. This course typically integrates theoretical foundations with practical applications centred on compensation structures, legal considerations, and the psychology of reward systems. Below is an illustrative course description.

Course Objectives

On completion of this **Compensation Management** course, learners will be equipped with a comprehensive understanding of the key principles and practices involved in managing compensation systems within organizations. Learners will also gain insights into the complexities of legal and ethical considerations surrounding compensation practices. Specifically, the learners will learn to:

- Recognize how pay decisions help the organisation achieve a competitive advantage
- Identify the internal and external environmental factors that have an impact on the pay structure of an organisation
- Analyse, integrate, and apply the knowledge to solve compensation-related problems in organisations
- Demonstrate comprehension by constructing a compensation system
- Design rational and contemporary compensation systems for modern organizations

Course Contents

Units	Syllabus
1	Introduction to the Compensation Management Introduction, Definition, Objectives, Nature and Types of Compensation, Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues.
2	Compensation Structure Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency-based Compensation (Broad pay bands and 360-degree feedback), Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies
3	Wages & Salary Administration

	Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration
4	Compensation Theories Theories of Compensation: Expectancy Theory, Equity theory and Agency theory. Factors Influencing Employee Compensation: Internal factors and External factors.
5	Job Evaluation Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation
6	Incentives Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans
7	Benefits Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long-term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package
8	Performance Linked Compensation Performance Philosophies Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity
9	Managerial Remuneration Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards
10	Rewards & Recognition Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy
11	International Compensation Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

Reference Books:

1. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 11th Edition, 2021.
2. Milkovich George T., Newman Jerry M., Gerhart Barry, Compensation, McGraw Hill Education, 14th Edition, 2023.

3. D. Singh, Compensation and Reward Management, Excel Books, 2022.
4. Tapomoy Deb, Compensation Management: Text and Cases, Excel Books, 2021.
5. K. Aswathappa, Human Resource and Personnel Management, McGraw Hill Education, 2022.
6. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson Education, 11th Edition, 2020.
7. Michael Armstrong, Duncan Brown, Armstrong's Handbook of Reward Management Practice, Kogan Page, 2022.
8. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 2021.
9. B. Mamoria, S. V. Gankar, Personnel Management and Industrial Relations, Himalaya Publishing House, 2022.
10. Sarma A. M., Understanding Wage and Salary Administration, Himalaya Publishing House, 2021.

Course Code: DBB31H3	Title of the Course: Human Resource Planning & Development
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Course Description

The Human Resource Planning and Development course provides a thorough exploration of the strategies and practices involved in forecasting human resource needs and developing employees to meet organizational goals. This course covers the full spectrum of HR planning, from assessing current workforce capabilities to predicting future talent requirements and addressing skill gaps. Learners will gain a deep understanding of how to align HR plans with business strategies, ensuring that the organization has the right people with the right skills at the right time.

Course Objectives

On completion of this course, learners will be able to

- Analyse the theory and concepts of Manpower planning
- Identify the evolution of Manpower planning throughout the organization
- Relate and apply models and methods used in forecasting
- Describe the applications of a human resources information system
- Evaluate the organization's planning program

Course Contents

Units	Syllabus
1	Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower

	Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives
2	Manpower Forecasting Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting, Approaches to HRP: Social Demand Approach, Rate of Return Approach and Manpower Requirement.
3	Role of Human Resource in Manpower Planning Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Requisite Inputs Provided by HR for Orientation and Five Steps of Manpower Planning, Role of HR in Strategic Workforce Planning, Functions of HR in Manpower Planning for Organisational Success
4	Developing a Manpower Plan Introduction, developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan, Running Enterprises With No Major Expansion Plan, Running Enterprises with Major Expansion Plans for Expansion, Modernisation, Diversification etc., Challenges of Manpower Planning Formulation Related to Old and New Enterprise
5	Sourcing & Recruitment Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy,
6	Selection Tests Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interview and Its Types, Interview Process and Interview Questions, Final stages
7	Induction Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training, Induction Checklist, Essential Elements, Sample of Good Induction, Induction Process- Steps, Stages and Induction Programme
8	Training Concept of Training, Training Needs Analysis, Training Program Design & Training Evaluation Models, Recent Trends in HR Training Programs in India. Talent Development: Introduction, Policies and approaches, Organizational Training, Job Analysis, Job Description and Job Specification, Skills Analysis, Skill Inventory and It's Approaches, Performance Appraisals and Its Types, Manpower Inventory including Quantitative and Qualitative Aspects, Quantitative Determination of Human Resource Requirements- Work Study

9	Human Resource Development (HRD): Difference between HRM and HRD, Assessing need for HRD, Designing and Developing Effective HRD Programs, Implementing HRD Programs, Evaluating Effectiveness of HRD Programs, HRD Mechanisms, Processes and Outcomes, HRD Matrix, HRD and its Interventions, Roles and Competencies of HRD Professionals, Challenges and Practices of HRD in India.
10	Employee Turnover Introduction: Employee turnover – causes and remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release, Types and Factors Affecting Employee Turnover, Introduction to Employee Retention and Its Cost to Organisation, Employee Retention- Its Pros and Cons, Meaning of Retention Rate and Various Strategies to Retain Employees, Key Drivers of Employee Retention
11	Recent Trends in Manpower Development and Planning Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning, Ways to Adopt Emerging Trends and Overcome Challenges, Job Clarity, Job Enrichment and Job Enlargement, Recent Trends in Organisation Structuring

Reference Books:

1. Gary Dessler, Human Resource Management, Pearson Education, 16th Edition, 2023.
2. K. Aswathappa, Human Resource Management: Text and Cases, McGraw Hill Education, 2022.
3. P. Subba Rao, Human Resource Management and Industrial Relations, Himalaya Publishing House, 2021.
4. V. S. P. Rao, Human Resource Management: Text and Cases, Excel Books, 2023.
5. B. Mamoria, S. V. Gankar, Personnel Management and Human Resource Management, Himalaya Publishing House, 2022.
6. Biswajeet Pattanayak, Human Resource Management, PHI Learning, 2022.
7. R. Wayne Mondy, Joseph J. Martocchio, Human Resource Management, Pearson Education, 15th Edition, 2021.
8. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publications, 2021.
9. Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Management, Wiley India, 2022.
10. Bohlander George, Snell Scott, Principles of Human Resource Management, Cengage Learning, 2021.

Course Code: DBB31M1	Title of the Course: International Marketing
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Course Description

International Marketing would prepare the learner for a fulfilling career in business management. Marketing is no longer confined to domestic boundaries. Companies now realize the role and requirement of international markets. The international business environment is undergoing a series of fundamental and far reaching economic, social, technological and geo-political changes.

Course Objectives

After completion of this course, learners will be able to familiarize themselves with the marketing strategies to be undertaken for success in overseas markets.

Specifically, the learners will learn to:

- Define the meaning of international marketing
- Explain the different indicators which influence the international business
- Analyse the implication of legal environment on international business
- Describe various modes of market entry in international business
- To be able to analyse an organization's ability to enter and compete in international markets.

Course Contents

Units	Syllabus
1	Introduction to International Marketing Introduction, Meaning of International Marketing, Domestic Marketing Vs. International Marketing, Multinational Corporations and Global Corporations, Major Reasons for Entering International Markets, Opportunities & Challenges in International Marketing, Barriers.
2	International Marketing Environment EPRG Framework (Ethnocentric, Polycentric, Regio Centric, And Geocentric Framework), Implication of Culture; Political and Legal Environment on International Marketing.
3	International Trade Theories Basics of International Trade, Trade theories - Mercantilism, Adam Smith's theory of absolute advantage, David Ricardo's theory of comparative advantage Heckscher - Ohlin theory, The product life cycle theory of Raymond Vernon, New trade theory, Michael Porter's national competitive advantage theory or Porter's diamond model, Protectionism and Arguments for and Against of Protectionism Trade Policy, Free Trade Policy and Liberalization
4	Market Research and Information Systems for International Markets Need for marketing research, Sources of Information, Primary research, Secondary research, Sampling, Basic methods of data collection, Analysis and Measurement, International Sources of Information, International Communication, Introduction and Factors Affecting the Selection of Global Market Entry Strategies, Introduce the Concept of Global Communications and Its Importance
5	Global Marketing Mix

	Product, Price, Place, Promotion. International Product Decision: Development Decisions, Product Positioning, Black Market, Gray Market, Product Standardization and Product Adaptation, Overview of Branding and Packaging in International Market.
6	Market Entry Strategies Market Entry strategies, Foreign Direct Investment, Exporting and Importing, Licensing, Joint Venture, Mergers and Acquisitions, Strategic Alliances, Franchising, Contract Manufacture, Consignment Sales, Strategic Marketing, Modes of Entry in Global Market
7	International Product decisions Product Development, Product diversification, Product customization (Standardization versus Adaptation), Global products, Global Product Planning, Concept of Branding, Branding decisions, Packaging, Marketing of Services, Global Media Decisions, Factors and Types of Media
8	Distribution Management Meaning of distribution, Direct and Indirect selling channels, Channel development, Channel decisions, Physical Distribution, Modes of Transportation, Clearing and Forwarding, ERP, SCM, Licensing and Franchising, Tariff Barriers, Non-Tariff Barriers
9	International Channel Decisions Importance And Role of Channel Decision, Direct and Indirect Selling, Role of Foreign Exchange and Currency Equilibrium in International Market. Dumping, Transfer Pricing.
10	International sales Promotion Personal Selling, Publicity, Sales promotion, Trade Fairs, Sales force automation, International Promotion Mix, International Promotion Strategies, Challenges for International Business Promotion
11	Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical consideration in International Marketing and Marketing Communications

Reference Books:

1. Michael R. Czinkota and Ilkka A. Ronkainen, "International Marketing", Thomson South-Western, 8th Edition, 2022
2. Francis Cherunilam, "International Marketing: Text and Cases", Himalayan Publishing House, 2016
3. Phillip R. Cateora, R. Bruce Money, Mary C. Gilly and John L. Graham, "International Marketing", McGraw-Hill, Eighteenth edition, 2019
4. Masaaki, Kotabe, K. Helsen and P. Maheshwari, "International Marketing 8e, An Indian Adaptation", Wiley, 2021
5. Garima Bansal, "International Marketing", Mahavir Books, 2024
6. International Business: Text and Cases, F. Cherunilam, Prentice Hall India
7. International Business, K. Aswathappa, Tata McGraw Hill

Course Code: DBB31M2	Title of the Course: Consumer Behaviour
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Course Description

The course of Consumer Behaviour equips learners with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour-oriented marketing strategies. It helps in determining the variables that influence consumer purchase behaviour in the marketplace and thus helps in designing marketing strategies and marketing mix of the product offering.

Course Objectives

- To understand consumer behaviour in an informed and systematic way
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making
- To be able to design and evaluate marketing strategies based on fundamentals of consumer buying behaviour.

Course Contents

Units	Syllabus
1	Introduction to Consumer Behaviour Definition, Scope, Consumer Decision Making Process, Consumer Behaviour and Its Applications in Marketing, Factors Affecting Consumer Behavior. Individual Determinants of Consumer Behaviour-
2	Marketing Segmentation, Targeting and Positioning Introduction, Requirements and Basis of Market Segmentation, Requirements for Effective Segmentation, Introduction to Targeting, Targeting Strategies, Product positioning and positioning strategy, Positioning approaches and Positioning errors, Steps in Product Positioning, Positioning Strategy.
3	Personality Nature and importance of Personality, Personality Traits, Theories of Personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images
4	Perception Elements of Perception, Perceptual Selection, Perceptual Organization and Perceptual Interpretation, Consumer Imagery. Perceived Product and Service Quality, Consumer Risk Perceptions.
5	Learning Elements, Conditioning, Instrumental Conditioning, Observational Learning. Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process
6	Attitude Tri Component Attitude, Changing the Motivational, Functions of Attitudes and Lifestyle. Learning Attitudes, Changing Attitudes, Attitude Change Strategies.

7	Consumer Behaviour and Marketing Communications Introduction, Marketing Communication Flow, Integrated Marketing Communication.
8	External Influences on Consumer Behaviour Introduction and Nature of Social Class, Social Class Categories, Types of Reference Groups, Nature and Influences of Reference Groups, Opinion Leadership, Cultural Influences on Consumer Behaviour.
9	Models Of Consumer Behaviour The Howard Sheth Model of Buying Behaviour, The Nicosia Model, The Engel - Kollat - Blackwell Model, Engel, Blackwell and Miniard (EBM) Model.
10	Diffusion of Innovation Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion, Elements and Market Implications of Consumer Adoption Process
11	Consumer Decision-making Process Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour, Schiffman and Kanuks Model of Consumer Decision Making, Customer Satisfaction and Dissatisfaction, Cognitive Dissonance and Consumer Complaint Behaviour

Reference Books:

1. G. Leon, Schiffman and L. J. Wisenblit and S. Ramesh, "Consumer Behaviour", 12th Edition, Pearson Publication, 2019
2. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases), 2nd Edition, Pearson Education, 2017
3. R. M. Solomon and T. K. Panda, "Consumer Behavior-Buying, Having and Being, 13th Edition, Pearson Publication, 2020
4. Mothersbaugh, Hawkins, S. B. Kleiser and M. Mookerjee, "Consumer Behavior: Building Marketing Strategy", 14th Edition, McGraw Hill Publication, 2022
5. Consumer Behaviour, Schiffman, Kanauk and R. Kumar, Pearson
6. Consumer Behaviour: Buying, Having and Being, Solomon, R. Michael, Prentice Hall India

Course Code: DBB31M3	Title of the Course: Digital Marketing
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Course Description

Digital Marketing is the strategic use of online platforms and technologies to promote products, services, and brands. This course covers key concepts and practical techniques to create impactful digital marketing campaigns, including search engine optimization (SEO), content marketing, social media strategy, pay-per-click (PPC) advertising, and email marketing. Learners will learn to analyze consumer behavior, leverage data-driven insights, and measure campaign performance using analytics tools. Additionally, the course explores the importance of user experience, mobile optimization, and current trends like influencer marketing and video content.

Course Objectives

After successful completion of this course, learners will be able to:

1. Understand the concepts, scope, and importance of digital marketing in the modern business environment.
2. Analyze the impact of internet technologies and digital platforms on marketing practices and consumer behavior.
3. Understand various digital marketing channels including social media, online advertising, e-marketing, and e-commerce platforms.
4. Apply online marketing mix strategies involving e-product, e-price, e-place, and e-promotion.
5. Develop and evaluate digital marketing strategies and campaign plans for business organizations.
6. Understand customer engagement techniques through content marketing, inbound marketing, viral marketing, and co-creation.
7. Analyze the role of social media analytics, web analytics, and key performance indicators (KPIs) in measuring campaign effectiveness.
8. Understand branding concepts in the digital environment, including cyber branding and consumer brand emotions.

Course Contents

Units	Syllabus
1	Marketing in the Digital Era and E-Marketing Introduction, Internet and Business, Changing Marketing Landscape, Strengths and Applications, Types of digital marketing.
2	E-marketing and CRM Introduction, Developing E-marketing Solutions, CRM Tools & Platforms, Personalization & Customer Experience
3	Online Marketing Mix E-product, E-price, E-place, E-promotion, Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing

4	Digital Eco-System , Digital Paradigm, The Web and The Consumer Decision-Making Process
5	Business Drivers in the Virtual World and Social Media Digital Transformation as a Business Driver, Social Media as a Strategic Business Tool Social Media Model by McKinsey
6	Social Media Analytics and Social Media Tools Key Metrics and KPIs, Sentiment Analysis, Audience Insights and Segmentation, Social Media Reporting & Dashboards, Social Media Analytics Tools, Social Media Management Tools
7	Viral Marketing and Inbound Marketing and Co-creation , Building Consumer Engagement through Content Management
8	Brand Consumer Centricity , Brands and Emotions and Consumer Brand Emotion, Online Branding : Concept, Cyber Branding
9	E-Commerce Online Marketplaces, E-procurement, E-commerce Applications
10	Digital Marketing Strategy Digital Marketing Strategy Roadmap. Digital Marketing Campaign Management: Basic Elements, Implementing Intent-based Campaigns, Implementing
11	Digital Marketing Campaign Management and Web Analytics : Campaign Planning Process, Understanding KPI's, Creative Strategy & Content Development, Campaign Performance Tracking, Introduction to Web Analytics, Key Web Metrics

Reference Books:

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.
2. Vandana Ahuja, Digital Marketing, Oxford university press.
3. Patukale, Vinayak, Digital Marketing, Tech Some.
4. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.

Course Code: DBB31F1	Title of the Course: Financial Statement Analysis and Reporting
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Course Description

This course is designed to build and strengthen your ability to correctly interpret financial statements and their accompanying disclosures and use them to assess a company's value. Emphasis will be placed on the interpretability and understandability of financial and business communications. The course will emphasize the interpretation, evaluation, and application of financial accounting concepts and theory.

Course Objectives

On completion of this course, learners will be able to understand the Indian Financial System and will be able to get acquainted with the pillars and practices of Indian Financial System.

Specifically, the learners will learn to:

- Have a framework for analysing a business.
- Become familiar with the organization and disclosure of information reported and the notes to the financial statements.
- Be proficient at calculating and interpreting financial ratios.
- Have a framework for forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.
- Be able to read and critically evaluate financial analyst reports on publicly listed companies.

Course Contents

Units	Syllabus
1	Financial Reporting Concept and Principles, Need and Characteristics of useful Financial Information, Regulatory Framework in India (for Single Entities, Partnership Firms and Companies).
2	Reporting through Published Accounts Meaning, Types and Instruments, Study of Specialised, Not-for-Profit, and Public Sector Entities, Regulatory Framework in India
3	Groups and Consolidated Financial Statements: Concepts and Principles; Comparative Statements — Common-size Statements — Trend Analysis – Limitations of Financial Analysis (Including Problems).
4	Financial Reporting: Context and Purpose; Scope and Objectives of Financial Statements for External Reporting, Users and stakeholders' needs, Duties and Liabilities of Reporting Authorities.
5	Financial Information The Qualitative Characteristics of Financial Information, Accounting for transactions in financial statements, Limitations of Financial Information.
6	Accounting for Transactions

	Tangible Non-current assets, Intangible Assets, Impairment of assets, Inventory and Biological Assets.
7	Financial Instruments Concept & Features, Leasing, Provisions and events after the reporting period, Online Reporting process.
8	Taxation Basic Concept & Features, Types of Taxes, Innovation in Taxation in India.
9	Reporting Financial Performance Revenue, Government Grants, Analysing and Interpreting financial statements, Limitations of Financial Statements.
10	Ratio-Analysis Calculation and Interpretation of Accounting Ratios and trends to address users and stakeholders needs, Limitations of Interpretation Techniques.
11	Techniques for Interpreting Financial Statements Identifying Trends and Patterns in Financial Data, Cash-Flow Analysis.

