

BComHons

Title of the Course	Business Communication
Course Code	ACC-102[T]

Part A

		rant						
Year	1st	Semester	1st	Credits	L	Т	Р	С
i ear	131	Semester	131	Oreuns	3	0	0	3
Course Type	Type Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s		nts should be familiar with basics of language and basic writing ski lls, including grammar and mechanics, uter skills, including the ability to create PowerPoint presentations, communicate via email, and use the st.						
Course Outcomes & Bloom's Level	CO2- Students will b CO3- Students will b CO4- Students will b	pe able to define key business communication terr be able to explain the purpose and importance of d ee able to apply clear and concise language princi be able to analyse the effectiveness of existing bus be able to assess the ethical considerations in bus	effective business communication in various ples to write effective business emails and re siness communication materials (e.g., memo	organizational contexts.(BL2-Understand) eports.(BL3-Apply)				
Coures Elements	Skill Development ✓ Entrepreneurship × Employability × Professsonal Ethics Gender ✓ Human Values × Environment ×		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)				

Part B

		4.15				
Modules	Contents	Pedagogy	Hours			
1	Effective communication in business: Theory & Practice; its components, its process, barriers, Business concerns, business negotiations, E – correspondence	Interactive Lectures, Case Studies, Experiential Learning	9			
2	Process of written communication, letter- layout and form, types-sales, inquiry, quotation, tender letters , job application letter, Curriculum Vitae, memo, notices, agenda, minutes	Interactive Lectures, Case Studies, Experiential Learning	9			
3	Social correspondence, letter of recommendations, letter of introduction, letter of congratulation, formal/informal invitation, letter of condolence	Interactive Lectures, Case Studies, Experiential Learning	9			
4	Formal reports, preparatory steps, types, structure, compulsory/ optional elements	Interactive Lectures, Case Studies, Experiential Learning	9			
5	Effective reading skills-comprehension, summary; Effective listening- barriers, methods of improvement, Spoken English for business communication, Making oral presentation	Interactive Lectures, Case Studies, Experiential Learning	9			

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Developing Effective Communication Strategies for Stakeholder Engagement	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
			Practical							
Total Marks	Minimum Passing Marks	External Evaluation Min. External Evaluation		Internal Evaluation	Min. Internal Evaluation					

Part E

Books	N. Gupta, (2023 Edition)				
Articles Goodman, M. B., & Hirsch, P. B. (2012). Corporate communication: Chapter 6: Tools and techniques for external corporate communication (BEP097) [PDF]. Business Expert Press					
References Books	References Books Mahajan (2023 Edition)				
MOOC Courses https://www.coursera.org/specializations/business-english					
Videos	https://www.google.com/gasearch?q=videos%20on%20business%20communication%20&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:afd6dc8a,vid:HO5J62RwFVw,st:0				

COs	PO1	PO2	PO3	PO4	PO5	P06	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	2	-	-	-	-	-	-	-	-	-	-	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	-	-	1	-
CO3	-	-	2	1	-	-	-	-	-	-	-	-	1	-	-
CO4	-	1	2	-	-	-	-	-	-	-	-	-	1	-	-
CO5	-	-	-	1	-	-	-	-	-	-	-	-	-	1	-
CO6	-	-	-	-		,			-	-	-	-	-	-	-



BComHons

Title of the Course	Principles of Marketing
Course Code	AMC-301[T]

Part A										
Year	2nd	Semester	3rd	Credits	L	Т	Р	С		
Teal	ZIIU	Semester	Sid	Credits	3	0	0	3		
Course Type	Theory only									
Course Category	Disciplinary N	Major								
Pre-Requisite/s				Co-Requisite/s						
Course Outcomes & Bloom's Level	CO2- Studen CO3- Studen CO4- Studen	ts will be able to explain the or ts will be able to apply the ma ts will be able to analyze the	consumer behavior and decis arketing mix to develop and i competitive landscape and c	inology and concepts. (BL1-Remember) sion-making process. (BL2-Understand) mplement marketing strategies. (BL3-Apply) onduct a SWOT analysis for marketing plann es on organizational performance. (BL5-Eval		ze)				
Coures Elements	Skill Development ✓ Entrepreneurship × Employability ✓ Professsonal Ethics ✓ Gender × Human Values × Environment × SDG (Goals) SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and production)									

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Marketing: meaning, nature, scope, importance; Marketing concepts:- traditional and modern. Consumer Behaviour :nature, scope and significance of consumer behaviour.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Market Segmentation & Product: Market Segmentation: concept, importance, basis for market segmentation. Product: concept, planning and development; Branding, trademark and product life cycle.	Interactive Lectures, Case Studies, Experiential Learning	11
3	Pricing & Distribution channel Pricing: meaning, importance, factors affecting product pricing Distribution Channel: concept, role, types and factors affecting choice of a distribution channel.	Interactive Lectures, Case Studies, Experiential Learning	11
4	Promotion: Sales promotion- meaning&methods.Advertising:concept,importance,salientfeaturesofan effective advertising ,Personal selling.	Interactive Lectures, Case Studies, Experiential Learning	11

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Developing a Marketing Plan for Product LaunchDeveloping a Marketing Plan for Product Launch	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	40	12	60							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Kotler, P., & Keller, K. L. (n.d.). Marketing Management (13th ed.). Prentice Hall.
Articles	McKenna, R. (1991). Marketing is everything. [Article No. 91108]. Retrieved from [URL]
References Books	Kotler, P., & Armstrong, G. (2016). Principles of Marketing (16th ed.). Pearson.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/221
Videos	https://www.google.com/gasearch?q=videos%20on%20principles%20of%20marketing%20english&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:5ea6cb20,vid:MoVOoazuGlc,st:0