Reference Books:

1. S. N. Maheshwari, S. K. Maheshwari, Corporate Accounting, Vikas Publishing House, 2023.
2. M. C. Shukla, T. S. Grewal, S. C. Gupta, Advanced Accounts, S. Chand Publishing, 2022.
3. Jain S. P., Narang K. L., Advanced Accountancy, Kalyani Publishers, 2023.
4. P. C. Tulsian, Bharat Tulsian, Financial Reporting, Analysis and Corporate Governance, S. Chand Publishing, 2021.
5. Charles H. Gibson, Financial Reporting and Analysis, Cengage Learning, 14th Edition, 2022.
6. Ambrish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson Education, 2021.
7. Elliott Barry, Elliott Jamie, Financial Accounting and Reporting, Pearson Education, 19th Edition, 2023.
8. R. L. Gupta, M. Radhaswamy, Advanced Accountancy, Sultan Chand & Sons, 2022.
9. Kieso Donald E., Weygandt Jerry J., Warfield Terry D., Intermediate Accounting, Wiley India, 2021.
10. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, 2022.

Course Code- DBB31F2	Title of the Course: Security Analysis And Portfolio Management
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Course Description

This course focuses on the techniques used to evaluate and manage investment portfolios effectively. It covers the principles of security analysis, including how to assess stocks, bonds, and other investment instruments. Learners will learn how to use both fundamental and technical analysis to make informed investment decisions. The course also explores portfolio management strategies, risk management, asset allocation, and performance evaluation.

Course Objectives

After successful completion of this course, learners will be able to:

1. Understand the concepts, objectives, and importance of investment and security markets in the financial system.
2. Identify different investment alternatives, investment constraints, and common mistakes in investment management.
3. Analyze the concepts of risk and return and evaluate various sources and types of investment risk.
4. Apply diversification and hedging techniques for managing investment risk and optimizing returns.
5. Understand the valuation and yield analysis of bonds and examine the relationship between bond prices and yields.
6. Evaluate equity shares using different valuation approaches such as Dividend Discount Model (DDM), P/E Ratio Model, and Free Cash Flow Valuation Approach.
7. Apply fundamental and technical analysis techniques for investment decision-making.
8. Examine the concepts and theories related to portfolio management and capital market behavior.
9. Analyze portfolio risk and return using Markowitz Model, CAPM, CML, SML, Sharpe Index Model, and Arbitrage Pricing Theory (APT).

Course Contents

Unit	Syllabus
1	Investment Scenario & Security Markets Concept of Investment, Investment Objectives and Constraints, Security and Non-Security Forms of Investment. common mistakes made in investment management.
2	Risk and Return Concepts of risk and return, Types and Sources of Risks, Risk Aversion, Diversification and Hedging, how risk is measured in terms of standard deviation and variance, the relationship between risk and return.
3	Bonds and Valuation Introduction, Types of Bonds, Valuation of Bonds, Bond Yields, Bond Price-Yield Relationship.
4	Equity Analysis Measurement of Return and Risk of Equity Shares, Approaches to Equity Analysis, Equity Valuation Models (DDM, P/E Ratio Model and Free Cash Flow Valuation Approach)
5	Fundamental Analysis Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis
6	Technical Analysis

	Tools of technical analysis, important chart formations or price patterns and technical indicators, Efficient Market Hypothesis
7	Portfolio Management Introduction, Investment Process-Definition of Investments, Investment Categories.
8	Capital Market Theory CAPM, CML-Application of Security Market Line, APT.
9	Portfolio Analysis Portfolio Risk and Return, Markowitz Risk Return Optimization, Single Index Model-Sharpe Index Model-Portfolio Beta
10	Portfolio Evaluation Model (Sharpe, Treynor, Jensen Alpha)
11	Portfolio Revision: Active and Passive Strategies

Reference Books:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education, 6th Edition, 2021.
2. V. K. Bhalla, Investment Management: Security Analysis and Portfolio Management, S. Chand Publishing, 2022.
3. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management, Pearson Education, 7th Edition, 2021.
4. Reilly Frank K., Brown Keith C., Investment Analysis and Portfolio Management, Cengage Learning, 11th Edition, 2023.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 2022.
6. S. Kevin, Security Analysis and Portfolio Management, PHI Learning, 2021.
7. Haim Levy, Investments, Pearson Education, 2020.
8. Zvi Bodie, Alex Kane, Alan J. Marcus, Investments, McGraw Hill Education, 12th Edition, 2022.
9. Sharpe William F., Alexander Gordon J., Bailey Jeffery V., Investments, Pearson Education, 2021.
10. Avadhani V. A., Investment and Securities Markets in India, Himalaya Publishing House, 2022.

Course Code: DBB31F3	Title of the Course: Personal Financial Planning
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Course Description

This course will help learners organize their financial lives by learning and implementing selected principles of accounting, finance, and management. The course will address value and risk determination by dealing specifically with the analysis of one's financial status, goal setting and planning, and decision making. Risk analysis, savings and investment principles, taxes, debt management, retirement, and estate considerations are areas which guide the financial management of individuals and businesses alike.

Course Objectives

On completion of this course, learners will be able to understand the Indian Financial System and will be able to get acquainted with the pillars and practices of Indian Financial System.

Specifically, the learner will be able:

1. To identify the process of financial planning and its implementation related to individual
2. To understand the effects of the economic, social, political, and technological environment on financial planning.
3. To learn the concepts related to risk assessment and insurance planning for clients.
4. To know the importance of retirement planning and to learn about evaluating clients' financial positions.

Units	Syllabus
1	Financial Planning Financial Goals, Concept & Need for Personal Financial Planning, Misconceptions.
2	Process and Factors Affecting Steps of Personal Financial Planning; Macroeconomic Factors Influencing Personal Financial Planning.
3	Financial Statements Income and Expenditure Statement, Balance Sheet, Budget. Principles of Good Financial Planning.
4	Investor Profiling Meaning, Objectives, Components, Investor's Life Cycle. Financial Goals of Investors: Short Term, Medium Term & Long Term.
5	Risk Factor Risk Appetite, Risk Profiling - Aggressive, Moderate & Conservative. Investment Planning: The Concept of Time Value of Money and its Application in Financial Planning.
6	Investment Avenues Banking Products, Equity Shares, Debt Market, Real Estate, Mutual Funds, ETFs etc.
7	Risk Management and Insurance Various Insurance Policies and Strategies for General Insurance.

8	Insurance Types Life Insurance, Motor Insurance, Medical Insurance, Property Insurance – Basic Principles, Types of Exposure to Risks - Principle of Indemnity and Coinsurance.
9	Personal Tax Planning Basics of Tax Assessment for an Individual, New and Old Tax Regimes, Deductions and Reliefs available to an Individual, Fundamental Objectives of Tax Planning.
10	Retirement Planning Need, Analysis and Techniques of Retirement; Development of Retirement Plan.
11	Retirement Schemes Available in India Retirement Schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Pension Plans and Post- retirement Counselling.

Reference Books:

1. Indian Institute of Banking and Finance (IIBF), Introduction to Financial Planning, Taxmann Publications, 2023.
2. Madura Jeff, Personal Finance, Pearson Education, 7th Edition, 2022.
3. Kapoor Jack R., Dlabay Les R., Hughes Robert J., Personal Finance, McGraw Hill Education, 14th Edition, 2021.
4. Gitman Lawrence J., Joehnk Michael D., Billingsley Randall, Personal Financial Planning, Cengage Learning, 15th Edition, 2022.
5. S. K. Poddar, Personal Financial Planning, Bharat Law House, 2021.
6. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education, 2021.
7. M. Y. Khan, P. K. Jain, Financial Services, McGraw Hill Education, 2022.
8. Taxmann Editorial Board, Income Tax Rules and Planning for Individuals, Taxmann Publications, 2023.
9. V. K. Bhalla, Investment Management: Security Analysis and Portfolio Management, S. Chand Publishing, 2022.

Course Code: DBB31E1	Title of the Course: Psychological Aspects of Entrepreneurs
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Course Description

The course explores how psychology shapes entrepreneurial behaviour, decision-making, and resilience. It examines emotional intelligence, stress management, and the influence of individual differences on entrepreneurial success, equipping future entrepreneurs with psychological tools for effective leadership and growth.

Course Objectives

- Understand fundamental psychological concepts and their impact on entrepreneurial behavior.
- Analyze the role of emotions in entrepreneurial decision-making and resilience.
- Develop strategies for managing stress and promoting mental well-being in entrepreneurial settings.
- Explore the influence of individual differences and emotional intelligence on business success.
- Cultivate a growth mindset and adaptability to thrive amidst entrepreneurial challenges.

Course Contents

Units	Syllabus
1	Introduction to Psychology Definition and concept of psychology, Understanding mind and behaviour, Evolution of psychology and its relevance to entrepreneurship, Influence of psychology on entrepreneurial thinking and decision-making
2	The Entrepreneurial Mindset Psychology in everyday life, Application of psychology in entrepreneurial success and challenges, Psychology to understand entrepreneurial behaviour and resilience
3	Emotions in Entrepreneurship Nature of emotions and their impact on entrepreneurial actions, Physiological, cognitive, and cultural bases of emotions in business settings, Role of emotions in decision-making, risk-taking, and leadership
4	Emotional Management in an Entrepreneurial Context Expression and management of emotions in professional settings, Enhancing positive emotions (happiness, optimism) to foster innovation and creativity, Managing negative emotions (anger, fear) to prevent burnout and impulsive decisions
5	Individual Differences in Entrepreneurial Success Individual differences in human functioning and personality traits among entrepreneurs, Assessment of psychological attributes beneficial for entrepreneurial roles, Characteristics such as resilience, adaptability, and risk tolerance
6	Intelligence and Emotional Intelligence in Entrepreneurship

	Individual differences in intelligence and their impact on problem-solving and innovation, The Role of emotional intelligence in leadership, team management, and networking, Developing emotional intelligence to enhance business interactions and negotiations
7	Entrepreneurial Challenges and Stress Understanding the nature, types, and sources of stress in entrepreneurship, The Effects of stress on psychological functioning, decision-making, and health, Strategies for coping with stress and promoting mental health for sustainable growth.
8	Building Positive Health and Well-being for Entrepreneurs Promoting physical and mental health in high-stress entrepreneurial environments, Importance of self-care, mindfulness, and work-life balance in entrepreneurship, and Psychological tools for maintaining resilience and optimism through business challenges.
9	Entrepreneurial Behavior and the Human-Environment Relationship Impact of environment (noise, pollution, crowding, etc.) on entrepreneurial focus and productivity, Influence of workspaces, remote work, and coworking environments on psychological well-being, Promoting pro-environmental behavior and sustainable business practices
10	Psychology and Social Concerns in the Entrepreneurial Ecosystem Navigating issues such as aggression, and competition, and fostering peaceful collaborations, Effects of discrimination and poverty on access to entrepreneurship opportunities, Social responsibility, ethics, and the psychological impact of media and networking on business behaviour
11	Developing a Growth Mindset for Entrepreneurial Success Psychological aspects of cultivating a growth mindset and resilience, Strategies for overcoming setbacks and maintaining motivation, Building a mindset that embraces learning, persistence, and adaptability in entrepreneurship

Reference Books

1. Robert A. Baron, Entrepreneurship: An Evidence-Based Guide, Edward Elgar Publishing, 2021.
2. Carol S. Dweck, Mindset: The New Psychology of Success, Ballantine Books, 2022.
3. Daniel Goleman, Emotional Intelligence: Why It Can Matter More Than IQ, Bloomsbury Publishing, 2020.
4. Sanjyot Pethe, Upinder Dhar, Psychology and Entrepreneurship, Himalaya Publishing House, 2022.
5. Stephen P. Robbins, Timothy A. Judge, Organizational Behavior, Pearson Education, 19th Edition, 2023.
6. Robert J. Sternberg, Cognitive Psychology, Cengage Learning, 2021.
7. Howard S. Friedman, Miriam W. Schustack, Personality: Classic Theories and Modern Research, Pearson Education, 2022.
8. David H. Jonassen, Learning to Solve Problems: A Handbook for Designing Problem-Solving Learning Environments, Routledge, 2021.
9. S. K. Mangal, General Psychology, Sterling Publishers, 2022.

10. Philip Zimbardo, Richard Gerrig, Psychology and Life, Pearson Education, 2021.

Course Code: DBB31E2	Title of the Course: Growing the Family Business in the Global Environment
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Course Description

This course focuses on the growth and sustainability of family businesses in a rapidly changing global environment. It examines family governance, strategic planning, succession management, globalization, and international expansion strategies for family enterprises. The course also explores cultural values, leadership development, innovation, and competitive strategies required for long-term business success. Through case studies and practical insights, students will learn how family businesses adapt and grow in international markets.

Course Objectives

On completion of this course, learners will be able to

1. To understand the structure, governance, and culture of family businesses.
2. To analyze strategies for growth, innovation, and international expansion in family enterprises.
3. To examine the role of leadership, succession planning, and next-generation development in business continuity.
4. To evaluate cultural and competitive challenges faced by family businesses in global markets.
5. To develop strategic decision-making skills for managing family businesses in dynamic international environments.

Course Contents

Units	Syllabus
1	Family Dynamics and Governance Family Systems Theory, Role of Family Values and Culture in Business
2	Governance Structures Family Councils, Boards, and Committees
3	Governance Structures

	Family Councils, Boards, and Committees
4	International Expansion Strategies Modes of Internationalization, Assessing Market Entry Strategies for Family Businesses
5	Global Cultural Management Managing Cultural Differences and International Business Risk Management
6	Growth Strategies for Family Businesses Organic growth vs. Acquisitions, Diversification and Innovation in Family Businesses, Strategic Alliances and Partnerships.
7	Governance and Succession Planning Governance Structures in Family Businesses
8	Succession planning: Challenges and Best Practices, Developing Next-Generation Leaders
9	Culture and Values in Family Businesses The Role of Culture in Shaping Family Business Identity, Balancing Family and Business Values
10	Globalization and Competitive Strategies Challenges of Global Competition, Building Competitive Advantage in International Markets, Adapting Family Businesses to Changing Global Environments
11	Case studies Successful Alignment of Culture and Strategy.

Reference Books:

1. Mohanakrishnan Raman (2020), Family Business Methods and Essentials of Building Business Families, Notion Press.
2. Ajay Sharma (2021), How to Thrive in a Family Business, Penguin Random House India Private Limited
3. Keanon Alderson (2011), Understanding the Family Business, Business Expert Press
4. Peter Leach, Tatwamasi Dixit (2016), Indian Family Business Mantras, Maven by Rupa Publications India Pvt. Limited
5. International Business by Charles W. L. Hill, **2021 Edition** — McGraw-Hill Education.

Course Code: DBB31E3	Title: Social Entrepreneurship
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Course Description

This course comprehensively explores social entrepreneurship, focusing on how ventures can address social and environmental challenges while achieving sustainable impact. Learners will learn to recognize opportunities, develop innovative business models, and implement effective strategies for scaling social enterprises. The course also covers critical topics such as marketing, impact measurement, and financial sustainability, empowering learners to create ventures that drive meaningful social change. Through case studies and practical frameworks, learners will gain the skills needed to navigate the complexities of building a socially responsible business.

Course Objectives

1. Understand the Concept and Importance of Social Entrepreneurship
2. Identify and Address Social and Environmental Challenges
3. Gain knowledge of different business models, including hybrid structures, and understand the legal and regulatory considerations
4. Master revenue generation strategies, financial planning, and scaling techniques to ensure the long-term sustainability and growth of social ventures.
5. Learn to use tools and frameworks for assessing social impact, monitor progress, and effectively communicate social value through marketing and branding strategies.

Course Contents

Units	Syllabus
1	Introduction to Social Entrepreneurship Defining Social Entrepreneurship, Historical Overview and Key Milestones, Theories and Frameworks of Social Entrepreneurship
2	Understanding Social and Environmental Challenges Identifying the Landscape of Social Issues, The Role of Social Entrepreneurship in Addressing Global Challenges, Case Studies in Social Innovation
3	Opportunity Recognition and Ideation Methods for Identifying Social and Environmental Opportunities, Ideation and Creativity Techniques for Social Ventures, The Role of Market Research in Identifying Social Problems
4	Business Models for Social Ventures Different Social Enterprise Models (e.g., Nonprofits, For-profit, Hybrid), Hybrid Business Structures: Combining Profit and Social Impact, Legal Considerations and Regulations for Social Enterprises
5	Building a Sustainable Business Developing Revenue Models for Social Enterprises, Financial Planning and Budgeting for Social Impact Ventures, Strategies for Scaling Social Enterprises
6	Marketing and Branding for Social Impact

	Communicating Social Value to Stakeholders, Building a Brand with Purpose and Social Responsibility, Using Social Media and Storytelling to Enhance Social Impact
7	Measuring Social Impact Tools and Frameworks for Impact Assessment, Monitoring and Evaluation in Social Enterprises, Impact Measurement in Practice: Case Studies and Best Practices
8	Financing Social Ventures Sources of Funding for Social Enterprises, Grant Writing and Crowdfunding for Social Impact, Investment in Social Enterprises: Social Impact Investing
9	Managing Social Enterprises Governance and Leadership in Social Ventures, Managing Resources and Stakeholders; Building and Leading Impact-Driven Teams
10	Navigating Challenges in Social Entrepreneurship Overcoming Barriers to Social Entrepreneurship, Managing Social and Environmental Risks, Legal and Ethical Challenges in Social Ventures
11	Future of Social Entrepreneurship Trends and Innovations in Social Entrepreneurship, The Role of Technology in Social Impact, Collaborations and Partnerships for Greater Social Change

Reference Books:

1. Thomas S. Lyons, Social Entrepreneurship How Businesses Can Transform Society, Bloomsbury Publishing, 2012.
2. Virginia Simón-Moya, María Rodríguez-García, The Emergence of Social Entrepreneurship, Springer International Publishing, 2021.
3. Anirudh Agrawal, Payal Kumar, Social Entrepreneurship and Sustainable Business Models, Springer International Publishing, 2018.
4. Constant Beugré, Social Entrepreneurship Managing the Creation of Social Value, Taylor & Francis, 2016.