	Coulou, a double of the coulour material														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	2	1	-	-	-	-	-	-	-	-	3	-	1
CO2	1	1	-	3	-	-	-	-	-	-	-	-	2	2	-
CO3	1	3	1	2	-	-	-	-	-	-	-	-	2	1	-
CO4	1	-	2	2	-	-	-	-	-	-	-	-	-	1	1
CO5	2	1	-	2	-	-	-	-	-	-	-	-	2	1	2
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Information Technology
Course Code	AMC-302[T]

		Part A							
Year	2nd	Semester	3rd	Credits	L T P C 3 0 0 3				
Course Type	Theory only	Theory only							
Course Category	Disciplinary Major	Disciplinary Major							
Pre-Requisite/s	The students should be familiar with the basics of Computer and Information System for business related concepts. Co-Requisite/s								
Course Outcomes & Bloom's Level	CO1- Students will be able to understand the basic working of computers and about hardware and software (BL1-Remember) CO2- Students will be able to analyze a problem and identify and define the computing requirements for the appropriate solutions(BL2-Understand) CO3- Students will be able to design and use spreadsheets and database applications for business processes and tracking(BL3-Apply) CO4- Students will be able to developed and implement optimal solutions to complex computing problems using industry- recognized best practices and standards(BL4-Analyze) CO5- Students will be able to evaluate the usability and user experience of IT applications in a business setting(BL5-Evaluate)								
Coures Elements	Skill Development ✓ Entrepreneurship X Employability X Professsonal Ethics ✓ Gender X Human Values X Environment X		SDG (Goals)	SDG4(Quality education)					

Part B

	Pal	T	T
Modules	Contents	Pedagogy	Hours
1	Introduction I. S. Fundamentals: Information System - Concepts (data, information, System Modeling)Functional components of computer; Information Resource Management - Hardware resource, Software resource, Data resource - Need, Components, Benefits over traditional file system, Classification & Types, Advantages, Disadvantages & Limitations of each., Network resource - Components, Classification & Type, Advantages, Disadvantages, Elimitations of each, Computer Network, Peer to peer and client server network, Standard protocol, modem, Internet service provider, Internet today, log on to the internet, world wide web, web site, web page and hyperlink, web terminology, http. URL and domain name, browsing or surfing the web, search engines, internet telephony.	interactive lectures and interactive workshops	9
2	IS for Decision Making Purpose: Architecture, development and maintenance of Information Systems, Centralized Decentralized & Distributed Information Systems, Factors of success and failure, value and risk of IS; IT Strategy and Competitive Advantage- Maximizing value from IT investments, The information resource and the economics of the firm, IT-enabled business models, Obtaining competitive advantage from IT; Integration and automation of business functions and developing business models.	interactive lectures and interactive workshops	9
3	System Analysis and Design; Basic Introduction to Models and approaches	interactive lectures and interactive workshops	9
4	Information System at various level in the Organization Role and advantages of Transaction Processing System, Management Information System, Decision Making through Information System - Types of Decision Making, Decision Support System , Executive Information System; Managing the internetworked organization - Designing, improving, and securing computer operations	interactive lectures and interactive workshops	9
5	Recent trends in Information System: Introduction to Data warehouse and Data mining - Concepts, Data Warehousing life cycle, data warehousing architecture, data Modeling; Expert System and Artificial Intelligence, Robotics, Knowledge Management, ERP, CRM, SCM, Ecommerce - concepts, legal issues and security, EDI, Mobile Commerce	interactive lectures and interactive workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing an IT Infrastructure for a Small Business	PBL	BL3-Apply	15

Part D(Marks Distribution)

Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
	Practical									
Total Marks	s Minimum Passing Marks External E		Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	ITL, —Introduction to Information Technology,II ,Pearson education, Delhi, 2nd Edition.
Articles	Karimi, J., Somers, T. M., & Gupta, Y. P. (2001). Impact of information technology management practices on customer service. Journal of Management Information Systems, 17(4), 125-158
References Books	Alexis Leon, —Introduction to Information Systems", Tata McGraw Hill ,4th edition.
MOOC Courses	
Videos	https://www.google.com/gasearch? q=videos%20on%20information%20technology%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:7b82064d,vid:7BfdMKeLTj0,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	1	-
CO2	2	2	3	3	-	-	-	-	-	-	-	-	1	-	-
CO3	2	-	3	3	-	-	-	-	-	-	-	-	-	1	-
CO4	-	2	1	1	-	-	-	-	-	-	-	-	1	-	-
CO5	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Entrepreneurship
Course Code	AMC-303[T]