Course Code: DBB31A1	Title of the Course: Database Management System
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Course Description

The Database Management System (DBMS) course offers a comprehensive grasp of database principles, design, and applications. It aims to provide the necessary competencies for data management and organization, comprehension of data modelling, and efficient utilization of databases across many fields. The course encompasses DBMS's theoretical principles and practical elements, focusing on the development, manipulation, and administration of databases to facilitate applications in business, science, and engineering.

Course Objectives

- Describe the fundamental elements of relational database management systems
- Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
- Design ER-models to represent simple database application scenarios
- Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.

Course Contents

Units	Syllabus
1	Introduction, concept of database management systems, and advantages of database management systems over traditional file systems have been highlighted.
2	Database core concepts of data model, database core concepts of data model, schemas, instances, data independence, various DBMS components and classification of database management systems.
3	Secondary storage devices various secondary storage devices, the different ways and means of record storage and record retrieval. Different types of indexes different types of indexes and their importance in the retrieval of records
4	Entity-Relationship (E-R) Model concepts of Entity-Relationship (E-R) Model. Relational Algebra for DBMS relevance of the concepts of Relational Algebra with respect to database management systems
5	Relational Calculus for DBMS Relevance of the concepts of Relational Calculus with respect to database management systems
6	Structured Query Language (SQL) evolution and importance of Structured Query Language (SQL)
7	Normalization and Functional Dependencies Evolution of the concepts of Normalization and Functional Dependencies in the context of rectifying redundant data
8	Transaction processing for DBMS ways and means the transaction processing being carried out in database management systems.
9	Concurrency control concept and importance of concurrency control and various concurrency control techniques.

10	Recovery of data various recovery techniques used in recovery of data in case of database systems failure , Distributed DBMS and Client Server model concepts of distributed database management systems along with client-server model.
11	Objects-oriented databases concepts of Objects oriented databases relational databases, Security and integrity various issues of security and integrity, authorization in database management systems security specifications in SQL.

Reference Books

1. Kroenke, Database Processing, Pearson Education
2. Garcia, Ullman, Data Base Implementation, Pearson Education
3. Garcia, Ullman, Data Base The Complete Book, Pearson Education
4. Kahate, Introduction to Database Management System, Garcia, Ullman, Data Base Implementation, Pearson Education
5. Rob, Database System, Thomson Learning.
6. Singh S. K., Database Systems, Pearson Education
7. Abraham, Korth, Data Base System concepts, McGraw Hill.
8. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , Fundamental of Database system, Pearson Education
10. Date, C.J., Introduction to Database System 8e, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, Modern Data Base Management, Pearson Education, New Delhi.

Course Code: DBB31A2	Title of the Course: Digital Marketing
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Course Description

Digital Marketing is the strategic use of online platforms and technologies to promote products, services, and brands. This course covers key concepts and practical techniques to create impactful digital marketing campaigns, including search engine optimization (SEO), content marketing, social media strategy, pay-per-click (PPC) advertising, and email marketing. Learners will learn to analyze consumer behavior, leverage data-driven insights, and measure campaign performance using analytics tools. Additionally, the course explores the importance of user experience, mobile optimization, and current trends like influencer marketing and video content. Through case studies and hands-on projects, learners will develop skills to build, manage, and optimize digital campaigns across various platforms, enhancing brand visibility and engagement. The course is designed for marketers, entrepreneurs, and business professionals who want to maximize their digital presence and drive measurable results in the evolving online landscape.

Course Objectives

The objective of this course is to make the learners familiar with the usage of the internet as a marketing tool, To make the learners understand the major digital marketing channels - online

advertising: Digital display, video, mobile, search engine, and social media. To provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

Course Contents

Units	Syllabus
1	Marketing in the Digital Era - Marketing in the Digital Era: Introduction to E-Marketing, Internet and Business, Changing Marketing Landscape, Strengths and Applications of Digital Marketing, and Types of Digital Marketing
2	E-Marketing and Customer Relationship Management (CRM): Introduction and Development of E-Marketing Solutions
3	Online Marketing Mix: E-product, E-price, E-place, E-promotion, Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing
4	Digital Eco-System, Digital Paradigm, The Web and The Consumer Decision-Making Process
5	Business Drivers in the Virtual World Social Media: Social Media Model by McKinsey
6	Social Media Analytics and Social Media Tools
7	Viral Marketing and Inbound Marketing and Co-creation, Building Consumer Engagement through Content Management
8	Brand Consumer Centricity, Brands and Emotions and Consumer Brand Emotion, Online Branding: Concept, Cyber Branding
9	E-Commerce: Online Marketplaces, E-procurement, E-commerce Applications
10	Digital Marketing Strategy: Digital Marketing strategy Roadmap. Digital Marketing Campaign Management: Basic Elements, Implementing Intent-based Campaigns, Implementing
11	Brand-based Campaigns, Basics of Web Analytics, Understanding KPI's

Reference Books:

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.
2. Vandana Ahuja, Digital Marketing, Oxford university press.
3. Patukale, Vinayak, Digital Marketing, Tech Some.
4. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.

Course Code: DBB31A3	Title of the Course: Business Analytics for Decision Making
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Course Description

This course introduces the principles and techniques of business analytics, equipping learners with the skills to make data-driven decisions in business contexts. Topics include data collection, processing, and visualization, as well as statistical methods, predictive modelling, and machine learning techniques applied to business problems. Through hands-on projects and real-world case studies, learners will learn to analyze large datasets, interpret analytical results, and present actionable insights that enhance business performance.

Course Objectives

This course is ideal for those looking to build expertise in data analysis, improve decision-making capabilities, and apply analytical tools in business strategy. Here are some common objectives for a Business Analytics course:

- Learners should be able to develop understanding of the role of analytics in business decision-making processes.
- Learners will be able to use different types of analytics (descriptive, diagnostic, predictive, prescriptive).
- Learners should be able to gather, clean, analyze, and interpret data for informed decision-making.
- Learners will be able to apply analytics to solve practical business challenges in areas such as finance, marketing, supply chain, and operations.
- Learners should be able to learn how to present complex data and analysis in a clear, concise manner to both technical and non-technical stakeholders.

Course Contents

Units	Syllabus
1	Introduction to Business Analytics Introduction to Business Analytics, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, Big Data Analytics.
2	Descriptive Analytics Introduction to Descriptive Analytics, Data Types and Scales, Types of Data Measurement Scales, Population and Sample, Measures of Central Tendency.
3	Introduction to Probability Introduction to Probability Theory, Fundamental Concepts in Probability, Bayes' Theorem, Random variables.
4	Hypothesis Testing Introduction to Hypothesis Testing, One-Tailed and Two-Tailed Test, Type-I Error, Type-II Error and Power of the Hypothesis Test, z-Test, t-Test.
5	Analysis of Variance Introduction to Analysis of Variance (ANOVA), One way Analysis of Variance, Two Way Analysis of Variance.

6	Correlation Analysis Introduction to Correlation, Pearson Correlation Coefficient, Spurious Correlation, Hypothesis test for Correlation Coefficient, Spearman Rank Correlation.
7	Simple Linear Regression Introduction to Simple Linear Regression, Simple Linear Regression Model Building, Estimation of Parameters Using Ordinary Least Squares, Validation of Simple Linear Regression Model.
8	Multiple Linear Regression Introduction, Ordinary Least Squares Estimation for Multiple Linear Regression, Multiple Linear Regression Model Building, Validation of Overall Regression Model: F-Test. Residual Analysis in Multiple Linear Regression.
9	Decision Trees Introduction, Chi-Square Automatic Interaction Detection (CHAID), Classification and Regression Tree, Ensemble Method, Random Forest.
10	Forecasting Techniques Introduction to Forecasting, Time-Series Data and Components of Time-Series Data, Forecasting Techniques and Forecasting Accuracy, Moving Average Method, Single Exponential Smoothing, Double Exponential Smoothing.
11	Clustering Introduction to Clustering, Distance and Dissimilarity Measures Used in Clustering, Quality and Optimal Number of Clusters, Clustering Algorithms, K-Means Clustering, Hierarchical Clustering.

Reference Books:

1. U Dinesh Kumar, Business Analytics: The Science of Data- Driven Decision Making, Wiley, 2017.
2. James R. Evans, Business Analytics: Methods, Models, and Decision, Pearson, 2017.
3. Jeffrey D Camm & Et.al., Essentials of Business Analytics, Cengage India Private Limited, 1st edition (1 April 2015).

Course Code: DBB31R1	Title of the Course: IT in Retail
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Course Description

This course explores the key concepts and applications of online business, including B2B, B2C, and C2C models. It covers E-Marketing strategies, digital marketing mixes, and the role of the web in retailing. Learners will learn about E-Security, addressing issues like hacking, encryption, and online transaction safety. The course also delves into Electronic Payment Systems, including digital cash, smart cards, and online payment methods. Information Systems Management focuses on logistics and supply chain optimization using mathematical models. RFID technology is explored for its transformative impact on industries. Additionally, learners will study Business Process Reengineering (BPR), Retail Banking products, and strategies for customer relationship management. The course concludes with an examination of the growth of E-Banking, including new services and cross-selling opportunities.

Course Objectives

- Describe the overall change in the structure of the retail industry over the past 60 years
- Discuss the role information systems have played in the changing retail industry
- Understand the application of IT in major retail functions
- Analyse the principle of international business and strategies adopted by firms to expand globally
- Integrate concept in international retail business with tools of Information Technology

Course Contents

Units	Syllabus
1	E-Commerce and Applications Concept of E commerce, E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary
2	E Business and Applications Concept of E business, Applications in various sectors
3	E Marketing Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing. Concept and future of E marketing
4	E -Security E-Security: E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.
5	Electronic Payment Systems

	Electronic Payment Systems: Introduction to payment systems, On-line payment systems- Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards
6	Design and Management of Information Systems Logistic and supply chain management: Leveraging mathematical and analytical models – Logistics infrastructure in India and its implication for supply chain management – Plant location – Distribution network design – Distribution channel section
7	RFID Transforming Technology: RFID technology: Role and importance, Future of RFID
8	BPR and Benchmarking Business Process Reengineering (BPR) concepts: emergence of reengineering, business process, rethinking of processes, identification of reengineering, need, preparing for reengineering; Implementing change, change management, integrating with other systems, Post ERP implementation.
9	Concept of Retail Banking Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring
10	Retail strategies for Banking Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking
11	Growth of E Banking New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

Reference Books:

1. Information Technology for Business, Antony Thomas, Pratibha Publications
2. Using Information Technology (6th Edition): Williams & Sawyer Tata McGraw Hill Company
3. Operating System Concepts (Windows XP update): AviSilberschatz, Peter Galvin & Greg Gagne Willey HTML BI
4. Newman, Andrew J. and Peter Cullen, Retailing Environment and Operations, Thomson Learning, India, 2007.
5. Larson, Carl M., Robert E. Wegand and John S. Wright, Basic Retailing, Prentice Hall, New Jersey, 1982.
6. Davidson, William R., Alton F. Doody and Daniel J. Sweeney, Retailing Management, The Ronald Press Company, New York, 4th edition, 1975.
7. Cox, Roger, Retailing: An Introduction, Pearson Education, 2007

Course Code: DBB31R2	Title of the Course: Visual Merchandising
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Course Description

Visual merchandising is one of the most important aspects in modern retail management. As the name suggests, visual merchandising deals with the visual aspects of retail stores. In simple words, it refers to the tactful use of color, interior and exterior design of a store, window displays, merchandise display, store layout, lights and fixtures in order to attract customers.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts and the implications of visual merchandising in retail enterprises.

Specifically, the learners will learn to:

- Discuss the concept of visual merchandising
- Explain the concept of visual merchandising in retail stores
- Describe visual merchandising mix
- Discuss store management in merchandising
- Explain the method of designing retail stores and creating displays

Course Contents

Units	Syllabus
1	Introduction to Visual Merchandising (VM) Concept of Visual Merchandising, Objectives and Functions of Visual Merchandising, Growth of Visual Merchandising
2	Visual Merchandising in India Scope of visual merchandising in India, Visual Merchandising as a support for Positioning Strategy, Prospects of Visual Merchandising Challenges in Visual Merchandising: The common challenges and Ways to overcome the visual merchandising challenges
3	The Merchandise Mix Concept of Merchandise Mix; Merchandise line, The Assortment of Products: Assortment strategy, Merchandise Mix of Show Off.
4	Color Psychology Introduction, Color theory, Color schemes, Meaning of Color, Colors and Emotions, Visual Hierarchy, UI color Psychology map, Lightning.
5	Store Management in Merchandising Types of Stores, Location of a Store: Types of retail locations, Planning a Store Layout, Various Types of Store Layouts: Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout
6	Store Space Allocation Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store.
7	Store Design and Display

	Concept of Store Design and Display: Objectives of store design, Purpose and importance of display and Rules of display planning, Display Settings, Store Design: Exterior of a store, Interior of a store and Window displays
8	Store Image and Security Introduction-Objectives, Concept of Image Mix, Elements of Image Mix: Merchandise, Fixtures, Sound/Music, Odor, Visuals and Employees, Elements that Levy Negative Impact on Shoppers, Change of Image and Security Issues
9	Managing Communication for a Retail Store Offerings Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication: Graphics and Signage
10	The Present and Future of Visual Merchandising Visual Merchandising at Different Stores: Apparel store, Furniture store, Gift store, Future Prospects of Visual Merchandising
11	Non-Store Merchandising Non-Store Retail Merchandising: Television retailing/home shopping, Internet retailing/online shopping

Reference Books:

- Martin Pegler, Visual merchandising and Display
- Claus Ebster and Marion Garaus, Store Design and Visual Merchandising, Business Expert Press
- Anuraag S. and Swati Bhalla, Visual Merchandising, Tata McGraw Hill Education private Limited, New Delhi

Course Code: DBB31R3	Title of the Course: Entrepreneurship in Retail Business
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Course Description

This course on Entrepreneurship in Retail Business provides a comprehensive understanding of the key concepts, roles, and strategies essential for thriving in the retail entrepreneurship landscape. It explores the importance, characteristics, and qualities of entrepreneurship, along with its social and ethical responsibilities. The course covers government support through institutions like IDBI, NIESBUD, and SISI, and delves into the role of entrepreneurial development programs and financial institutions. It also examines human resource management in retail, focusing on training, motivation, and best practices for recruitment and avoiding mis-hires. The course highlights the significance of women entrepreneurship, the challenges faced, and the role of women entrepreneurs in India.

Course Objectives

- Understand the implementation issues including financial, legal, operational and administrative procedures involved in starting new business ventures
- Analyze the feasibility of a new venture business concept
- Examine and analyze issues related to legal aspects of retail business
- Apply the entrepreneurial process in real market setting

Course Contents

Units	Syllabus
1	Basics of Entrepreneurship Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.
2	Role of Government Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme
3	Training Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer Psychology-Training needs for employee-Top Grading-Obstacles to Top grading-Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological In-Depth Structure) based Model – Coaching to fix weakness-Interview's guide- Avoiding Legal Problems: Bulletproof Approach
4	Women Entrepreneurship Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.
5	Creativity and Entrepreneurship Management Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.
6	Legal Aspects of Retail Business

	Legal Issues and Best Practice-Data Protection and Privacy, electronic communications and the Indian Directive, self-regulation and codes of practice- pitfalls and opportunities of international direct and interactive marketing- consumer and technological landscape of the future- Emerging Trends in Network Marketing- B2B, C2C, Planning, scheduling, negotiating and buying media on and offline- Core marketing technology components; data warehousing
7	Developing Business Idea business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications, Data fusion- Network Marketing
8	Critical Aspects in Retail Entrepreneurship Success Stories India, MLM
9	Project Management Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business: select case studies. Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing (KASAM)
10	Retail Marketing Environment Components of modern marketing information system, analysing the retail marketing environment- Micro and Macro, Demand forecasting –need and techniques
11	Changing Nature of Retail Marketing strategy, Logistic and customer service – Allocation models – forecasting methods – depot location and distribution –network design – framework for inventory and transportation cost – transport mode choice – routing decisions – order processing – inventory and ware housing decisions – inventory models – lean logistic. - Managing variety and mass customization – Reverse supply chain – forward supply chain – source management in supply chain.

Reference Books:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd 1
8. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
9. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay

Course Code: DBB31D1	Title of the Course- Introduction to Digital Media
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Course Description

Digital media refers to content created, stored, and shared digitally, encompassing text, images, video, audio, and interactive formats. Unlike traditional media (like print and broadcast), digital media is internet-based, highly interactive, and globally accessible. It includes social media, streaming services, online news, gaming, and emerging technologies like augmented and virtual reality (AR/VR). Key characteristics include interactivity, multimodality (combining text, visuals, and sound), and personalization.

Course Objectives

After studying this subject, the learners will be able to:

- Understand Digital Media, its evolution and development and different theories related to it.
- Define Digital (In)Equality and digital divide and their determinants
- Digital media frameworks in India and working of different cyber security bodies.