rt A	

			Part A						
Year	2nd		3rd	Credits	L	Т	Р	С	
Teal	Zild	Semester	Sid	Credits	3	0	0	3	
Course Type	Theory only								
Course Category	Disciplinary Major								
Pre-Requisite/s	The students shou	ld be familiar with the basics of business	s related concepts.	Co-Requisite/s					
Course Outcomes & Bloom's Level	CO2- Student will CO3- Student will CO4- Student will	CO1- Student will be able to define key entrepreneurial terms. (BL1-Remember) CO2- Student will be able to explain the different types of entrepreneurial ventures and their characteristics.(BL2-Understand) CO3- Student will be able to identify a potential business opportunity, assess its feasibility, and develop a basic business model canvas.(BL3-Apply) CO4- Student will be able to analyze the competitive landscape for a chosen venture idea and develop strategies to gain a competitive advantage.(BL4-Analyze) CO5- Student will be able to evaluate different financing options for a new venture based on its stage and requirements.(BL5-Evaluate)							
Coures Elements	Skill Development Entrepreneurship Employability Professonal Ethic Gender Human Values X Environment X	/	SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth SDG10(Reduced inequalities)	۱)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Concept of entrepreneur, Distinction between entrepreneur and manager, Functions of an entrepreneur, Qualities of a successful entrepreneur and Types of entrepreneurs. Concept and Nature of entrepreneurship, Role of entrepreneurship in economic development.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Development of Entrepreneurship: Emergence of entrepreneurial class in India, Environmental factors affecting entrepreneurship, Locational mobility of entrepreneurs, Entrepreneurship development programmes, Institutions for entrepreneurship development and Entrepreneurial performance in India.	interactive lectures and case studies	9
3	Entrepreneurial Motivation: Concept and Theories of motivation, Motives for starting enterprises, Testing entrepreneurial motivation, Developing achievement motivation and Entrepreneurial behaviour.	interactive lectures and case studies	9
4	Rural Entrepreneurship: Meaning of rural entrepreneurship, Need for rural entrepreneurship, Rural industrialization in retrospect, Problems of rural entrepreneurship and Development of rural entrepreneurship.	interactive lectures and case studies	9
5	Establishing a Small Enterprise: The startup process, Project identification, Selection of the product, Project formulation, Assessment of project feasibility, Analysis of project, Preparation of project report, selection of site / location and Legal considerations.	interactive lectures and case studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Business Plan Development for a Startup Venture	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory							
Total Marks	Marks Minimum Passing Marks External Eval		Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation			
100	40	40	12	60				
	Practical							
Total Marks	Marks Minimum Passing Marks External Evaluation Min. External Evaluation Internal Evaluation Min		Min. Internal Evaluation					

Part E

Books	Hisrich, R. D., Peters, M. P., & Shepherd, D. M. (2021). Entrepreneurship (11th ed.). McGraw-Hill Education.		
Articles	Factors Influencing Entrepreneurial Activities Gutterman, Alan S. Product Number:BEP427 Books & Book Chapters (PDF) • 56 pages • 2018-09-05		
References Books Kuratko, D. F., & Covin, J. G. (2018). Entrepreneurship: Theory, process, practice (10th ed.). John Wiley & Sons.			
MOOC Courses			
Videos	https://www.google.com/gasearch?q=videos%20on%20entrepreneurship%20in%20english&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:19a9c5d0,vid:MdNNGfoxrqA,st:0		

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	1	2	-	-	-	-	-	-	-	-	-	-	-	1
CO2	-	1	2	3	-	-	-	-	-	-	-	-	-	-	1
CO3	1	-	3	-	-	-	-	-	-	-	-	=	-	1	-
CO4	-	2	1	-	-	-	-	-	-	-	-	•	-	-	1
CO5	1	-	-	-	-	-	-	-	-	-	-	•	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Income Tax for Individual
Course Code	AMC-401[T]

			Part A					
Year	2nd	Semester	4th	Credits	L	Т	Р	С
real	2.00	Oreans	4	0	0	4		
Course Type	Theory only							•
Course Category	Discipline Specific	Elective						
Pre-Requisite/s	Students should b	e familiar with various aspect and new	provision of Income Tax.	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students wi CO3- Students wi business and prof CO4- Students wi benefits of various	II be able to compute the residential sta ession, and execute the rules and prov II be able to categorize Tax Evasion, Ta s deductions, set-offs, and carry-forward	underlying the Income Tax Act Con tus of assessee and incomes exem isions for deductions, set-off, and ca x Avoidance, and Tax Planning and ds.(BL4-Analyze)	o (bL)-retinentially impute the taxable income of an asessee. (BL2 pited from tax, the income from salary, income rary-forward of losses in tax calculations for ir examining the impact of different types of inc n minimizing tax liabilities for individuals and	e from hou dividuals ome on th	ise proper and compa e overall to	anies.(BL3- ax computa	Apply)
Skill Development ✓ Entrepreneurship × Employability ✓ Professsonal Ethics ✓ Gender × Human Values × Environment × SDG (Goals) SDG3(Good health and well-being) SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and production)								

Part B

Modules	Contents	Pedagogy	Hours
1	Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Gross Total Income, Total Taxable Income; Exempted Income for individuals; Tax Evasion, Tax Avoidance, Tax Planning and Tax Management; Residential Status (Individual and Company in detail) and their incidence of tax, Computation of Income under the head Salary	Interactive lectures, problem based learning	12
2	Computation of Income under the head House Property, Capital Gains	Interactive lectures, problem based learning	12
3	Computation of Income under the head Profits and gains from Business or Profession, Income from other sources.	Interactive lectures, problem based learning	12
4	Computation of total income and tax liability of an individual; Set-off and carry-forward of losses in case of individual and company;	Interactive lectures, problem based learning	12
5	Deductions from gross total income as applicable to an Individual and companies; Minimum Alternative Tax	Interactive lectures, problem based learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Tax Planning Strategies for Individuals and Businesses	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation		
100	40 40 12		12	60			
	Practical						
Total Marks Minimum Passing Marks External Evaluation Min. External Evaluation Internal Evaluation		Internal Evaluation	Min. Internal Evaluation				

Part E

Books	Systematic Approach to Taxation Containing Income Tax & Indirect Taxes : As Applicable for Assessment Year 2015 - 2016 Author: Dr. Girish Ahuja ; Dr. Ravi Gupta Released: 2014 Publisher: Bharat Law House Pvt. Ltd.			
Articles	Hoffman, W. H. (1961). The theory of tax planning. The Accounting Review, 36(2), 274.			
References Books Pratt, J., Kulsrud, W., & Hahn, W. (2020). Federal Taxation (2020 ed.). McGraw-Hill Education.				
MOOC Courses				
Videos	https://www.google.com/gasearch?q=videos%20on%20income%20tax%20planning%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:ba3095ee,vid:-QAJJBEQJk0,st:0			

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	2	1
CO2	2	2	1	1	-	-	-	-	-	-	-	-	2	-	1
CO3	2	-	-	1	-	-	-	-	-	-	-	-	2	1	1
CO4	-	2	3	1	-	-	-	-	-	-	-	-	3	2	-
CO5	-	1	3	-	-	-	-	-	-	-	-	-	-	1	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Information Technology-II							
Course Code	AMC-402[T]							
	Part A							
					L T	Р	С	

V	2nd	0	411	Credits		Т	Р	С		
Year	∠nd	Semester	4th	Credits	3	0	0	3		
Course Type	Theory only	eory only								
Course Category	Disciplinary Major	plinary Major								
Pre-Requisite/s	The students should b	tudents should be familiar with the basics of Computer and MS Office. Co-Requisite/s								
Course Outcomes & Bloom's Level	CO2- Student will be a CO3- Student will be a CO4- Student will be a	CO1- Student will be able to recall the fundamental concepts of databases, including key terminology, data models, and architecture.(BL1-Remember) CO2- Student will be able to understand the characteristics of computer, role of input and output devices, processing units, hardware, software and its uses(BL2-Understand) CO3- Student will be able to apply troubleshooting techniques to identify and resolve common network connectivity issues.(BL3-Apply) CO4- Student will be able to analyze the impact of security threats on network infrastructure and propose mitigation strategies.(BL4-Analyze) CO5- Student will be able to gain practical knowledge to construct the flowchart and algorithm for a given problem independently(BL5-Evaluate)								
	Skill Development ✓			mindopondona) (D20 Evaluato)						

Part B

Modules	Contents	Pedagogy	Hours
1	Concept of Computers - Brief History of computers, Generation and its Evolution , Characteristics of computers (Hardware, Software) Criteria for using the computers, Organisations and Functions of Computers, Advantages and Disadvantages of Computers , Main Areas of computers and their Applications.	inetarctive lectures,	9
2	Types of Computers - Analog, digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini - computers, Main - frame Computer and Super computer	inetarctive lectures,	9
3	Input - Output Devices, Storage Units (Disks, CD - ROM, DVD - ROM and tapes), Memory types(Cache, RAM, ROM), Memory Units, (SIMM, DIMM, RIMM)	inetarctive lectures,	9
4	Data and Information - Data Definition, Data Processing Systems, Data Type, Numeric, Alphabetic , Audio, Graphic and Video and their presentation	inetarctive lectures,	9
5	Data Processing - Introduction to Data Processing, Computer as a tool for Data Processing, Data Processing techniques, Data Analysis, Data Input and Outputs, Data processing Management, EDP Controls and Audits, Data Security, Introduction to Lab Work: Operating Systems, MS - DOS, MS Windows, and UNIX, MS Office (MS Word, Power Point, Excel, Access)	inetarctive lectures,	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Designing and Implementing a Cybersecurity Framework for a Small Business	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation Min. External Evaluation		Internal Evaluation	Min. Internal Evaluation						
100	40	40 12		60							
	Practical										
Total Marks	Minimum Passing Marks	External Evaluation Min. External Evaluation		Internal Evaluation	Min. Internal Evaluation						

Part E

Books	ITL, —Introduction to Information Technology,II ,Pearson education, Delhi, 2nd Edition		
Articles	Swanson, E. B., & Ramiller, N. C. (2004). Innovating mindfully with information technology. MIS quarterly, 553-583.		
References Books Alexis Leon, —Introduction to Information Systems", Tata McGraw Hill ,4th edition.			
MOOC Courses			
Videos	https://www.google.com/gasearch? q=videos%20on%20information%20technology%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:7b82064d,vid:7BfdMKeLTj0,st:0		

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	2	1
CO2	2	2	3	3	-	-	-	-	-	-	-	-	2	1	-
CO3	2	-	3	3	-	-	-	-	-	-	-	-	1	-	2
CO4	-	2	1	1	-	-	-	-	-	-	-	-	-	1	1
CO5	-	1	-	1	-	-	-	-	-	-	-	-	-	1	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Project Management
Course Code	AMC-403[T]

		P	art A								
Year	2nd	Semester	4th	Credits	L	Т	Р	С			
i ear	Zilu	Jemester	401	Credits	3	0	0	3			
Course Type	Theory only										
Course Category	Disciplinary Major	Disciplinary Major									
Pre-Requisite/s		act Management typically has several prerequisites to ensure that students have a foundational arstanding and the necessary skills to succeed.									
Course Outcomes & Bloom's Level	CO2- Students will b CO3- Students will b CO4- Students will b	CO1- Students will be able to Remember and describe the fundamental concepts of project management.(BL1-Remember) CO2- Students will be able to Understand various project selection methods.(BL2-Understand) CO3- Students will be able to Apply project planning techniques to define scope and create WBS for a project.(BL3-Apply) CO4- Students will be able to Analyze and calculate project costs, establish budgets, and maintain cost control.(BL4-Analyze) CO5- Students will be able to Evaluate project performance using KPIs and create dashboards and status reports.(BL5-Evaluate)									
Coures Elements	SDG SDG: SDG: SDG: SDG: SDG: SDG: SDG: S										