Course Contents

Units	Syllabus
1	Digital Media in Society Understanding Digital Media, Evolution and Development of Digital Media; Concepts and Theories of Digital Media; Medium Specific Trends, Revolution within the Media Landscape: Mass Media Adaptation into Digital Media, Convergence in Digital Media, Trends of Digital Media, Revolution in Messaging, Regional Languages in Online Media; Effects of Digital Media: Cybercrime and Security, Privacy and Surveillance, Online Hate, Disinformation and Misinformation, Characteristics of Millennials
2	Digital (In)Equality Conceptual Framework; Evolution and Development of ICT: Evolution of ICT, ICT Technologies, Growth and Diffusion of ICT, Growth of ICTs; Digital Divide: Determinants of Digital Divide in India, Implications of Digit Divide, Initiatives to Bridge the Digital Divide in India
3	Digital Media Framework in India ICT Policies of India, The Net Neutrality; Regulatory Body: Role and Responsibilities of TRAI; Role and Responsibilities of MeitY; Agencies Involved in Cyber Security: Indian Computer Emergency Response Team (CERT-In); Data Protection Authority (DPA); National Cyber Coordination Centre (NCCC); Social Media Guidelines
4	Understanding Social Media Definitions, History, Types, Mass Media and Social Media, Social Media in India, Social Media Etiquettes, Uses of Social Media, Case Study : Advertising, Case Study : Crowdfunding, Socio, Cultural and Economic Impact of Social Media
5	Social Media and Interactivity Interactivity and Interaction, User Generated Content, Prosumer and Producer, social media Tools and Engagement: Like, Share, Hashtag, Comment. Social Recommendation

	vs Professional Recommendation; Gatekeepers and Gate watchers; Impact of News Sharing on Mainstream Media; Fake News on Social Media.
6	Audience The Term and Concept; Social Media Audience: Characteristics, Types, Concerns, Theories of Audience: Public Sphere, Media Effect, Online Disinhibition Effect; Marketing and Social Media Audience: Audience Segmentation. Marketing Tools, Marketing Strategies
7	Social Media and Governance By Governments, By NGOs , By Individuals; Social Media and Business Organizations, By Media Houses; By Individuals; Social Media, Politics and Development : By Political Organizations , By Social Reformers and Activists, For Development Initiatives; Social Media, Arts, Culture and Education: Social Media and New Forms of Arts, Social Media and Cultural Evolution, Social Media for Education
8	Understanding Marginalization and the Marginalized in Digital Media Platforms Production, Mediation, and Participation, Network Embeddedness and Heterogeneity, Cyberoptimism vs Cyberpessimism, Digital Divide to Digital Citizenship, Representations and Presentations: Unconventional Forms, Understanding the Language of the Internet; Use of the Internet by the State, Community Engagement on the Internet for Social Change
9	Approaches to Participation Sociological Approach, Political Approach, Online Participation and Engagement, Public Engagement in the New Media Environment, Youth Participatory Culture and Media Literacy: New Media Literacies' (NML) Framework: Digital Media and Empowerment, Civic Engagement and Youth Development, Youth Empowerment and Participatory Politics, Role of social media in Online Participatory Communication
10	Understanding Online Activism Definition, Perspectives on Online Activism, Activism and Social Movements, Impact of Internet Activism, Technology and Activism/Social Movements: Offline and Online Activism, Characteristics of Online Activism, Types of Online Activism, Tools of Online Activism, Online Activism and Social Change; Global Trends, Indian Trends
11	Understanding the linkages between Democracy and Digital Media Elections and Digital Media, Political Parties and New Media, social media and Politics, Avenues of Linkages: Mainstream Media, Alternative Media, Genres of Alternative Media,

Reference Books:

1. Carvajal, Miguel., García-Avilés, Jose. A., & González, Jose. L. (2012). Crowdfunding and Non-Profit Media: The emergence of new models for public interest journalism. *Journalism Practice*, 6(5-6), 638-647. DOI:10.1080/17512786.2012.667267
2. Doyle, Gillian. (2002). *Understanding Media Economics*. London, GBR: Sage Publications.
3. Fuchs, C. (2012) The Political Economy of Privacy on Facebook. *Television & New Media*, 13 (2):139-159.

4. Khajeheian, Datis. (2017). Media Entrepreneurship: A Consensual Definition. AD-minister N°, 91-113.
5. Leona, Achtenhagen. (2017). Media Entrepreneurship—Taking Stock and Moving Forward, International Journal on Media Management. 19 (1), 1-10. DOI: 10.1080/14241277.2017.1298941
6. Picard, Robert. G. (2011, July). Mapping Digital Media: Digitisation and Media Business Models. Retrieved from <https://www.opensocietyfoundations.org/sites/default/files/digitization-mediabusiness-models-20110721.pdf>

Course Code: DBB31D2	Title of the Course: IT in Business
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Course Description

Information Technology (IT) is integral to modern business, enhancing efficiency, communication, and decision-making. IT systems support daily operations through data management, networking, and software applications. Businesses use IT to streamline processes, automate tasks, and manage resources effectively, reducing costs and increasing productivity. In communication, IT enables seamless collaboration among employees, clients, and partners, often across global locations. Cloud computing, for instance, allows real-time data access and sharing, promoting remote work and teamwork. IT also strengthens customer relations through CRM systems, personalizing interactions and improving service quality.

Course Objective

After studying this subject, the learners will be able to:

- Discuss the role information systems have played in the changing business environment.
- Understand the application of IT in business
- Integrate concept in international retail business with tools of Information Technology

Course Contents

Units	Syllabus
1	E Commerce and Applications Concept of E commerce, E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary
2	E Business and Applications Concept of E business, Applications in various sectors
3	E Marketing Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing. Concept and future of E marketing
4	E -Security E-Security, E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.
5	Electronic Payment Systems Electronic Payment Systems: Introduction to payment systems, On-line payment systems- Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards
6	Design and Management of Information Systems

	Logistic and supply chain management: Leveraging mathematical and analytical models – Logistics infrastructure in India and its implication for supply chain management – Plant location – Distribution network design – Distribution channel section
7	Foundations in Data Science Introduction to AI and problem solving
8	Retail Finance and Analytics Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.
9	BPR and Benchmarking Business Process Reengineering (BPR) concepts: emergence of reengineering, business process, rethinking of processes, identification of reengineering, need, preparing for reengineering; Implementing change, change management, integrating with other systems, Post ERP implementation.
10	Important Retail Assets Products Information Technology and Logistics: Electronic Data Interchange, Personal Computers Artificial Intelligence/Expert system, Communications Bar coding and Scanning, Electronic Data Interchange standards, Communication, Information and Future directions
11	Strategies for Banking Tie-up with institutions for loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process of products; Customer Relationship Management-Role and impact of customer relationship

Reference Books:

1. Information Technology for Business, Antony Thomas, Pratibha Publications
2. Using Information Technology (6th Edition): Williams & Sawyer Tata McGraw Hill Company
3. Operating System Concepts (Windows XP update): AviSilberschatz, Peter Galvin & Greg Gagne Willey HTML BI
4. Newman, Andrew J. and Peter Cullen, Retailing Environment and Operations, Thomson Learning, India, 2007.
5. Larson, Carl M., Robert E. Wegand and John S. Wright, Basic Retailing, Prentice Hall, New Jersey, 1982.
6. Davidson, William R., Alton F. Doody and Daniel J. Sweeney, Retailing Management, The Ronald Press Company, New York, 4th edition, 1975.
7. Cox, Roger, Retailing: An Introduction, Pearson Education, 2007

Course Code: DBB31D3	Title of the Course: Entrepreneurship and Digital Marketing
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Course Description

Information Technology (IT) is integral to modern business, enhancing efficiency, communication, and decision-making. IT systems support daily operations through data management, networking, and software applications. Businesses use IT to streamline processes, automate tasks, and manage resources effectively, reducing costs and increasing productivity. In communication, IT enables seamless collaboration among employees, clients, and partners, often across global locations. Cloud computing, for instance, allows real-time data access and sharing, promoting remote work and teamwork. IT also strengthens customer relations through CRM systems, personalizing interactions and improving service quality.

Course Objectives:

After studying this subject, the learners will be able to:

- Understand the process of entrepreneurship,
- Analyze different types of entrepreneurship ventures
- Examine the growth and development of digital media entrepreneurship in India
- Understand the opportunities and challenges in building digital news media career.

Course Contents

Units	Syllabus
1	Entrepreneurship Idea, Innovation and Definition, Launching a Venture , Business Model and Types of Ventures
2	Digital Media Evolution of Digital Media, Indian Scenario, Benefits of Technology, Digital Media Business Model
3	Opportunities and Challenges for a Media Learners Accuracy Vs Speed; Adapting to Digital Media
4	Critique of Technology Aided Business Model , Democratic Potential of Technology
5	Business Environment and impact of different dimensions Increasing Competition, Increasing Uncertainty in the marketplace, Increasing Globalization, Increasing tendency of outsourcing, Reducing Hierarchy and improved transparency, Increasing clout of civil society and media, Increasing customer focus, Increasing focus on knowledge in business, Increasing awareness of the value from managing information, Increasing investment on information technology
6	Data Information , Quality of Information/Business Value of Information, Dimensions of Information, types of dimensions
7	Introduction to MIS Need of MIS, Difference between management information system and Computer information system, Features of management information system, Bias towards

	centralization, Benefits of management information system, Role of Management information system, Types of Management Information system
8	Introduction to Digital Marketing Concept, Definition, significance, domains of digital marketing, Factors affecting the growth of digital media, Comparison between traditional and digital marketing.
9	Digital Marketing Process Digital Marketing eco-system; Steps in digital marketing process: Making the digital strategy, Creating the visibility of the brand, Bringing the traffic to websites and social media platforms, converting traffic into the potential leads, Lead Conversion, Measuring and tracking, Retention
10	Website Planning and Development Planning, Designing, Development, Website testing; Types of Websites: Static, Fluid, Dynamic, Responsive, Corporate, e-Commerce, Social media, crowdfunding, personal website, news website, video streaming websites, brochure websites Website Planning and Development: A Keyword: Keywords in context of Website Development; Various types of Keywords; Process of Keyword Selection Process
11	Understanding Web hosting and Domain Name Defining Domain Name and Webhosting; Process of Buying a Domain Name; Process of buying a Webhosting for your website; Process to change the Domain name servers.

Reference Books:

1. Introduction To Digital Marketing 101: Easy To Learn And Implement Hands On Guide For Digital Marketing by Cecilia Figueroa
2. Fundamentals of Digital Marketing by Puneet Bhatia, Pearson Publication

Semester 6

Course Code: DBB3207	Title of the Course: Strategic Management
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Course Description

Strategic management has increasingly become crucial in the VUCA business world. The world of business strategy is continually evolving. What used to work, doesn't necessarily work anymore. This course on business strategy prepares one to think strategically and remain agile. Today, the new norm is the new cool factor emanating from customer perceptions. And a course on business strategy equips one to stay aligned with changing times. Organizations today are at interesting intersection of bright growth prospects and dynamic challenges of 21st century. In this globalized, yet localized world, companies require strategic thinking and the resultant strategies to attain strategic competitive advantage.

Course Objectives

On completion of this course, learners will be able to explain concepts of strategic management as well as to help learners to apply their key learnings in various business scenarios to leverage competitive advantage.

Specifically, the learners will learn to:

- describe the concept of business strategy
- discuss the role of strategic management in policy making
- explain the need for strategic analysis and environmental scanning
- understand issues in strategy implementation
- understand the concept of competitive advantage

Course Contents

Units	Syllabus
1	Introduction to Business Strategy Introduction, Concept of Business Strategy, Need for Business Strategy, Essentials of Effective Strategy, Effects of Inadequate Strategies, Value Chain Analysis, Designing Strategic Control Systems
2	Business Policy Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies, Objectives and Significance of Business Policy to Modern Day Organisation, Role of Organisational Structure in Strategic Implementation, Aspects in Strategy Implementation
3	Introduction to Strategic Management Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Types of Business Level Strategies
4	Strategic Management Process

	Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making
5	Strategic Analysis Introduction, Strategic Analysis – definition, need for Strategic Analysis and Environmental Scanning, Strategic thinkers and their contributions, Role of Strategic Analysis in Policy making, Introduction to Strategic Choice, Tools and Techniques of Strategic Choice, Analysing Strategic Analysis And Competitive Advantages, Co-evolving, Patching, Corporate Portfolio Analysis: Boston Consulting Group (BCG) matrix, General Electric Nine-Cell matrix. Industry Analysis: Porter’s Five Force Model
6	Strategy Formulation Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Company's Mission, Purpose and Objectives of Strategy Formulation, Strategy Formulation Components and Issues, Hierarchy of Strategy Intent
7	Strategic Planning and Implementation Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Retrenchment Strategies, Combination strategies. Business Level strategies: Cost leadership, Differentiation, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies, Structural Implementation, Behavioural Implementation, Functional Implementation
8	Strategic Control Criteria for Strategic Control, Techniques of Evaluation and Control, Operational Control, Components of Operational Control, Techniques of Operational Plan
9	Business Process management Process Identification: Focusing on Key areas, the Designation Phase, The Evaluation Phase, Designing a Process Architecture, Essential Process Modelling
10	Process management and strategy: Products, processes, and performance, operations strategy and management, Internal and External Techniques of Business Environment Analysis
11	Process flow metrics: Process flow measures, flow-time analysis. Flow rate and capacity analysis, inventory analysis, process flow variability, Quantitative and Qualitative Process Analysis
12	Process integration: Lean operations: process synchronization and improvement, Dimensions of Functional Plan, Decisions Related to Marketing Plan, Components Related to HR Plan
13	Process Redesign: Process automation and process intelligence, Redesign Strategies for Operational Excellence, Redesign Tools and Approaches, Process Model Canvas, Concept of Synergy
14	Business Strategy: Formulation of Business Strategy in any specific domain : Case Study approach

Reference Books:

- Azhar & Adela Kazmi, Strategic Management, 4th edition, McGraw Hill.
- Managing Business Process Flows by Anupindi, Chopra, Deshmukh, Van Mieghem & Zemel, Pearson.
- Fundamentals of Business Process Management by Marlon Dumas, Marcello La Rosa, Jan Mendling and Hajo A. Reijers, Springer.

Course Code: DBB3208	Title of the Course: Management Information System
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Course Description

The course has been devised in such a way to empower the learners to acquire knowledge of management information systems which helps them in understanding business decision making. The course is designed to provide participants a firm grounding in the fundamentals and applications of Management Information Systems such as DBMS in practice. The course will make learners to understand, plan, develop and control different kinds of information systems, ERP, DSS and E enterprises in present management era. The course will help learners to learn about various decision-making models for different areas of management such as cost and accounting, finances, etc.

Course Objectives

After completing this course, learners will be able to conceptualize Management Information System and its implementation on organizational systems and procedures.

Specifically, the learners will learn to:

- Explain the basics of MIS
- Describe the role and significance of MIS in business, its types and its classification
- Elaborate the structure of Management Information System
- Elaborate the development of information systems

Course Contents

Units	Syllabus
1	Understanding MIS Introduction to Management Information Systems, History of MIS, Impact of MIS, Role and Importance, MIS Categories, Managers and Activities in IS, Types of Computers Used by Organizations in Setting up MIS, Hardware support for MIS, Modern Organisation-IT Enabled, Networked, Dispersed, Knowledge Organisation, Managing the Internet Era, Managing Information Systems in Organisation- The IT Interaction Model
2	Conceptual Fundamentals Introduction, The Decision-Making Process, Systems Approach to Problem Solving, The Structure of Management Information System, Classification and Quality of Information, Introduction, Need for Data Management, History of Data Use
3	Kinds of Information Systems Introduction, Types of Management Systems, Concepts of Management Organization
4	MIS Planning and Development Introduction, Planning, development, Main Stages of Traditional MIS Planning Essential Steps for the Development of MIS, Challenges for Manager, Information Built by Manager and Capabilities Required for IS
5	MIS Organization Structure

	Introduction, MIS at Management levels, Strategic Level Planning, Operational Level Planning, Economic and Behavior Theories, Decision Making with MIS -Tactical, Operational and Strategic Decision, Enhancing Decision Making for the Digital Firm
6	Enterprise Resource Planning Introduction, Basics of ERP, Evolution of ERP, Enterprise Systems in Large Organizations, Benefits and Challenges of Enterprise Systems, Features and Scope of ERP
7	Trends in MIS Introduction, Decision Support Systems (DSS), Artificial Intelligence (AI), Expert system
8	MIS – Support Models and Knowledge Management Introduction, Philosophy of Modelling, DSS: Deterministic Systems, Market Research Methods, Ratio Analysis for Financial Assessment, Management Science Models, Procedural Models, Project Planning and Control Models, Cost Accounting Systems, Operations Research Models: Mathematical Programming Techniques, Knowledge Management
9	Organization and Computer Networks Introduction, Basics of computer systems, Basic Network Terminologies, Definitions and Application, The Intranet and the Extranet, Uses of Computer Networks: Types of networks Network media and hardware, Data communication over telephone
10	Database Management Systems Introduction, Types of Database Users, DBMS, Designing of DBMS
11	Security and Ethical Issues Introduction, Control Issues in Management Information Systems, Security Hazards, Ethical Issues, Technical Solutions for Privacy Protection

Reference Books:

- Laudon & Laudon: Management Information System, PHI.
- Bidgoli & Chattopadhyay: Management Information System, Cengage.
- Keen, Peter G.W.: Decision Support System for Effective Planning, Prentice Hall.
- Leod, Raymond Me J. R.: Management Information System, Mc Millan Pub. Co. New York.
- Turban. Efrain: Decision Support & Expert system, Management Perspective, McMillan Pub. Co. New York.

Course Code: DBB3209	Title of the Course: PROJECT
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Every learners shall undertake Project Work in the V semester, commencing with the submission of the project synopsis and culminating in the submission of the final project report in the VI semester. Learners are encouraged to undertake a six-month project either at their workplace or at any other suitable organization/location in their chosen area of specialization/elective as part of the programme requirements. The Project Work shall carry a weightage equivalent to 6 credits.

Course Code: DBB32H1	Title of the Course: International Human Resource Management
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Course Description

The International Human Resource Management course is designed to provide learners with a comprehensive understanding of human resource practices in a global context. With the increasing globalization of businesses, HR professionals must navigate complex environments that involve managing employees across diverse countries and cultures. This course covers key aspects of International HRM, including international staffing, expatriate management, cross-cultural training, global compensation strategies, and performance management of international employees.