Part B

Modules	Contents	Pedagogy	Hours
UNIT-1	Fundamentals of Project Management: Definition and Characteristics of a Project, Project vs. Operations, Project Lifecycle and Phases, Project Management Processes, The Role of a Project Manager, Project Selection Methods.	interactive lectures, case studies, experiential learning	9
UNIT-2	Project planning: Defining and Documenting Project Scope, Work Breakdown Structure (WBS),Scope Verification and Control, Estimating Costs and Determining Budgets, Cost Baseline and Control.	interactive lectures, case studies, experiential learning	9
UNIT-3	Project Execution: PlanningCommunications, InformationDistribution, PerformanceReporting, Risk Identification and Analysis, Procurement Planning and Conduct.	interactive lectures, case studies, experiential learning	9
UNIT-4	Project Monitoring and control: Key Performance Indicators (KPIs), Dashboards and Status Reports, Variance and Trend Analysis.	interactive lectures, case studies, experiential learning	9
UNIT-5	Al in Project Management: Overview of Al Technologies, Benefits of Al in Project Management, Predictive Scheduling for Risk Identification and Mitigation, Assessment and Evaluation.	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Students will analyze several case studies of international development projects to identify key success factors. They will examine aspects such as project scope, stakeholder engagement, funding mechanisms, and cultural considerations.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	60	18	40						
			Practical							
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Chandra, P. (2019). Projects: Planning, Analysis, Selection, Financing, Implementation, and Review (9th ed.). McGraw Hill Education arson, E. W., & Gray, C. F. (2020). Project Management: The Managerial Process (8th ed.). McGraw Hill Education
Articles	https://medium.com/@rickspair/the-benefits-of-ai-in-project-management-a-comprehensive-guide-472f5bb5686c
References Books	Gopalan, M. R. (2022). Project Management (2nd ed.). Wiley Kerzner, H. (2022). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (13th ed.). Wiley.
MOOC Courses	https://www.youtube.com/watch?v=gnkjcRDQkw0&list=PLLy_2iUCG87CBuNhvti0h6W54ZmqrSDMJ
Videos	https://medium.com/@rickspair/the-benefits-of-ai-in-project-management-a-comprehensive-guide-472f5bb5686c

	Codification Matrix														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	-	1	1	-	-	-	-	1	-	-
CO2	-	1	-	-	1	2	-	-	-	-	-	-	-	1	-
CO3	-	-	1	-	-	-	1	-	-	-	-	-	1	-	-
CO4	1	-	-	1	-	-	-	-	-	-	-	-	-	-	1
CO5	-	1	2	-	-	1	-	-	-	-	-	-	-	1	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Auditing
Course Code	BCC-503[T]

			Part A							
Year	3rd Semester 5th Credits		Credits	L	Т	Р	С			
real	Jiu	Genrester	Jui	Oreans	3	0	0	3		
Course Type	Theory only									
Course Category	Disciplinary Ma	Disciplinary Major								
Pre-Requisite/s	The Students s	hould have a basic understanding of	Co-Requisite/s							
Course Outcomes & Bloom's Level	CO1- Students will be able to remember the concept, goals, significance, and various forms of auditing, developing a grasp of its foundational principles and functions within organizations.(BL1-Remember) CO2- Students will be able to understand the audit process, encompassing internal control mechanisms, internal checks, and the role of internal audit (BL2-Understand) CO3- Students will be able to apply the knowledge about audit procedures, such as routine checks, vouching, and assessing the value of assets and liabilities, crucial for ensuring accuracy and trustworthiness in financial reporting.(BL3-Apply) CO4- Students will be able to analyze audits of public companies, covering aspects like the selection and appointment of auditors, their authorities, responsibilities, and potential liabilities.(BL4-Analyze) CO5- Students will be able to evaluate audits of public companies, covering aspects like the selection and appointment of auditors, their authorities, responsibilities, and potential liabilities (BL5-Evaluate)									
Coures Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professonal Ethics ✓ Gender X Human Values X Environment X SDG (Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG11(Sustainable cities and economies) SDG12(Responsible consuption and production) SDG3(Climate action)									

Part B

Modules	Contents	Pedagogy	Hours
1	Auditing: Meaning, Objectives, importance and types of Auditing	interactive lectures/ case studies/ experiential learning	9
2	Audit Process Audit Process-overview, Internal Control, Internal Check & Internal audit, Audit Programmer	interactive lectures/ case studies/ experiential learning	9
3	Audit Procedure Audit Procedure: Routine Checking, Vouching, Verification & Valuation of Assets & Liabilities	interactive lectures/ case studies/ experiential learning	9
4	Audit of Public Company Qualification, Appointment of Company Auditors, their power, duties and liabilities. Audit of depreciation and reserves, Divisible Profits& dividends	interactive lectures/ case studies/ experiential learning	9
5	Audit Report and Investigation Audit Report: Meaning, Objectives, contents and types Investigation: Meaning, Nature and Objectives	interactive lectures/ case studies/ experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Conducting an Internal Audit for a Mid-Sized Company	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	1. Gupta Kamal, Contemporary Auditing, TMH
Articles	Bazerman, M. H., Loewenstein, G., & Moore, D. A. (2002, November 1). Why good accountants do bad audits. [Article No. R0211G]. Retrieved from [URL]
References Books	Auditing, Principles & Techniques by S.K Basu
MOOC Courses	https://www.coursera.org/learn/auditing-part1-conceptual-foundations
Videos	https://www.google.com/gasearch?q=videos%20on%20auditing%20in%20english&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:a982e8ab,vid:27gabbJQZqc,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	2	1	1	-	-	-	-	-	-	-	-	1	-	-
CO2	1	2	-	1	-	-	-	-	-	-	-	-	1	-	1
CO3	-	1	3	2	-	-	-	-	-	-	-	-	-	2	1
CO4	1	-	2	1	-	-	-	-	-	-	-	=	1	2	-
CO5	-	-	-	1	-	-	-	-	-	-	-	=	-	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Business for Sustainable Development
Course Code	BMC- 702[T]