Course Objectives

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

- Understand the Key Concepts of International HRM
- Analyse Organizational Structures in MNCs
- Develop Effective International Staffing Strategies
- Examine the Role of Expatriate Training and Development
- Design Global Compensation Programs
- Explore Emerging Trends in International HRM

Course Contents

Units	Syllabus
1	Introduction to International Human Resource Management Definition, Overview, Significance, Difference between Domestic and International HRM.
2	Organizational Structure in Multinational Corporations (MNCs) Types of Organisational Structures, Impact of structure on HR practices
3	International Staffing International staffing strategies-ethnocentric, Polycentric, Geocentric approaches, Models of International staffing, Challenges in International staffing
4	Recruiting and Selecting Staff for International Assignments Recruitment Processes for International Positions, Sourcing and attracting global talent, Selection Criteria and Methods, Legal and Ethical Considerations
5	The Role of Expatriates and Non-Expatriates Definitions, roles, and responsibilities, Benefits and challenges of expatriate assignments, Non expatriates, Balancing Expatriate and Non-Expatriate Workforce, Strategies for effective collaboration.
6	Corporate HR Functions in an International Context : Central Corporate HR Functions, Local HR functions, Managing Diversity and Cross-Cultural Teams
7	Training and Development in International HRM

	The Role of Expatriate Training, Components of Effective Pre-Departure Training, Developing staff through International assignments
8	Compensation in International HRM Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation
9	Performance Management of International Employees Introduction to Performance Management, Designing Performance Management Systems, Challenges in Managing Performance Across Cultures
10	Performance Appraisal of International Employees Methods of Performance Appraisal, Cultural Considerations in Performance Appraisal, Legal and Ethical Issues in International Performance Appraisals
11	Strategic International HRM and Future Trends Strategic Role of HRM in Global Business, Emerging Trends in International HRM-Technology, remote work, global talent mobility

Reference Books:

1. International Human Resource Management by Peter M. Wright, Gary McMahan, and Angelo K. Panagopoulos.

Course Code: DBB32H2	Title of the Course: Talent Management and Employee Retention
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Course Description

This course would enable the learner for developing and providing learners with a comprehensive understanding and practical strategies to manage and retain talent effectively within organizations. Each unit builds upon the previous ones, ensuring a logical progression from foundational concepts to advanced strategies and contemporary issues.

Course Objectives

- Understand talent management and link between talent management and other practices
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs
- Examine the processes for talent development and succession planning
- Discuss the unique challenges and opportunities of talent management resulting from globalization
- Examine the role of leadership related to talent management

Course Contents

Units	Syllabus
1	Introduction to Talent Management Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent
2	Building Blocks for Talent Management Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System
3	Talent Management Systems and Critical Success Factors Introduction to Talent Management Systems, Defining Talent Management Systems, Critical Success Factors for Creating Talent Management Systems, Best Practices and Unique Approaches in Talent Management Systems, Key Elements of Talent Management Systems
4	Approaches to Talent Management Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management
5	Talent Planning and Acquisition Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning.
6	Talent Acquisition

	Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions
7	Talent Engagement and Relationship Management Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, Best Practices for Talent Engagement.
8	Learning and Development Learning and Development Programs, Career Management, Leadership Development Initiatives
9	Employee Retention Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Improving Employee Retention
10	Compensation and reward strategies for Effective Talent Management Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success
11	Contemporary Talent Management Issues, Challenges, Best Practices Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Reference Books:

- Global Talent Management, Sonal Minocha, Dean Hristov, SAGE
- Talent Management & Employee Retention, Lance A. Berger and Dorothy R. Berger, Tata McGraw Hill

Course Code: DBB32H3	Title of the Course: HR Audit and Capital Management
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Course Description

This course explores human resource audits and the management of human capital. It delves into the meaning, features, and processes of HR audits, emphasizing the role of HR auditors and various methods for conducting audits such as interviews and questionnaires. The course also addresses workforce communication, employee relations, and pre-employment requirements. Additionally, it examines the human capital model, components of intellectual capital, and methods for measuring human capital using HR accounting models and the balanced scorecard. Recent developments in human capital management are also highlighted. Therefore, this course enriches the learners' knowledge in the HR domain.

Course Objectives

On completing this course, learners will be able to understand the Human resource audit and capital management. They will be able to get acquainted with the practices of Human Capital Management across various facets.

Specifically, the learners will learn to:

- To provide learners with the knowledge of concept, significance, and process of Human Resource Auditing in organizations.
- To help learners to explore the various methods and tools used for conducting effective HR audits, such as interviews, workshops, and questionnaires.
- To analyze workforce communication and employee relations, identifying key areas for improvement through audits.
- To help learners in examining intellectual capital components and apply measurement techniques like HR accounting models and the Balanced Scorecard for quantifying human capital.
- To stay updated with recent advancements in human capital management and its practical applications in organizational success.

Course Contents

Units	Syllabus
1	Human Resource Audit Meaning, Features, Objectives, Benefits and Limitations, Significance and process
2	Approaches and Principles of Effective HR Auditing Key Approaches to HR Auditing, Core Principles for Conducting Effective HR Audits
3	Role of the HR Auditor

	Responsibilities and Competencies of HR Auditors, Ethical Considerations in HR Auditing
4	HR Audit Methods and Issues Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit
5	HR Audit Structure Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration
6	HR Audit and Workforce Issues Workforce Communication, Employee Relations and Its Impact on Audit Results
7	Areas Covered by HR Audits Pre-employment Requirements, Hiring Process and New-hire Orientation, Workplace Policies and Practices
8	Nature and Role of Human Capital Understanding the Human Capital Model, Market Forces: Demand and Supply of Labor
9	Components of Intellectual Capital Human Capital, Relational Capital, and Structural Capital, Procedures for Generating Patentable Ideas
10	Measurement Aspects of Human Capital Human Resource Accounting Models, Monetary and Non-Monetary Measurement Models, Contribution-Based Models
11	Recent Developments and Quantifying HR Outcomes Using the Balanced Scorecard to Measure HR Outcomes, Recent Trends and Innovations in Human Capital Management

Reference Books:

1. Smith, J., & Johnson, L. (2022). Effective Talent Management: Strategies for Building a High-Performance Workforce. Wiley.
2. Patel, S., & Jones, M. (2024). The Future of Work: HR Strategies for the Digital Age. Harvard Business Review Press.
3. Chen, Y., & Lee, H. (2021). Global HR Leadership: Navigating Cultural Diversity and International Challenges. Palgrave Macmillan.
4. Gupta, R., & Sharma, P. (2023). Employee Engagement: Strategies for Enhancing Organizational Performance. Sage Publications.
5. Williams, T., & Brown, K. (2022). HR Analytics: Leveraging Data for Strategic Decision Making. Pearson.

Course Code: DBB32M1	Title of the Course: Sales & Distribution Management
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Course Description

The Sales & Distribution Management course provides an in-depth exploration of key concepts and practices essential for effective sales and distribution strategies in today's business environment. Beginning with an overview of sales management, the course covers the objectives and roles of sales management within marketing strategy, highlighting the nature and responsibilities of sales managers and career opportunities in the field. Learners will gain insights into personal selling and sales force management, including automation, sales planning, and territory management. The course also addresses emerging trends such as relationship marketing, e-commerce, and international sales challenges.

Course Objectives

- To be acquainted with the concepts that are helpful in developing and managing sales force and marketing channels to gain competitive advantage
- To be familiar with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.
- To be able to develop sales and distribution plans and to be able to link distribution with other marketing variables.
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Course Contents

Units	Syllabus
1	Overview of Sales Management Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature, Importance and Responsibilities of Sales Management, Types of Sales Managers/Sales Management Position, Sales Objectives Careers in Sales Management, Modern Roles and Required Skills for Sales Managers
2	Understanding Personal Selling and Sales Force Management Introduction, Objectives, Developing and Conducting Sales Training Programmes, Supervision and Motivating Sales Personnel, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force,
3	New Trends in Sales Management Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers, Sales Quotas
4	Channel management Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels , Characteristics of Channel Intensity
5	Wholesaling

	Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling
6	Retailing Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format
7	Emerging Concepts in Distribution Management Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services
8	The Basics of Supply Chain Management Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Problems in SCM and Suggested Solutions
9	Planning Demand and Supply Introduction, Three Components of SCM, Demand Management, Demand Forecasting, Supply Management, Use of Other Planning Strategies
10	Procurement and Inventory Management Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management, Supply Chain Benchmarking: Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.
11	Logistics Management Introduction, Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management,

Reference Books:

1. Havaldar, K. Krishna and Cavale M. Vasant, "Sales and Distribution Management: Emerging Scenario of HRM Text and Cases", Latest Edition, Tata McGraw-Hill Education, 2017
2. T. K. Panda and S. Sahadev, "Sales and Distribution Management", Oxford University Press, New Delhi, 2019.
3. R. Rathee and P. Rajain, "Sales and Distribution Management", First Edition, PHI Learning, 2023
4. P. Venugopal, "Sales and Distribution Management", Second Edition, SAGE Publications Pvt. Ltd, 2020.

Course Code: DBB32M2	Title of the Course: Advertising Management
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Course Description

Advertising is an integral part of our social and economic systems. In our complex society, advertising has evolved into a vital communications system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audiences has given them a major role in the marketing programmes of most organizations. Advertising has become a part of our lives. Companies ranging from large multi-national corporations to small retailers increasingly rely on advertising and promotion to help them market products and services in today's highly competitive market.

Course Objectives

On completion of this course, learners will be able to understand the elements of advertising and sales promotion in the business environment. Topics include advertising and sales promotion, selection of media, use of advertising and sales promotion as a marketing tool, and means of testing effectiveness. The young entrepreneurs are supposed to have the knowledge of Advertising and Sales Promotion without which they may not be able to run their business successfully.

Specifically, the learners will learn to:

1. Discuss the roles and functions of advertising
2. Evaluating the effectiveness of advertising and marketing communications initiatives.
3. Describe the advertising campaign and procedure to determine advertising budget.

Course Contents

Units	Syllabus
1	Introduction to Advertising Definition of Advertising, History of Advertising, Roles of Advertising, Functions of Advertising, Key Players in Advertising, Types of Advertising, Steps in Development of Advertisement. Advertising Objectives: Classification of Advertising Objectives, Importance, Setting Advertising Objectives, DAGMAR Approach.
2	Integrated Marketing Communication Integrated Marketing Communication, Evolution of Integrated Marketing Communication, Role of IMC, Consumer Behaviour, Consumer buying decision process, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC
3	Advertising Design: Appeals, Message Strategies and Executional Framework Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Executional Strategies, Creating an Advertisement, Advertising Effectiveness
4	Copywriting

	Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, writing for the Web, Tips for writing good web content
5	Advertising Agencies: Meaning, Features, Functions, Types of Advertising Agencies. Legal and Ethical Aspects of Advertising in India: Legal Issues, Ethical Issues, Misleading Claims, Surrogate Advertising, Subliminal Advertising, Puffery, Weasel Claim. Online Advertising: Introduction, Display Advertising, Content Marketing, Search Engine Advertising.
6	Media Planning and Strategies Media Decisions: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness, Reach, Frequency, Impact, Choosing and Selecting Major Media Types, Media Scheduling, Types of Media.
7	Print Media and Outdoor media Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising
8	Broadcast and Internet Media Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising, Advertising Message Decisions: Message Content, Message Structure, Message Format, Message Source, Advertising Copy, Jingles, Illustrating, Layout, Advertising Appeals, Celebrity Endorsement.
9	Public Relation and Publicity Meaning of Public Relations, Difference between public relations and advertising, Role of Public Relations, Process of Public Relations, Advantages and Disadvantages of Public Relations, Publicity, Advantages and Disadvantages of Publicity, Meaning, Need and Importance, Methods of Measurements (Pre- Testing & Post Testing Methods).
10	Advertising Campaign: Definition, Characteristics, Developing an Advertising Campaign, Factors influencing Campaign.
11	Advertising Budget: Meaning, Methods, Advertising Budget Process, Factors Influencing Advertising Budget.

Reference Books:

1. Batra, "Advertising Management", 5e Paperback, Pearson Education, 5th edition, 2022
2. S. Bootwala and G. Bapat, "Advertising and Promotion Management", Nirali Prakashan 2021.
3. S. Gupta and P. Nasa, "Advertising Management", Latest Edition, SBPD Publications, 2023
4. S. A. Chunawala and K.C. Sethia, "Foundations of Advertising Theory & Practice", Fourth Edition., Himalaya Publishing House, 2016.

Course Code: DBB32M3	Title of the Course: Green Marketing
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Course Description:

Green marketing focusing on sustainable business practices that align with environmental conservation and consumer demand for eco-friendly products. It examines the evolution of green marketing, highlighting the differences between traditional marketing approaches and strategies designed to promote sustainability.

The course focuses on the following topics:

- Climate Performance Leadership Index (CPLI),
- Various green marketing strategies,
- Promotional channels used to engage green consumers.

Course Objectives

After completion of this course, learners will be able to explain concepts of green marketing.

Specifically, the learners will be able to:

- Understand the Foundations of Green Marketing
- Analyze the Green Marketing Mix
- Understand Green Consumer Behavior
- Investigate the Role of Governance and Policies in Green Marketing

Course Contents

Units	Syllabus
1	Introduction to Green Marketing Meaning and Concept of Green Marketing, Evolution of Green Marketing, Types of Green Marketing. Difference between Traditional Marketing and Green Marketing, Importance and Benefits of Green Marketing
2	Green Marketing Mix The 3 Ps of Green Marketing: Product, Price and Promotion, Role of Place in Green Marketing (Green Distribution), Strategies in Green Marketing- Green Spinning, Green Selling, Green Harvesting, Enviropreneur Marketing, Compliance Marketing, Green Washing
3	Climate Performance Leadership Index (CPLI) Overview of CPLI, Role of CPLI in Corporate Sustainability, Influence of CPLI on Corporate Reputation and Marketing Strategies
4	Promotional Channels of Green Marketing Traditional vs. Digital Promotional Channels for Green Products, Social Media and Green Marketing, Corporate Social Responsibility (CSR) and Public Relations
5	Green Consumer Behavior Concept of Green Consumer, Factors Affecting Consumer Mindset towards Green Products- Psychological, Social and Economic Factors, Green Value Creation and its impact on Consumer Decisions

6	Role of Governance in Sustaining Green Marketing Importance of Governance in Green Marketing, Corporate Governance and Sustainability, Green Business Opportunities emerging from Governance Practices
7	Designing Green Products From Eco-Design to Eco-Innovation, Life Cycle Assessment (LCA) of Green Products, Establishing Credibility through Green Product Design
8	Green Distribution and Packaging Sustainable Logistics and Green Distribution Channels, Reducing the Carbon Footprint in Supply Chains, Eco-friendly and Sustainable Packaging Solutions
9	Government Policies and Subsidies for Green Product Development Overview of Contemporary Government Policies on Green Marketing, Government Incentives and Subsidies Promoting Green Products, The Role of Regulations in Encouraging Corporate Green Initiatives
10	Green Marketing Initiatives Green Marketing Initiatives by Global Brands, The Role of Innovation in Green Marketing Initiatives
11	Current Industrial Trends in Green Marketing Emerging Trends and Technologies in Green Marketing, Impact of Green Technology on Marketing, Market Demand Shifts Towards Sustainable Products

Reference Books:

1. Esakki and Thangasamy, “Green Marketing and Environmental Responsibility in Modern Corporations”, IGI Global, 2017
2. R. R. Sharma, “Sustainability Marketing: New Directions and Practices”, Emerald Publication, 2021
3. M. Tyagi, “Green Marketing - the New Age Marketing”, Notion Press Media Pvt Ltd, 2022
4. P. Randle and A. Eyre, “Sustainable Marketing: The Industry’s Role in a Sustainable Future”, First Edition, Kogan Page, 2023

Course Code- DBB32F1	Title of the Course: Mergers and Acquisitions
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Course Description

A **Mergers and Acquisitions (M&A)** course typically focuses on the strategic, financial, and operational aspects of mergers, acquisitions, and corporate restructuring. Here's a general course description. This course provides an in-depth understanding of mergers and acquisitions, focusing on the strategic rationale, financial analysis, and operational integration of deals. Learners will learn the various stages of M&A transactions, including target identification, due diligence, deal structuring, negotiation, and post-merger integration. Emphasis is placed on the economic, legal, and cultural challenges of combining businesses, as well as the role of M&A in corporate growth strategies.

Course Objectives:

The learner will be able to :

- Gain basic knowledge about corporate restructuring process
- Be acquainted with procedures of mergers and acquisitions
- Be acquainted with valuation methods, accounting treatment and applications
- Be familiar with legal and regulatory framework for mergers and acquisitions
- Be able to do the valuation prior to mergers and acquisitions
- Be familiar with the procedures of takeover defences and post-merger integrations

Contents

Units	Syllabus
1	Introduction to Mergers and Acquisitions Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.
2	Strategic Evaluation of M & A Opportunities selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals.
3	Strategizing and Structuring M & A Activity Merger process, five-stage model, methods of financial mergers and capital budgeting decision, Internal and External Change Forces contributing towards M&A Activities. M&A Integration: Organisational and Human Aspects, Managerial Challenges of M&A.
4	Synergy and Value Creation in Mergers Synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity.
5	Corporate Restructuring meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring, LBOs, MBOs, MLPs and ESOPs: meaning of LBO, MBO,

	MLP , ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.
6	Demergers Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers.
7	Joint Ventures Meaning of joint ventures, characteristics of a joint venture, Rationale for joint ventures, role of joint ventures in business strategy, joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy.
8	International M & A Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, Cross-Border Mergers and Acquisitions: Theory of MNE, Reasons, Strategies and Performance of CBMA.
9	Takeover Defences Types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers, Anti-takeover Amendments- SEBI Takeover Code.
10	Valuation valuation approaches, basis of valuation, different methods of valuation, Calculation of Purchase Consideration in M&A Deals, Firm Valuation: Different
11	Methods like DCF, Relative Valuation and other Methods of Valuation such as EVA, MVA and Enterprise Value.

Reference Books:

1. Donald M. DePamphilis, Mergers, Acquisitions, and Other Restructuring Activities, Academic Press, 12th Edition, 2023.
2. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley India, 8th Edition, 2022.
3. Sudi Sudarsanam, Creating Value from Mergers and Acquisitions: The Challenges, Pearson Education, 2nd Edition, 2021.
4. Aswath Damodaran, Applied Corporate Finance, Wiley India, 5th Edition, 2022.
5. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, 11th Edition, 2022.
6. J. Fred Weston, Kwang S. Chung, Susan E. Hoag, Mergers, Restructuring and Corporate Control, Pearson Education, 2021.
7. K. R. Chandratre, Takeovers, Mergers and Acquisitions, Bharat Law House, 2022.
8. Ravi M. Kishore, Financial Management, Taxmann Publications, 2023.
9. S. S. Gulshan, Corporate Restructuring and Strategic Management, Excel Books, 2021.

10. R. P. Rustagi, Financial Management: Theory, Concepts and Problems, Taxmann Publications, 2022.

Course Code: DBB32F2	Title of the Course: Investment Banking & Financial Services
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Course Description

An extensive examination of the vibrant Indian investment banking and financial services industry is provided by the "Investment Banking & Financial Services" course. It offers perceptions on current trends, obstacles, and laws that influence the sector. With an emphasis on their relevance and application in India's financial ecosystem, the course covers a wide range of topics, from credit ratings and securitisation to public issue management, leasing and hire purchase, housing finance, venture capital, and insurance.

Course Objectives

Specifically, the learners will learn to:

- Familiarise with the roles and institutional framework of Indian investment banking.
- Comprehend the SEBI regulations controlling public issue management and merchant banking.
- Acquaint themselves with the ideas behind home finance, hire buy, and leasing as well as their function in financial services.
- Explore the stages involved in venture financing and the venture capital investing process.
- Understand insurance's guiding concepts, categories, and IRDA's function.
- Investigate the workings, benefits, and drawbacks of securitisation and credit ratings in the Indian setting.

Course Contents

Units	Syllabus
1	Introduction to Investment Banking in India, Recent Developments and Challenges
2	Merchant Banking and Financial Services Introduction, concept of merchant banking, financial system in India.
3	Issue Management Pre-issue and post-issue management activities performed by merchant banks, Public Issue, Issue Pricing, Minimum Public Offer, Prospectus, Allotment, Preferential Allotment, Private Placement, Book Building Process.
4	Leasing and Hire Purchase Concept of Leasing, Types of Leasing, Advantages and Limitations of Leasing, Lease Rental Determination.
5	Housing Finance Meaning, Emergence in India, Floating Vs Fixed Rate.
6	Venture Capital

	Introduction of venture capital fund, features, emergence of venture capitalism in India, Venture Investment Process, Steps in Venture Financing.
7	Insurance Concept, Classification, Principles of Insurance, IRDA, General Insurance, Health Insurance, Life Insurance.
8	Credit Rating Introduction of credit rating, Types of Credit Rating, Advantages and Disadvantages of Credit Ratings, processes, scope of credit rating agencies in India and their methodology
9	Securitization Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, 2002, Instruments of Securitization
10	Factoring Process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India, process of forfeiting
11	Portfolio Management Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision

Reference Books:

- Khan, M. Y. Financial services. New Delhi: McGraw Hill Education, 10th Edition, January 2015.
- Machiraju, H. R. (2002). Indian financial system. New Delhi, Vikas Publication House, 5th Edition, 2019
- Williamson, J. P. The investment banking handbook (Vol. 11). John Wiley & Sons, April 1988.

Course Code: DBB32F3	Title of the Course: Corporate Accounting
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Course Description

The course objectives for Corporate Accounting are to provide learners with a comprehensive understanding of company accounts, capital structures, and the preparation of financial statements as per Companies Act 2013. Learners will learn key concepts of share and debenture issuance, amalgamation, internal reconstruction, and company liquidation. Additionally, they will explore differences between IFRS, Indian Accounting Standards, and US GAAP, along with the role of the IASB and global convergence.

Course Objectives

After completing this course, learners will gain a solid understanding of corporate accounting practices, enabling them to effectively manage financial records, evaluate capital structure, and analyze mergers, acquisitions, and liquidation processes. They will be able to interpret and apply key accounting standards and regulations to ensure transparency in corporate financial reporting.

Specifically, the learners will learn to:

- Understand the structure and features of company accounts, including capital structure and financial statements.
- Prepare financial statements in accordance with the Companies Act 2013 and Ind AS 1.
- Differentiate between IFRS, Indian Accounting Standards, and US GAAP, and comprehend the role of IASB in global convergence.
- Apply various methods for share valuation and understand the accounting treatment of amalgamations and internal reconstruction.
- Evaluate the processes and legal requirements for the liquidation of companies, including the preparation of a liquidator's final statement of account.

Course Contents

Units	Syllabus
1	Introduction to Company Accounts Meaning, Features, Importance, Types - Capital Structure of Joint Stock Companies, Forms of Capital Structure
2	Preparation of Financial Statements Contents of Financial Statements of a Joint Stock Company as per the Companies Act 2013, Preparation of Statement of Profit & Loss, Statement of Changes in Equity, Balance Sheet (Ind AS 1)
3	Cash Flow Statement Meaning of cash flow statement; Terms used in cashflow statement; Format of cashflow statement; Special items; Preparation of Cash Flow Statement under direct and indirect method.

4	Difference between IFRS and Indian Accounting Standards – US GAAP, Role of IASB – Arguments for Global Convergence
5	Issue of Shares -I Shares and Share Capital- Meaning and types of shares and share capital, Undersubscription and oversubscription of shares; Accounting treatment of issue,
6	Issue of Shares -II Accounting treatment of forfeiture and re-issue of shares; Surrender of shares; Buy-back of Shares.
7	Issue of Debentures Meaning, objectives and classification of debentures; Issue of debentures; and Treatment of discount/loss on the issue of debentures.
8	Valuation of Shares Introduction, objectives and methods for the valuation of shares
9	Amalgamations and Internal Reconstruction Meaning of Amalgamation, Absorption and Internal Reconstruction, Methods and Calculation of Purchase Consideration. (Ind AS 103): Net Asset Method, Net Payment Method.
10	Accounting for Amalgamation Journal Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company, Preparation of New Balance Sheet.
11	Liquidation of Companies Meaning, Types of liquidation. Order of Payment- Liquidator – Calculation of Liquidators Remuneration – Preparation of Liquidators Final Statement of Account.

Reference Books:

- Shukla, M.C. Grewal, T.S and Gupta, S.C.L: Advanced Accounting II, S.Chand & Co. New Delhi. Latest edition with Ind-AS
- Gupta, R L and M Radhaswamy, Financial Accounting, Sultan Chand & Sons, New Delhi.
- Maheshwari S. N: Financial Accounting, Vikas Publishing House, New Delhi 2019 with Ind-AS
- Jain, Khandelwal, Pareek & Dave: Corporate Accounting, Ajmera Book Co., Jaipur

Course Code: DBB32E1	Title of the Course: Marketing for Startups
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Course Description: This course explores startup marketing strategies, focusing on overcoming challenges in dynamic environments with limited resources. Learners will learn to develop tailored marketing plans, differentiate their offerings, build brand awareness, and utilize digital tools and channels. Practical case studies and lean marketing principles will help learners apply strategies for scaling startup growth effectively.

Course Objectives

- Develop tailored marketing strategies for startups with limited resources.
- Build brand awareness and implement effective promotional tactics.
- Leverage digital marketing channels and tools for customer acquisition and retention.

Course Contents

Units	Syllabus
1	Fundamentals of Startup Marketing Understanding the unique challenges and opportunities in startup marketing; Differentiating between traditional marketing and marketing for startups; Framing startup marketing strategies in the context of limited resources and dynamic environments
2	Developing Marketing Strategy for Startups Developing comprehensive marketing plans tailored for startups; Setting marketing objectives; Strategies and Tactics; Implementing and monitoring marketing initiatives
3	STP for Startups Crafting value propositions; Competitive and differentiation strategies for startups; Understanding the importance of customer analytics for startups
4	Brand Building Building brand awareness and equity for startups; Creating impactful branding and messaging strategies
5	Promotion Implementing promotional tactics to drive brand visibility and engagement; Strategies for rapid startup growth
6	Lean Marketing Applying lean marketing principles; Scaling the startup
7	Digital Marketing Channels Introduction to digital marketing channels; social media; Email; Content marketing
8	Digital Tools Leveraging digital tools for customer acquisition; Engagement; Retention
9	Digital Marketing Campaigns Designing effective digital marketing campaign
10	Case Studies Analysing real-world startup marketing case studies

11	Marketing Implementation Implementing and monitoring marketing initiatives; Setting marketing objectives; Strategies and Tactics
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Reference Books:

1. Seema Gupta, Digital Marketing |3rd Edition, Mac Graw Hill, 2022.
2. Paul Burns, Palgrave, Entrepreneurship and Small Business: Startup, Growth & Maturity Macmillan, 2016
3. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
4. William Benjamin and Jason McDowall, Successful Startups: An Essential Guide to Business Venture Analysis and Development by, TBG Publishing, California, 2010

Course Code: DBB32E2	Title of the Course: Entrepreneurship & Industry 4.0/5.0/6.0
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Course Description

This course explores the intersection of entrepreneurship, innovation, and Industry 4.0, focusing on the application of emerging technologies such as IoT, AI, Big Data, and Blockchain in driving business growth and transformation. Learners will learn about the evolution of Industry 4.0, disruptive business models, lean startup principles, and strategies for scaling ventures in the digital economy. The course also covers key legal, ethical, and regulatory considerations, providing a comprehensive understanding of entrepreneurial opportunities and challenges in the digital age.

Course Objectives

1. Understand the fundamentals of Industry 4.0 and its impact on business innovation.
2. Develop entrepreneurial applications using Industry 4.0 technologies and disruptive business models.
3. Learn lean startup principles and strategies for scaling ventures in the digital economy.
4. Explore the legal, ethical, and regulatory challenges in the digital age.

Course Contents

Units	Syllabus
1	Industry 4.0 Fundamentals Definition and evolution of Industry 4.0; Overview of key technologies (IoT, AI, Big Data, Blockchain, etc.)
2	Entrepreneurship and Innovation Role of entrepreneurship in driving innovation and economic growth; Opportunities and challenges for entrepreneurs in the digital age
3	Technology Applications Entrepreneurial applications of Industry 4.0 technologies; Disruptive Business Models in Industry 4.0 and its impact on industries
4	Business Model Development Business model canvas for Industry 4.0 ventures; Agile methodologies for start-up development
5	Lean Startup Principles Lean start-up principles; Minimum viable product (MVP)
6	Growth Strategies Growth hacking techniques; Viral marketing
7	Legal and Ethical Considerations Legal and regulatory challenges in the digital economy; Ethical implications of Industry 4.0 technologies
8	Scaling Strategies Strategies for scaling Industry 4.0 ventures; Expanding into international markets
9	Future Trends

	Emerging trends in Industry 4.0; Entrepreneurial implications
10	Business Models; Disruptive Business Models; Impact on industries
11	Digital Economy; Digital age opportunities; Digital age challenges

Reference Books:

1. Jean-Claude André, —Industry 4.0, Wiley- ISTE, July 2019, ISBN: 781786304827,2019.
2. Diego Galar Pascual, Pasquale Daponte, Uday Kumar, —Handbook of Industry 4.0 and SMART Systems, Taylor and Francis,2020
3. Miller M, —The internet of things: How smart TVs, smart cars, smart homes, and smart cities are changing the world, Pearson Education, 2015, ISBN: 9780134021300.
4. Pengwei Du and Ning Lu, —Energy storage for smart grids: planning and operation for renewable and variable energy resources VERs , Academic Press, 2018, Reprint edition , ISBN-13:978-0128100714

Course Code: DBB32E3	Title of the Course: Scaling Excellence through Innovation & Incubation
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Course Description This course explores the critical aspects of innovation, entrepreneurship, and scaling businesses in the modern economy. Learners will delve into the fundamentals of innovation and its role in economic growth, with a focus on the lean startup methodology, growth hacking strategies, and business model development. The course covers the challenges of scaling operations, managing resources, and maintaining agility while expanding. Additionally, learners will examine global market expansion, social enterprises, and sustainable scaling practices, preparing them to navigate the dynamic landscape of entrepreneurship and organizational growth.

Course Objectives

- Understand the role of innovation and entrepreneurship in driving economic growth and organizational success.
- Develop strategies for scaling startups using lean methodology, growth hacking, and customer-centric processes.
- Explore the challenges and strategies for maintaining agility, quality, and customer satisfaction during business growth.
- Learn how to scale businesses sustainably, with an emphasis on global expansion and the triple-bottom-line approach for social enterprises.

Course Contents

Units	Syllabus
1	Innovation and Entrepreneurship as Drivers of Economic Growth Overview of innovation and its role in driving economic growth; Importance of innovation for organizational success; Characteristics of successful entrepreneurs and innovators
2	Lean Startup Methodology Introduction to the lean startup approach; Development of Minimum Viable Product (MVP) and iterative testing; Application of lean startup principles to scale excellence
3	Business Models Understanding different types of business models: Subscription-based, Freemium, and Marketplace; Analysis of how these models support startup growth and sustainability
4	Growth Hacking Strategies Strategies for customer acquisition and retention in startups and early-stage ventures; Scaling customer-centric processes and operations to support growth
5	Startup Incubators, Accelerators, and Co-working Spaces Overview of startup incubators, accelerators, and their role in supporting entrepreneurship; The importance of co-working spaces for fostering innovation and collaboration
6	Challenges of Scaling Operations Managing resources, infrastructure, and talent during the scaling phase; Addressing operational challenges as the business grows
7	Agility and Innovation in Growth

	Strategies for maintaining agility and fostering continuous innovation as the organization scales; Balancing growth with innovation to sustain competitive advantage
8	Scaling Excellence Maintaining quality and customer satisfaction during rapid growth; Ensuring consistency in products and services while scaling operations
9	Global Market Expansion Opportunities and challenges of scaling businesses globally; Market entry strategies: Exporting, franchising, and joint ventures
10	Social Enterprises and Sustainable Scaling Strategies for scaling social enterprises sustainably; Triple-bottom-line approach to measuring success in social enterprises
11	Managing Organizational Growth Key strategies for effectively managing organizational growth while maintaining core values; Balancing innovation, customer satisfaction, and operational efficiency during the expansion phase

Reference Books:

- 1."The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries
2. Academic papers, industry reports, and online resources on innovation and entrepreneurship

Course Code: DBB32A1	Title of the Course: Social Media and Web Analytics
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Course Description

This course equips learners with a comprehensive understanding of the principles and applications of social media and web analytics, focusing on modern business and marketing strategies. It introduces the key metrics, tools, and techniques required to analyse social media and web data effectively, empowering learners to make data-driven decisions that align with business objectives. The curriculum covers the fundamentals of analytics, from setting objectives and defining key performance indicators (KPIs) to analysing user behaviour and evaluating the success of campaigns. Learners will gain hands-on experience with essential tools like Google Analytics, Facebook Insights, and Twitter Analytics, learning to track metrics such as engagement, reach, traffic sources, and conversions. Advanced topics include sentiment analysis, text mining, predictive analytics, and ethical considerations in data handling.

Course Objectives

On completion of this course, learners will be able to understand the social media analytics and learners will:

1. Understand foundational concepts and tools in social media and web analytics.
2. Set measurable objectives and define KPIs aligned with business and marketing goals.
3. Analyse and interpret social media metrics, web traffic data, and user behaviour.
4. Apply advanced techniques such as sentiment analysis and predictive analytics to anticipate trends and optimize campaigns.
5. Create effective data visualizations and reports while adhering to ethical standards in data usage.

Course Contents

Units	Syllabus
1	Introduction to Social Media and Web Analytics Overview of social media and web analytics, Key terms and concepts, Differences between social media, web, and traditional analytics
2	Setting Objectives and KPIs in Social Media and Web Analytics Defining analytics objectives for campaigns, Types of KPIs (e.g., engagement, reach, conversions), Aligning analytics KPIs with marketing and business goals, and Understanding qualitative vs. quantitative metrics.
3	Social Media Metrics and Analysis Key social media metrics (e.g., engagement rate, reach, impressions, sentiment), Track and interpret each metric, Analyzing brand presence and performance across platforms
4	Web Traffic Analysis and User Behavior Traffic sources (direct, referral, organic, paid), Analyzing user flow and navigation paths, Understanding bounce rate, session duration, and conversions
5	Data Collection Techniques and Tagging

	Tracking codes and cookies, Implementing tags and triggers in Google Tag Manager, Setting up tracking events for social media and website interactions, Compliance considerations
6	Sentiment Analysis and Text Mining in Social Media: Basics of sentiment analysis and natural language processing (NLP), Text mining for user-generated content, Sentiment scoring and opinion mining
7	Introduction to Social Media and Web Analytics Tools Overview of essential tools: Google Analytics, Facebook Insights, and Twitter Analytics, Basic functions of each tool and where they are best applied
8	Basics of Paid Campaigns and ROI Measurement Introduction to common paid campaign metrics (e.g., Cost per Click, Click-through Rate), Understanding return on investment (ROI) and its importance
9	Fundamentals of Predictive Analytics in Social Media Basics of predictive analytics and its relevance to social media, Simple methods for forecasting trends in engagement and content performance
10	Simplified Data Reporting and Visualization Basic principles of creating user-friendly reports, Present key metrics and findings visually using charts and tables.
11	Ethics and Emerging Trends in Social Media and Web Analytics Introduction to ethical concerns in data usage (privacy, data protection), Overview of global standards and basic privacy regulations (e.g., GDPR)

Reference Books:

1. Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics, by Marshall Sponder Mc Graw-Hill
2. Social Media Analytics Strategy: Using Data to Optimize Business Performance by April Ursula Fox , Apress
3. Social Media Analytics by Ganis/Kohirkar, Person

Course Code: DBB32A2	Title of the Course: Data Mining and Warehousing
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Course Description

The course "Data Mining and Warehousing" provides an in-depth understanding of the processes, tools, and applications associated with data extraction and storage techniques in the business context. This course explores the principles of data mining, the methodologies used to uncover patterns, and the ethical issues involved. It also introduces the concepts of data warehousing, data models, and enterprise data architectures, along with practical applications such as OLAP and ETL processes.

Course Objectives

- Understand the Core Concepts of Data Mining and Data Warehousing, including their significance, processes, techniques, and ethical considerations.
- Apply Data Mining Techniques to discover patterns, relationships, and trends in datasets, utilizing statistical and analytical models.
- Design and Implement Data Warehousing Solutions, including the creation of multidimensional data models, use of OLAP tools, and execution of ETL processes.
- Analyze Emerging Trends in data management, such as Big Data, Data Lakes, cloud-based warehousing, and real-time data mining, while considering data privacy and security measures.