			Part A								
Year	446	Samaatan	746	Credits	L	Т	Р	С			
Year	4th	Semester	7th	Credits	3	0	0	3			
Course Type	Theory only	Theory only									
Course Category	Disciplinary Majo	r									
Pre-Requisite/s		ed to have a basic knowledge of business al issues in an economic context.	principles, sustainability concepts,	Co-Requisite/s		Students should possess knowledge and analytical skills					
Course Outcomes & Bloom's Level	CO2- Students w CO3- Students w CO4- Students w	CO1- Students will be able to Define key concepts, principles, ideas and theories within sustainable business development(BL1-Remember) CO2- Students will be able to Explain how sustainable business development apply to management and strategy(BL2-Understand) CO3- Students will be able to Critically evaluate business cases in view of sustainability (BL3-Apply) CO4- Students will be able to Design solutions for improving sustainability strategies in companies(BL4-Analyze) CO5- Students will be able to Select and synthesize information from academic and other relevant sources to support your research and ideas(BL5-Evaluate)									
Coures Elements	Skill Developmer Entrepreneurship Employability ✓ Professsonal Eth Gender X Human Values ✓ Environment ✓	1	SDG (Goals)	SDG1(No poverty) SDG2(Zero hunger) SDG3(Zero hunger) SDG3(Good health and well-being) SDG4(Quality education) SDG5(Gender equality) SDG6(Clean water and sanitation) SDG7(Affordable and clean energy) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG11(Sustainable cities and economies) SDG12(Responsible consuption and produc SDG13(Climate action) SDG14(Life bellow water) SDG15(Ife on land) SDG17(Partnerships for the goals)	ction)						

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Sustainable Development and SDGs	Interactive Lectures, Case Studies, Experiential Learning	9
2	Corporate Strategy and Sustainable Business Practices	Interactive Lectures, Case Studies, Experiential Learning	9
3	Sustainable Economic Growth and Trade Economic Growth and its Implications Trade as an Engine of Growth Sustainable Trade and Opportunities	Interactive Lectures, Case Studies, Experiential Learning	9
4	Sustainable Production, Consumption, and Infrastructure Fundamentals and Trends in Sustainable Production and Consumption Sustainable Infrastructure Development Sustainable Tourism and Waste Management	Interactive Lectures Case Studies Experiential Learning	9
5	Innovative Approaches to Sustainability Industrial Symbiosis Sustainable Development: Case Studies and Best Practices	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing a Sustainable Business Model for a Circular Economy	PBL		15

Part D(Marks Distribution)

	Theory								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				
100	40	60	18	40					
	Practical								
Total Marks	Total Marks Minimum Passing Marks External Evaluation		Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				

Part E

Books	Keijzers, G. (2012). Business, government and sustainable development. Routledge Advances in Management and Business Studies (1st ed.). Routledge.
Articles	Mio, C., Panfilo, S., & Blundo, B. (2020). Sustainable development goals and the strategic role of business: A systematic literature review. Business strategy and the environment, 29(8), 3220-3245.
References Books	Sharma, R. R. (2021). Handbook of Sustainable Development: Strategies for Organizational Sustainability. Business Expert Press.
MOOC Courses	
Videos	https://onlinecourses.nptel.ac.in/noc21_mg94/preview

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	-	-	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	-	1
CO4	2	1	-	1	-	-	-	-	-	-	-	•	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	•	-	-	1
CO6	-	-	-	-	-			ı	-	-	-	i	i	-	-



BBA_Hons

Title of the Course	Organization Beha	nization Behavior							
Course Code	BMC-201[T]								
			Part A						
Year	1st	Semester	2nd	Credits	L		Р	С	
Tear	ist	Semester	Ziid	Credits		0	0	4	
Course Type	Theory only	Theory only							
Course Category	Disciplinary Major	Disciplinary Major							
Pre-Requisite/s	Students should to organisations.	be familiar with behavioural issues an	nd their linkage to performance in	Co-Requisite/s					
Course Outcomes & Bloom's Level	CO2- Students wi decision making, CO3- Students wi CO4- Students wi	rill be able to develop an understandir and motivational theories (BL2-Under rill be able to apply motivational theori rill be able to analyze different leaders	ots and models related to organizational be no of individual behavior in organizations, it restand) ies to analyze and propose strategies for ir ship styles and their impact on organization ss of teams within an organization, conside	ncluding attitudes, job satisfaction, emotio mproving employee engagement and job s nal culture, employee morale, and perform	satisfaction.(E ance.(BL4-A	action.(BL3-Apply) .(BL4-Analyze)			

Skill Development X Skill Development X
Entrepreneurship X
Employability X
Professsonal Ethics
Gender
Human Values
Environment X Coures Elements

SDG (Goals)

SDG4(Quality education)
SDG5(Gender equality)
SDG8(Decent work and economic growth)
SDG12(Responsible consuption and production)

	Part B						
Modules	Contents	Pedagogy	Hours				
1	Introduction: The emergence of organizational behaviour, Nature, Foundations and Determinants of organizational behaviour, Model of orgnisational behaviour, Challenges and Opportunities for orgnisational behaviour, Modern perspective on orgnisational behaviour.	interactive lectures and case studies	12				
2	Individual Behavior and Behavioral Sciences: Individual behaviour, Perception, Perceptual organization and Perceptual process Components, Theoretical process and Principles of learning, Nature, Dimensions, Types, Factors and Measurements of attitude.	interactive	12				
3	Group and Interpersonal Process: Dynamics of formal and informal work groups, Theories of group, Comparative study of formal and informal organization and functions of group. Leadership and its theories, Leadership styles, Likert's management systems and Choice of a leadership style.	interactive lectures and case studies	12				
4	Motivation and Organisational Culture: Emerging perceptive of motivation, Types of motives, Motivation approaches. Dynamics of conflicts and negotiation. Nature and Common attribute of organisational culture, Models of International culture, Dimensions and Impact of culture on International organizational behaviour.	interactive lectures and case studies	12				
5	Leadership Styles: Leadership Styles and Effectiveness Among Indian Women, Work- Life Balance and Flexibility for Indian Women, Mentorship and Sponsorship Programs for Women in Indian Organizations Career Development and Advancement Opportunities for Indian Women, Sexual Harassment Prevention and Response.	interactive lectures and case studies	12				

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Developing Strategies to Improve Organizational Culture and Employee Behavior	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory								
Total Marks	Minimum Passing Marks External Evaluation		Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				
100	40	40	12	60					
	Practical								
Total Marks	Total Marks Minimum Passing Marks External Evalu		Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				

Part E

Books	Robbins, S. P., Judge, T. A., & Sanghi, S. (2007). Organizational Behaviour, Dorling Kindersley (India) Pvt. Ltd.			
Articles	Rousseau, D. M. (1997). Organizational behavior in the new organizational era. Annual review of psychology, 48(1), 515-546			
References Books	Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). Organizational behavior: An evidence-based approach fourteenth edition. IAP.			
MOOC Courses https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/229				
Videos	https://www.google.com/gasearch? q=videos%20on%20business%20organization%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:1901557e,vid:Kk_JoEHC5KY,st:0			

	ı						Cours	Ailiculatic	IIIIVIGUIX				,	,	
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	1	3
CO2	2	2	-	3	-	-	-	-	-	-	-	-	1	-	-
CO3	2	-	3	3	-	-	-	-	-	-	-	-	-	3	1
CO4	-	2	1	1	-	-	-	-	-	-	-	-	-	1	2
CO5	-	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Business Organization
Course Code	BMC-204[T]

		Pai	rt A					
Year	1st	Semester	2nd	Credits	L	Т	Р	С
Teal	151	Semester	Ziiu	Credits	3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s		on in BBA usually assumes a basic understandi ctory courses in business or management.	ng of business concepts and might	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO3- Students will I CO3- Students will I CO4- Students will I	pe able to explain various forms of business org pe able to enable students, understand the form be able to develop an understanding of the lega pe able to develop an understanding of students pe able to enable students to understand the en	ation of a company organization.(BL2-Underlaspects of the business.(BL3-Apply) regarding sources of finance.(BL4-Analyze	erstand)	(BL5-	-Evalu	ate)	
	Skill Development v Entrepreneurship X Employability X Professsonal Ethics Gender X Human Values X Environment X		SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG17(Partnerships for the goals)				

Part B

Modules	Contents	Pedagogy	Hours
1	Nature and Scope of Business, Objectives of Business, Classification of Business Activities, Business System and Environment, Social Responsibilities of Business.	Interactive Lecture, Experiential Learning	9
2	Concept and Stages of Promotion, Position and Functions of Promoter, Promotion of New Business, Forms of Business Organization - Sole Trader, Partnership, Joint Stock Company and Co-operative Society.	Interactive Lecture, Experiential Learning	9
3	Theories of Industrial Location, Factors Affecting the Location of Industry, Government Policy towards the Location. Concept of Combination, Merits, Demerits and Types of Combination. Nature, Types and Causes of Business Risks.	Interactive Lecture, Experiential Learning	9
4	Functions of Stock Exchanges, Method of Trading on a Stock Exchange, Speculation and Stock Exchange, Factors affecting, Regulation and Control of Stock Exchanges, On-Line Stock Trading, Products and Services.	Interactive Lecture, Experiential Learning	9
5	Entrepreneurial Process, Emerging trades in Business, Governments support to BPO in India, Basic considerations in setting up a Business Enterprises, Identification of Business Opportunity, Entrepreneurial Decisions and Outsourcing of Different Types of Services.	Interactive Lecture, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Analyzing Organizational Structures and Their Impact on Business Efficiency	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation		
100	40	40	12	60			
	Practical						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation		

Part E

Books	David, F. R. (2021). Strategic management: Concepts and cases (16th ed.). Pearson Education Limited.
Articles	Brüderl, J., Preisendörfer, P., & Ziegler, R. (1992). Survival chances of newly founded business organizations. American sociological review, 227-242.
References Books	Dessler, G., Cole, C., & Henning, R. (2020). Strategic management: Text and cases (16th ed.). McGraw-Hill Education.
MOOC Courses	
Videos	https://www.google.com/gasearch?q=videos%20on%20business%20organization%20&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:f36c516e,vid:TYI1OUM5paw,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	-	2	-	-	-	-	-	-	-	-	1	2	-
CO2	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1
CO3	1	2	-	-	-	-	-	-	-	-	-	-	1	1	-
CO4	1	-	1	2	-	-	-	-	-	-	-	-	1	-	2
CO5	1	-	1	2	-	-	-	-	-	-	-	-	-	1	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Legal Aspect of Business I
Course Code	BMC-205[T]