Course Contents

Units	Syllabus
1	Introduction to Data Mining concepts of data mining. how the Data Mining works, its advantages and disadvantages, and the ethical and global issues of mining.
2	Data Mining Techniques, statistics used in data mining and various techniques used to identify patterns in datasets. An overview of information processing models and its applications.
3	Introduction to Data Warehousing; Data Warehousing and its various characteristics, the differences in online transfer processing and online analytical processing.
4	Different data models for multidimensional databases, Online Analytical Processing (OLAP) tools and practical applications of OLAP.
5	Different Ways of Data Warehousing, Different types of business models.
6	Architecting the Data Enterprise data model, granularity of data, and various techniques of data reporting and querying.
7	Values of a good design flow for information in architecture, data partitioning, and total data quality management in architecture.
8	Overview of ETL process, Data extraction from sources, Data transformation (cleaning, standardization), Data loading into the data warehouse, Tools and technologies for ETL
9	Data Privacy Issues in Data Mining, Ethical Considerations in Data Analysis, Data Security Measures, Data Protection Laws

10	Trends in Data Mining and Warehousing, Introduction to Big Data and its characteristics (Volume, Variety, Velocity, Veracity), the role of data mining in Big Data
11	Future trends: Data lakes, cloud-based data warehousing, and real-time data mining

Reference Books:

- Data Mining and Data Warehousing: Principles and Practical Techniques 2019 by Parteek Bhatia
- Data Mining and Data Warehousing 2018 by B.S. Charulatha
- The Data WarehouseETL Toolkit: Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data by Ralph Kimball & Joe Caserta

Course Code: DBB32A3	Title of the Course: Data Visualization with R
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Course Description

This course, Data Visualization with R, introduces learners to the fundamental concepts of data visualization and its significance in extracting insights from data. Using the R programming language, learners will learn to create dynamic visualizations and interactive dashboards. The course will cover various visualization techniques, use of R libraries, and advanced dashboard creation with R-Shiny, enabling learners to present data stories effectively.

Course Objectives

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

- Understand the importance and principles of data visualization.
- Develop various types of plots using R for effective data presentation.
- Create interactive dashboards using R-Shiny.
- Apply advanced data visualization techniques to solve real-world business problems.

Course Contents

Units	Syllabus
1	Introduction to Data Visualization Importance of data visualization, Role in Business Analytics, Key principles of effective data visualization.
2	Basic Visualization Techniques in R Plotting basic graphs using R (line plots, bar charts, histograms), Introduction to ggplot2 library.
3	Advanced Plotting with ggplot2 - I Customizing plots with ggplot2, Faceting, Themes, and Scales,
4	Advanced Plotting with ggplot2 – II Creating complex visualizations using layered grammar of graphics.
5	Introduction to R-Shiny Overview of R-Shiny, Setting up a basic R-Shiny app, User interface and server components.
6	Building Interactive Dashboards with R-Shiny Creating interactive elements, using reactive inputs, Adding UI elements.
7	Creating Maps and Geospatial Visualizations - I Introduction to geospatial data, Introduction to the ‘sf’ Library, creating maps using ‘sf’ library.
8	Creating Maps and Geospatial Visualizations - II creating maps using ‘leaflet’ library, Visualizing data on geographical maps.
9	Customizing Plots for Presentations Introduction to Plot Customization (Titles, Labels, Legends, Adjusting Colours, etc.), Designing Plots for Presentation and Publication

10	Exporting and Embedding Visualizations Exporting Plots to Different Formats, Saving High-Resolution Plots, Embedding Plots in R Markdown Reports
11	Case Study End-to-end project using R and R-Shiny, Creating an interactive dashboard for a real-world dataset, Presentation and storytelling with visualizations.

Reference Books:

- ‘Data Visualization: Storytelling Using Data’ by Sharada Sringeswara; Purvi Tiwari; U. Dinesh Kumar
- ‘Data Visualisation with R’ by Rahlf Thomas
- R Graphics Cookbook: Practical Recipes for Visualizing Data, Second Edition by Winston Chang

Course Code: DBB32R1	Title of the Course: Retail Logistics Management
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Course Description

Logistics Management is one of the most fundamental subjects in retail management, as it deals with logistics, a core function in any retail enterprise. In simple words, logistics management refers to the practice of planning, implementing and controlling the flow of goods and information from one location to another. In this age of globalization, the role of logistics in retail enterprises has become more crucial. Globalization has increased competition in the retail industry. More international retailers are entering Indian retail industry after the allowance of FDI in multi-brand retail. This increased competition would put pressure on the retail enterprises to cut cost and provide low-cost products to the customers. An effective logistical system helps retail enterprises in cutting costs.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts of logistical management in retail business.

Specifically, the learners will learn to:

- Elaborate on the concept of logistics
- Describe integrated logistics
- Explain the approaches and applications of demand forecasting
- Discuss the importance of Inventory management and Warehousing
- Understand the role of E-Logistics

Course Contents

Units	Syllabus
1	Concept of Logistics Meaning, objectives and types of logistics, Concept of logistics management, evolution of logistics, Role of logistics in the retail, difference between logistics and supply chain management, logistics and competitive advantage, logistics mix and logistics in organized retail in India.
2	Integrated Logistics The operational objectives of integrated logistics, Barriers to integration and logistics performance cycle.
3	Demand Forecasting in Retail Meaning of demand forecasting, Impacts of forecasts on logistics in retail industry, Forecasting process and techniques, Selection of appropriate forecasting techniques, Operating principles of forecasting.
4	Inventory Management Meaning of inventory, its types, Concept of inventory management, Types of inventory costs, Inventory performance and inventory planning measures.
5	Material Handling Meaning of material handling, Equipment used in material handling, Important points to be considered in material handling, Roles of material handling in logistics.

6	Warehousing Meaning of warehousing, Functions of warehouses, Types of warehouses, Warehousing cost and warehousing strategies, Significance of warehousing
7	Storehouse Operations and Control Concept of storehouse operations and its objectives, Daily activities of stores, Organizing a store as well as store location and layout, Concepts and implications of store housekeeping and accounting.
8	Logistical Packaging in Retail Concept of logistical packaging in retail, Design consideration in packaging, Types of packaging materials, Packaging costs.
9	Transportation Meaning of transportation system, Transportation infrastructure, Different modes of transportation, Freight management, Factors affecting freight cost, Transportation networks and containerization.
10	E-Commerce Logistics Concept of e-commerce, Requirements of logistics in e-commerce, E-logistics structure and Logistics Resource Management (LRM).
11	Future Trends and Innovations in Retail Logistics Emerging Technologies in Logistics, Internet of Things (IoT) in Retail Logistics, Big Data Analytics and Predictive Logistics.

Reference Books:

- Gourdin, K. N., Global logistics management: A competitive advantage for the 21st century. Malden, MA: Blackwell Pub.
- Segel, R., Retail business kit for dummies. Hoboken, N.J: Wiley.
- Clodfelter, R., Retail Buying: From Basics to Fashion. New York, Fairchild Books.

Course Code: DBB32R2	Title of the Course: Digital Marketing for Retail Business
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Course Description

Digital marketing is essential for retail businesses, providing powerful tools to reach and engage customers online. Through social media, email marketing, search engine optimization (SEO), and paid ads, retailers can expand their visibility and connect with target audiences in real time. Social media platforms, such as Instagram and Facebook, allow businesses to showcase products, engage directly with customers, and build brand loyalty. Email marketing and personalized content help keep customers informed about promotions, new arrivals, and exclusive offers, driving repeat business.

Course Objectives

After studying this subject, the learners will be able to:

- Understand the process of Digital Marketing in Retail,
- Analyse different types of methods in Digital Marketing
- Examine the growth and development of digital media Retail in India
- Understand the opportunities and challenges in building a digital news media career.

Course Contents

Units	Syllabus
1	Marketing in the Digital Era E-Marketing Introduction, Internet and Business, Changing Marketing Landscape, Strengths and Applications, Types of digital marketing,
2	Retail Meaning ,definition, E-marketing and CRM introduction, Developing E-marketing solutions
3	Online Marketing Mix E-product, E-price, E-place, E-promotion, Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing
4	Digital Eco-System, Digital Paradigm, The Web and The Consumer Decision-Making Process
5	Strategic Perspective in Multi-channel Retailing, Accessing both Physical and Digital, Difference between Omni-channel and Multi-channel retailing, Channel Benefits and Challenges in Multi-channel Retailing, Issue of Free-riding across channels, Discussion over Research Shopping phenomenon and Hybrid Shopping in Today's Retailing Digital Environment, A case of Indian Retailing Structure
6	Social Media Analytics and Social Media Tools Used in Retail Using different social media platforms (Facebook/Instagram/Twitter) to connect with the audience & convert them to a call of action (purchase or form filling).
7	Content Strategy in Retail Viral Marketing and Inbound Marketing and Co-creation, Building Consumer Engagement through Content Management

8	Brand Loyalty in Retail Brand Consumer Centricity, Brands and Emotions and Consumer Brand Emotion, Online Branding: Concept, Cyber Branding
9	E-Commerce Management in Retail Maintenance of an online product-listing website through product keyword research, product pricing, positive reviews, and customer retention.
10	Digital Marketing Strategy in Retail Digital Marketing strategy Roadmap. Digital Marketing Campaign Management: Basic Elements, Implementing Intent-based Campaigns, Implementing
11	Emerging issues in Digital Retail Physical vs. Digital, Showrooming and Webrooming as emerging retail challenges, Emergence of Virtual Reality and Artificial Intelligence in Retailing, Strategies for handling present retailing challenges in India, Future of Retailing in India

Reference Books:

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.
2. Vandana Ahuja, Digital Marketing, Oxford university press.
3. Patukale, Vinayak, Digital Marketing, Tech Some.
4. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.
5. Retail Marketing Strategy, Constant Berkhout, Kogan page
6. International Retail Marketing Strategies, Ram Kishan Y, Jaico
7. Retailing Management, Levy, Weitz and Pandit. Mc Graw Hill
8. Retailing Management, Nayak and Dash, Cengage
9. Retail Management: A Strategic Approach, Berman, Evans and Shrivastava, Pearson
- Retail Management, Vedamani, Pearson

Course Code- DBB32R3	Title of the Course: Enterprise Resource Planning
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Course Description

This course explores the principles, tools, and techniques used in Enterprise Resource Planning (ERP) systems to integrate and manage business processes across various functions of an organization. Learners will gain a comprehensive understanding of ERP systems, their role in improving organizational efficiency, and how they support decision-making, data management, and process optimization.

The course covers the fundamentals of ERP systems, their architecture, and the key modules commonly used in ERP implementations. It also delves into the challenges and best practices associated with selecting, implementing, and managing an ERP system.

Course Objectives

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.

- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the learners to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the learners technological competitive and make them ready to self-upgrade with the higher technical skills

Contents

Units	Syllabus
1	Introduction to ERP concept of ERP, gives a brief history of the evolution of ERP, assesses the benefits of ERP, and analyses the reasons for the failure of ERP. Enterprise-An Overview role of the Enterprise, assesses the need of an Enterprise, business modelling approaches, and methods to integrate the management information into the enterprise.
2	ERP and Related Technologies, analyze business functions efficient ERP implementation. ERP Systems MIS, DSS, and EIS new technologies and concepts data warehousing, data mining, OLAP, and Supply Chain Management (SCM) efficiency, and effectiveness of ERP systems.
3	ERP Tools and Software and Selection Methodology and criteria used in ERP selection. ERP selection process, analyze ERP tools, ERP vendors, and ERP vendor selection process.
4	ERP Modules Popular modules of an ERP package like finance, manufacturing, plant maintenance, materials management, subsystems / sub-modules of model module's function.
5	ERP – A Manufacturing Perspective introduces techniques and technologies used in the manufacturing industry. how ERP and other concepts like MRP, MRP-II, CAD/CAM, PDM, and so on improve the competitiveness of a company and assess the different types of manufacturing operations like MTS, MTO, ETO, ATO, CTO, and so on
6	ERP – A Purchasing and Sales Perspective This unit explains the functioning of the purchasing department in an organization. It elucidates the features and benefits of the ERP – Purchase module analyses the importance of the Sales and Distribution module and describes the functioning of various sub-modules of the Sales and Distribution module
7	ERP – An Inventory Control Perspective This unit explains inventory management and its function, lists out the features of inventory management, and elucidates the benefits and drawbacks of inventory management. It analyses how ERP inventory systems can be installed and implemented, explains Web ERP and its benefits, illustrates the types of inventory management, and the process of transactions in an organisation, and also describes Inventory ERP software module.
8	ERP – CRM Perspective This unit explains the concept of CRM, describes the types and submodules of CRM, lists out the benefits and challenges of CRM, and elucidates the implementation of CRM.

9	ERP – HR Perspective & Finance Perspective This unit explains the concept of Human Resources (HR), describes the activities of Human Resource Management systems, lists out the benefits and features of the Human Resources Management module. It elucidates the role of ERP in Human Resource Management systems and explains the role and workflow of ERP in the financial module of an organization.
10	ERP Implementation Lifecycle This unit describes the implementation lifecycle for an ERP package, assesses the various approaches for the implementation of ERP, and selects the right methodology for ERP implementation. Benefits of ERP This unit compares the direct and indirect benefits of ERP implementation. It explains how the integration of information and automation of business processes make improvements possible.
11	ERP Vendors, Consultants, and Users This unit evaluates the three major players in an ERP implementation and their profiles. It describes the roles of each of these players and elucidates the reasons for the success of an ERP implementation. Future Directions in ERP

Reference Books:

1. Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
2. Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
3. Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
4. Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
5. Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
6. O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.
7. Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

Course Code: DBB32D1	Title of the Course: E-Marketing
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Course Description

The course E-Marketing will help the learners to develop an understanding of fundamentals of e-marketing and strategies used to enhance brand visibility across the digital channels.

Course Objectives

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

- Explain the importance of e-marketing and illustrate the use of search engine marketing, online advertising, and online marketing strategies.
- Formulate an integrated and comprehensive e-marketing plan.
- Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing.

Course Contents

Units	Syllabus
1	E-Marketing-An Overview Introduction, Objectives, Definition, History and Features of E-Marketing, Scope, Benefits and Problems of E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing.
2	Components of E-Marketing Introduction, Objectives. Customers (Buyers): Impulsive, Patient and Analytical Sellers and Products, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products.
3	E-Customer Introduction, Objectives, Definition of E-Customers, Dealing with Customers' Motivations and Expectations, Fears and Phobias of Online Customers, Online Buying Process.
4	Types of E-Market Introduction, Objectives, Definition of E-market, E-Malls, E-Storefront, E-Marketplace.
5	E-Marketing Tools Introduction, Objectives, E-Mail Marketing, Create a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing, Search Engine Marketing, Blogging and Classified Advertising.
6	E-Marketing Plan Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success.
7	E-Marketing Mix Strategy Introduction, Objectives, the 4Ps in E-Marketing, Additional 3Ps in E-Marketing of Services, the 2P+2C+3S Formula in E-Marketing.
8	Applications of E-Marketing

	Introduction, Objectives, Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium.
9	Strategic Advantages of E—Marketing Introduction, Objectives, Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved Segments, Lower Price Barrier, Delivery Systems for Digital Products.
10	E-Metrics: Introduction, Objectives, E-Metrics, An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools.
11	E-Customer Relationship Management Introduction, Objectives, Concept of ECRM, Prerequisites for the Implementation of E-CRM, Transition from CRM to E-CRM, ECRM and Community Building, E-CRM and Customer Lifecycle, E-CRM versus E-Loyalty, Conversion Optimization.

Reference Books:

1. Dave Chaffey, Fiona Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice, Pearson Education, 8th Edition, 2022.
2. Judy Strauss, Raymond Frost, E-Marketing, Pearson Education, 8th Edition, 2021.
3. Seema Gupta, Digital Marketing, McGraw Hill Education, 2022.
4. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2021.
5. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 5.0: Technology for Humanity, Wiley India, 2021.
6. Vandana Ahuja, Digital Marketing, Oxford University Press, 2020.
7. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning, 6th Edition, 2022.
8. Gary P. Schneider, Electronic Commerce, Cengage Learning, 13th Edition, 2022.
9. Damian Ryan, Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, 5th Edition, 2021.
10. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Marketing Management, Pearson Education, 16th Edition, 2022.

Course Code: DBB32D2	Title of the Course: Advertising and Brand Management
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Course Description

The course Advertising and Brand Management will help the learners to develop an understanding of advertising essentials like appeal, STP of ad campaign, creative strategy. Additionally, the course develops knowledge of brand positioning and how organisations can leverage brand image for better valuation.

Course Objectives

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

- Define Advertisement and its various classification.

- Develop the segmentation, targeting and positioning strategy required for ad- campaign planning and execution.
- Explain the working of an ad- agency and its different types.
- Define Advertising appeal and its various types.
- Understand the concept of Brand, its evolution, and different types.
- Define the determinants of brand positioning and brand image formation.
- Explain brand valuation and its application.

Course Contents

Units	Syllabus
1	Definition: Meaning, Genesis of advertising, Relevance of advertising in the marketing mix, Classification of advertisements, Various media for advertising, Socio-Economic effects of advertising, Statutory bodies in advertising AAI, ASCI, ASCI and Code of Conduct.
2	Segmentation: Market Segmentation Procedure; Bases of Market Segmentation; Criteria for Successful Segmentation; Targeting: Market Targeting Procedure and Market segment strategies, Positioning: Market Positioning procedure and Strategies. Perpetual mapping Advertising in Digital Age.
3	Advertising Agency: Management, Departmental structure-accounts, Planning, Creative media planning, Client related issues and the process, Agency-client interface; Agency-media interface Agency revenue sources.
4	Creative Strategy and Appreciation; Brand Management; USP Planning; Ideation and Brainstorming; Development and Evaluating Advertising Effectiveness.
5	Advertising Appeals: Types and Importance. AIDA and DAGMAR Approach, Maslow's Hierarchy Model; Campaign Planning; Advertising and Social Psychological and Gender perspective.
6	Advertising Research: Scope and Objectives – Research as a Decision-Making tool. Positioning Research – pre-test, post-test, audience, methods of analyzing research (psychographic/life style research, psycho-physiological research).
7	Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.
8	Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behavior, Building a strong brand – Method & implications.
9	Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

10	Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Cobranding & Licensing Brands. Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.
11	Brand valuation – Methods of valuation, implications for buying & selling brands, Applications – Branding industrial products, services and Retailers – Building Brands online, Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference Books:

1. Upshaw, Lyhh B. Building board Identity: A Stratergy for success in a hostile market place New York, John Wiley, 2006
2. SubrotoSengupta, Brand Positioning. Tata Mc Graw Hill ,2005
3. Fiona Gilmore (Ed) Brand Warriors, profile Books 2007
4. John, Philip Jones, what is in a brand? Tata Mc Graw Hill 2011
5. YLR. Moorthi, Brand Management: The Indian context, Vikas Publishing House , 2015

Course Code: DBB32D3	Title of the Course: New Media and Social Media Spectrum
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Course Description

This course explores the dynamic world of new media and social media platforms, focusing on how they influence communication, culture, and business. Learners will gain an understanding of the evolution of media, the rise of digital platforms, and the various ways social media has reshaped personal, professional, and societal interactions. The course examines the theory, practice, and impact of new and social media in both global and local contexts, with a focus on their role in contemporary society.

Course Objectives

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

- Define New media and its role.
- Describe the different types of new media platforms.
- Describe the new media ecologies and its different elements
- Explain cyber-activism and convergence culture
- Define online interactivity and gaming culture.

Course Contents

Units	Syllabus
1	New Media: Definition, Characteristics; Role of new media in Creating Information society, Computer Mediated-Communication (CMC); Networked Society.
2	Internet and its Beginnings, Remediation and New Media technologies; Online Communities; User Generated Content and Web 2.0; Networked Journalism, Alternative Journalism; social media in Context, Activism and New Media.
3	Digital Divide, Digitization of Media and its effects on media Authorship and what it means in a digital age, Piracy, Copyright, Copyleft and Open source; Digital archives.
4	Internet Journalism, developing news stories for Internet, Structure and characteristics of Internet news stories, Overview of Web Writing: Linear and Non-linear writing; Contextualized Journalism; Writing Techniques, Linking, Multimedia.
5	Blogging, types of blogs; Brief history of Websites: Definition, Characteristics, and types of websites; Concept of Citizen Journalism; Online Journalism.
6	Understanding New Media Ecologies; Elements of Trans-media Narratives across multiple media platforms; Gaming and storytelling: Digital games, player cultures, online games and their impact; New media art.
7	The new media practitioners; New Media Practices: Satellite Radio, Online (Web), Podcasting, Mobile Content, Advertising, Integrating Social Media & UGC Content; Online broadcast technologies: webcasting, Social TV, Video conferencing, Skype.
8	Understanding Internet Governance &; Regulatory Frameworks: Processes & Models; Issues &; Stakeholders Institutions &; Forums: -ICANN, ITU, ISOC, UN, WSIS, IGF, APRICOT 1L; Conflicts &; discourses: Freedom of Speech &; Expression &; Cyber security; Online Databases, Surveillance &; Cyber terror.

9	Cyber activism – definition and concept; Scope of New Media in Socio-Economic Development; Barriers to New Media: Economy, Gender, Geography, Caste; Cyberspace and various applications (Education, Finance, Banking, Marketing, National Security); The Internet & the Public Sphere.
10	Convergence Culture - social media and participatory media culture, digital fandom and online communities; Identity, Gender and new media- digital media and identities; new media campaigns. Digital Democracy.
11	Understanding social media: Types and Usage. Difference between Mass media and social media, Social Media Etiquettes, Usage of social media in advertising, crowdfunding, career. Social, culture and economic impact of social media.

Reference Books:

1. Communication Media and Information Technology (2005). Goel
2. Commonwealth Publishers. New Delhi.
3. Web Advertising and Online Marketing: Technology and Strategies of
4. E- Marketing (2004). P.P Singh, Sandhir Sharma. Deep & Deep Publication. New Delhi.
5. Cyber Media Journalism: Emerging technologies (2003). Jagdish Chakravathy. Authorpress. Delhi.
6. New Media:Theories and Practices of Digitextuality(2003). Anna Everett. Routledge. UK.
7. Handbook of Online Journalism (2010). Swati Chauhan, Kanishka Publishers, Delhi.
8. Information Technology in Journalism (2002). Om Gupta. Kanishka Publishers. Delhi.
9. New Media Development and Globalization (2013). Don Malden Slater, Polity Press. UK

Course Code: DBB3210	Title of the Course: PROJECT
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Every learners shall undertake Project Work in the V semester, commencing with the submission of the project synopsis and culminating in the submission of the final project report in the VI semester. Learners are encouraged to undertake a six-month project either at their workplace or at any other suitable organization/location in their chosen area of specialization/elective as part of the programme requirements. The Project Work shall carry a weightage equivalent to 6 credits.

5.3. Duration of the programme

Programme	Level	Duration	Maximum duration for completion	Credits
BBA	Bachelor's Degree	3 years	(3+ 3) years (As per UGC Notification on Specification of Degree, 2014)	126 Credits

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250 learners

5.5. Instructional Delivery Mechanism

The Centre for Distance and Online Education of Manipal University Jaipur comprises faculty members and staff who are well-versed in distance and online education delivery.

An academic calendar depicting the dates of all major events during each semester will be prepared by the faculty members and shared with learners through the LMS at the beginning of each academic session.

Apart from providing content in the form of self-learning material (SLM), adequate e-learning resources in the form of audio and video content will also be provided to learners. Regular engagement of learners will be ensured through the following means:

- Conduct of webinars, live lectures, online lectures, and virtual classes
- Encouraging learners to participate in mandatory discussion forums to stimulate critical thinking and enable them to express their views confidently. These discussion forums will be moderated by faculty members to ensure equal participation opportunities and maintain decorum.
- Periodic formative assessments

Regular evaluation of the content learned will be conducted through self-assessment questions included within the SLMs, as well as quizzes available on the LMS. Learners may attempt the quizzes multiple times to improve their understanding and achieve error-free responses, thereby reflecting conceptual clarity.

Efforts will also be made to provide case studies to enhance learners' analytical abilities and decision-making skills.

Links to national portals such as **SWAYAM**, **Coursera** and **NPTEL**, as well as access to the University's digital library portal, will be provided.

Additionally, links to supplementary reading materials will be made available through the LMS, enabling interested learners to explore topics beyond the prescribed syllabus.

5.6 Identification of Media – Print, Audio, Video, Online, and Computer-Aided Learning

The LMS provides access to audio-video content, including e-learning material, e-publications, faculty-led video sessions, virtual classrooms, and discussion boards. It also provides learners with a dashboard to monitor their learning progress and compare their performance with peers.

The LMS further enables regular notifications regarding upcoming webinars, virtual classes, assignments, discussion forum participation, and examinations. It also provides learners with opportunities to raise queries and receive support through chatbots or course mentors.

5.7 Learners Support Services

The Learners Support Services will be facilitated by the Centre for Distance and Online Education, Manipal University Jaipur, Rajasthan, and include pre-admission support services such as counselling regarding the programme, curriculum design, mode of delivery, fee structure, and evaluation methods.

Post-admission support services include guidance related to accessing the e-identity card, LMS portal, academic calendar, and academic delivery systems. The examination support staff shall address queries related to the conduct of end-semester examinations, evaluation, and issuance of certificates.

6. Procedure for Admission, Curriculum Transaction, and Evaluation

The purpose of online education offered by Manipal University Jaipur is to provide flexible learning opportunities to learners who are unable to attend regular classroom teaching. Academic programmes offered under the Online Learning mode shall be conducted by the Centre for Distance and Online Education-Manipal University Jaipur with the support of various university schools.

The programmes/courses offered under online mode shall lead to the award of a degree. The eligibility criteria, programme/course structure, curriculum, evaluation criteria, and duration of the programme shall be approved by the Board of Studies and Academic Council in accordance with UGC guidelines.

Candidates seeking admission to any programme offered by the Centre for Distance and Online Education-Manipal University Jaipur shall fill out the online application form available on the **CDOE-MUJ** website. Before applying, candidates must verify the eligibility criteria for the programme of interest. Details regarding eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1 Procedure for Admission

6.1.1 Minimum Eligibility Criteria for Admission

10+2 from a recognized board or an equivalent qualification recognized by the Association of Indian Universities (AIU) or any other competent authority in any discipline with at least 45% marks (40% for reserved category candidates) in aggregate.

Important Instructions

- All admissions shall be provisional until candidates fulfil the eligibility criteria.
- Admission shall stand cancelled if a candidate does not meet the eligibility criteria or fails to pay the programme/course fee.
- Admission shall stand cancelled if the candidate fails to submit proof of eligibility within the stipulated period prescribed by the Centre for Distance and Online Education-Manipal University Jaipur.
- The Centre for Distance and Online Education-Manipal University Jaipur reserves the right to make necessary changes in eligibility criteria, programme/course structure, curriculum, duration, fee structure, and programme announcement dates as deemed appropriate. All such changes shall be notified on the website.
- Candidates should carefully read all instructions provided in the programme prospectus before beginning the application process.

6.1.2 Programme Fee and Financial Assistance Policy

The suggested fee for the BBA programme is INR 1,35,000/- (Rupees One Lakh Thirty-Five Thousand Only).

Overseas learners are required to remit the equivalent of **USD 2046** for Non-Resident Indians (NRIs), **USD 2388** for Foreign Nationals, and **USD 1800** for African learners.

A scholarship of up to 20% on tuition fees shall be provided to Divyang learners and learners belonging to Public Sector Undertakings (PSUs) or Defence backgrounds.

6.2 Curriculum Transactions

6.2.1 Programme Delivery

Manipal University Jaipur has a state-of-the-art mechanism for online academic delivery to ensure quality education. Faculty members at MUJ provide expert guidance and support for the holistic development of learners. Faculty members are not merely facilitators of knowledge but also mentors who make learning more engaging and help maintain high retention levels among learners.

The programme is delivered with the objective of developing expertise and enabling learners to excel in their respective domains. The key features of programme delivery are as follows:

- Online mode of academic delivery
- Periodic review of curriculum and study material
- Live interactive lectures by faculty members and course coordinators
- Continuous academic and technical support
- Guidance from course coordinators
- Learning and delivery support from course mentors

6.2.2. Norms for Delivery of Courses in Online Mode

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 Credits	12 weeks	12 hours	24 hours	20	20	44	120
3	8 Credits	16 weeks	16 hours	32 hours	40	40	88	240

6.2.3. Learning Management System to support Online mode of Course delivery

The LMS platform has been developed to help learners achieve their potential in their chosen programme. It is a secure and reliable learning experience platform that functions consistently across web and mobile devices. Its user-friendly interface enables instructors to design courses, create content, and evaluate assignments efficiently. The platform provides an enhanced mobile learning experience through responsive design integrated with purpose-built native applications.

The LMS ensures seamless accessibility by providing standards-compliant tools that are easy for learners to navigate using assistive technologies. It offers a **24×7** learning environment, enabling learners to study at their own pace and convenience. The digital portfolio functionality allows

learners to document and share their learning journey in real time across both web and mobile platforms.

6.2.4 Course Design

The course content is designed in accordance with the **SWAYAM** guidelines using the **four-quadrant approach**, as detailed below, to facilitate seamless delivery and an effective learning experience:

(a) Quadrant I – e-Tutorial

This quadrant contains faculty-led video and audio content, simulations, video demonstrations, and virtual labs.

(b) Quadrant II – e-Content

This quadrant contains Portable Document Format (PDF) materials, e-books, illustrations, video demonstrations, and other relevant documents as required.

(c) Quadrant III – Discussion Forum

This quadrant facilitates discussion forums for raising and clarifying doubts on a real-time basis by the Course Coordinator and the support team.

(d) Quadrant IV – Self-Assessment

This quadrant contains MCQs, problem-based exercises, quizzes, assignments with solutions, and discussion forum topics.

6.2.5. Academic Calendar

Sl No.	Event	Batch	Last Date (Tentative)
1	Commencement of semester	January	1 st January
		July	1 st July
2	Enrol learners to Learning Management system	January	Within 2 working days of fee confirmation
		July	
3	Assignment Submission	January	March end and April end
		July	September end and October end
4	Submission of Synopsis (Applicable during Pre final semester)	January	30 th April
		July	30 th October
5	Project Report Submission (Applicable during Final semester)	January	30 th April
		July	30 th October
6	Webinars / Interactive Live Lectures and Discussion Forum for query resolution	January	Mar to May
		July	September to November
7	Admit Card Generation	January	3 rd week of May
		July	3 rd week of Nov
8	Term End Examination	January	2 nd week of June (TEE June)
		July	2 nd Week of December (TEE December)
9	Result Declaration of End Term Examination	January	Last week of August
		July	Last week of February

6.3. Evaluation

The learners's learning in a course shall be evaluated based on internal assignments, learners' response sheets, and end-semester examinations. The University adopts a rigorous process for the development of question papers, question banks, assignments and their moderation, conduct of examinations, evaluation of answer scripts by qualified teachers, and declaration of results. The Directorate shall frame the question papers in such a manner as to ensure that no part of the syllabus is left uncovered by the learner.

The evaluation process shall include two types of assessments: continuous or formative assessment in the form of assignments, and summative assessment in the form of end-semester or term-end examinations, which shall be conducted using a technology-supported remote proctored examination system.

However, the University shall consider the guidelines issued by the regulatory bodies from time to time regarding the conduct of examinations.

The examinations shall be conducted to assess the knowledge acquired during the course of study. There shall be two systems of examination, namely internal and external examinations. In the case of theory courses, internal evaluation shall be conducted through Continuous Internal Assessment (CIA) comprising learners assignments and quizzes. The internal assessment shall carry a maximum of 30 marks for each course (one assignment for a two-credit paper and two assignments for a four-credit paper). The end-semester examination shall be of three hours' duration for each course and shall be conducted at the end of each semester.

6.3.1. Question Paper Pattern

Time: 3 Hours

Max. Marks: 70

Part A - (Multiple Choice Questions) - 10 x 2 Marks = 20 Marks

Part B - (Short Answers) - Answer any 4 (out of 6) 4 x 5 Marks = 20 Marks

Part C – (Long Answers) – Any 3 (out of 4) x 10 Marks = 30 Marks

6.3.2. Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for awarding internal marks for theory courses. Learners must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

6.3.3. Passing Minimum

The learners are considered as passed in a course if they score 40% marks in the Continuous Evaluation (IA) and Term-End Examinations (TEE) individually. If a learners fails in any one component (failure to get 40% marks either in IA or TEE), then he/she will be required to re-appear for that component only (IA or TEE as the case may be).

6.3.4. Marks and Grades

Based on the total marks obtained for each course in Internal Assessment and Term End examinations, learners will be awarded grade for that course. The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
≥90 to ≤100	10	A+	Outstanding
≥80 to <90	9	A	Excellent
≥75 to <80	8	B+	Distinction
≥70 to <75	7	B	Very Good
≥60 to <70	6	C+	Good
≥50 to <60	5	C	Average
≥40 to <50	4	D+	Below Average
<40	0	F	Re-appear
ABSENT	0	AAA	ABSENT

For a semester:

$$\text{Grade Point Average [GPA]} = \sum_i C_i G_i / \sum_i C_i$$

Grade Point Average =

$$\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

C_i = Credits earned for the course i in any semester

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited

For the entire programme:

$$\text{Cumulative Grade Point Average [CGPA]} = \sum_n \sum_i C_{ni} G_{ni} / \sum_n \sum_i C_{ni}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

7. Requirement of the Laboratory Support and Library Resources

7.1 Laboratory Support

No lab-based courses are offered in this **programme**.

7.2 Library Resources

The Centre for Distance and Online Education, Manipal University Jaipur, Rajasthan, has an excellent library facility with an adequate number of copies of books in relevant titles for the BBA programme. The Central Library of Manipal University Jaipur also has a good collection of reference books. The books available in both libraries are meant for reference and lending services. In addition, prescribed reference books will also be procured.

Digital library access will be made available to learners enrolled in the online mode of education. Furthermore, university membership access to **SWAYAM**, **NPTEL**, and **Coursera** will also be provided to learners. Complete e-learning resources for the course will be made available through the Learning Management System (LMS), along with e-tutorial lectures. Further, expert lectures, workshops, and webinars by industry experts will also be conducted for learners.

8. Cost Estimate of the Programme and the Provisions

The cost estimate of the Programme and provisions for the funds required to meet the expenditure incurred in connection with the BBA programme are as follows:

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single-Time Investment)	84,00,000 INR
2	Programme Delivery (Per Year)	18,00,000 INR
3	Programme Maintenance (Per Year)	42,00,000 INR

9. Quality Assurance Mechanism and Expected Programme Outcomes

The quality of the programme depends on the **scientific design** of the curriculum, a **well-structured syllabus**, and sincere efforts leading to the skilful execution of the course of study. The ultimate outcome of the BBA programme may reflect the acquisition of knowledge and skills in the management domain. The acquisition of knowledge and skills in IT may help learners obtain new

employment opportunities, thereby enhancing their position not only in employment but also in society.

The benchmark quality of the programme may be reviewed based on the performance of learners in their end-semester examinations. In addition, feedback from alumni, learners, parents, and employers will be collected and analysed for the continuous improvement of the programme quality.

Manipal University Jaipur has constituted the Centre for Internal Quality Assurance (CIQA), which assists the Director, Centre for Distance and Online Education, in conducting periodic reviews and assessments and in implementing necessary quality measures for effective programme delivery. CIQA is constantly involved in reviewing all materials prepared by CDOE, including the syllabus, self-learning materials (SLMs), and e-learning content. CIQA also conducts studies to measure the effectiveness of the learning methods adopted. Furthermore, CIQA is involved in benchmarking the quality of academic delivery, performing various analyses, and guiding stakeholders toward continuous quality enhancement.

The Centre for Internal Quality Assurance Committee (CIQAC), chaired by the Vice Chancellor and consisting of internal and external experts, oversees the functioning of the Centre for Internal Quality Assurance and **approves** the reports generated on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of the National Assessment and Accreditation Council (NAAC), Manipal University Jaipur has constituted an Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives, and other stakeholders are nominated as members. The IQAC is a part of the institution's system and **works** towards the realization of quality enhancement and sustenance goals, recognizing that quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of the institution. The work of the IQAC is the first step towards the internalization and institutionalization of quality enhancement initiatives. The elementary objective of the IQAC is to promote institutional functioning towards quality enhancement through the internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanisms prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, promoting quality assurance, and enhancing as well as disseminating best practices in quality assurance. The University has **set up** an effective system for regularly collecting feedback from stakeholders to improve its

programmes. The University also conducts self-assessments regularly and uses the results to improve its systems, processes, and overall programme quality.