			Part A					
Year	1st	Semester	2nd	Credits	L	Т	Р	С
ieai	151	Semester	ZIId	Credits	4	0	0	4
Course Type	Theory only							
Course Category	Disciplinary I	Major						
Pre-Requisite/s	A rational mi	nd-set is the basic pre-requisite.		Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Studer CO3- Studer CO4- Studer	CO1- Students will be able to define and recall key legal terms and concepts relevant to business law, such as contracts, torts, and intellectual property.(BL1-Remember) CO2- Students will be able to understand the situation where they can implement the laws in business.(BL2-Understand) CO3- Students will be able to apply principles of contract law to analyze and draft basic business contracts, including terms and conditions.(BL3-Apply) CO4- Students will be able to analyze the Indian business law and its application in management.(BL4-Analyze) CO5- Students will be able to assess legal risks associated with business decisions and propose strategies to minimize legal exposure.(BL5-Evaluate)						
Coures Elements	Skill Develop Entrepreneu Employability Professsona Gender ✓ Human Valu Environment	rship X y X I Ethics ✓ es X	SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and produc	ction)			

Part B

Modules	Contents	Pedagogy	Hours
1	Indian Contract Act, 1872 Introduction, offer and acceptance, consideration, capacity of parties, free consent, discharge of contract, special contracts.	Interactive Lectures, case studies and role play	12
2	Sale of Goods Act, 1930 Formation of contract of sale, sale and agreement to sell, hire purchase agreement, conditions and warranties, rights of unpaid seller, sale by auction.	Interactive Lectures, case studies and role play	12
3	Negotiable Instruments Act, 1881 Basics of negotiable instruments: promissory note, bill of exchange and Cheque; parties to negotiable instruments, dishonour and discharge of negotiable instruments	Interactive Lectures, case studies and role play	12
4	Consumer Protection Act, 1986 Introduction, Application and Objects of the act, Consumer, consumer disputes, complaints and complainants, consumer disputes redressel agencies, consumer protection councils.	Interactive Lectures, case studies and role play	12
5	Definition of void agreement Sec 2(g) & voidable agreement Sec 2(i). Agreement Sec 2(j). Agreements declared to be void; Agreements of which consideration & objects are unlawful in part (Sec 24); Agreements without consideration (Sec 25); Agreements in restraint of marriage (Sec 26); Agreements in restraint of trade (Sec 27); Agreements in restraint of legal proceedings (Sec 28); Unmeaning agreement (Sec 29); Wagering agreement (sec 30); Agreement to do an impossible act (Sec 56); Performance of contracts, Breach of contract.	Interactive Lectures, case studies and role play	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Analyzing the Impact of Business Laws on Company Operations	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

	Theory						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation		
100	40	40	12	60			
	Practical						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation		

Part E

Books	Kuchal, M.C., Business Law; Vikas Publishing House, New Delhi
Articles	Tavernier, E. (1983). Legal aspects of Forfaiting. Int'l Bus. Law., 11, 25.
References Books	Kapoor, N.D., Business Law, Sultan Chand & Sons, New Delhi.
MOOC Courses	
Videos	https://www.google.com/gasearch? q=videos%20on%20legal%20aspects%20of%20business%20in%20rnglish&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:58a7bd57,vid:BLKCkZs3TaA,st:0&vuanr=12

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	1	-	2
CO2	2	2	-	3	-	-	-	-	-	-	-	•	-	2	1
CO3	2	-	-	3	-	-	-	-	-	-	-	•	1	3	-
CO4	-	2	1	1	-	-	-	-	-	-	-	-	-	1	3
CO5	-	1	-	1	-	-	-	-	-	-	-	-	-	2	1
CO6	-	-	-	-	-	-	-	-	-	-	-	=	-	-	-



BBA_Hons

Title of the Course	Business Ethics							
Course Code	BMC-302[T]							
		Part	i A					
Year	2nd	Semester	3rd	Credits	L	Т	Р	С

		Pan	. ^							
W	0-4	0	0-4	Credits		Т	Р	С		
Year	2nd	Semester	3rd	Credits	3	0	0	3		
Course Type	Theory only					•				
Course Category	Disciplinary Major	plinary Major								
Pre-Requisite/s		Idents will gain an understanding of business ethics, including ethical principles such as utilitarianism, ustice, and virtue ethics, and their application in the international context.								
Course Outcomes & Bloom's Level										
Coures Elements	Skill Development ✓ Entrepreneurship X Employability X Professsonal Ethics ✓ Gender ✓ Human Values ✓ Environment X		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth)						

Part B

Modules	Contents	Pedagogy	Hours
1	Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, The ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Morality in international context, Moral issues in business: Worker's and employee's rights and responsibilities. Common indicators for measuring business social performance, Reporting social responsibility measures in annual report; Business Ethics in Indian Perspective.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Overview- Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy. committee report Corporate governance abuses, Role played by regulators to improve corporate governance.	Interactive Lectures, Case Studies, Experiential Learning	9
3	The Board –Quality and Composition of Board, Structure, Functions. Outside Directors on the board (independent, nominee) Committees appointed by Board, Role of Board, Executive, Non-Executive, directors and financial institutions in enhancing corporate governance, critical issues in governance of board director, Role of auditors in enhancing corporate governance-duties and responsibilities of auditors, corporate governance and internal auditors.	Interactive Lectures, Case Studies, Experiential Learning	9
4	The CEO -CEO selection, turnover, succession, and compensation, and the ability of the Board and/or shareholders to monitor the CEO. Selection, Turnover, and Succession, CEO Duality, Compensation, Top Management Teams, Monitoring the CEO, Power and Communication in Corporate Governance, Agency & Hubris Theories.	Interactive Lectures, Case Studies, Experiential Learning	9
5	Shareholders - Shareholder activism and institutional investors. Role of shareholders in corporate governance, Pension funds, relational investing, investor relations, proxies.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Ethical Dilemmas in Business: Case Studies and Ethical Decision Making	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation Internal Evaluation		Min. Internal Evaluation					

Part E

Books	An introduction of Business Ethics Dr. R.B Gupta, Dr. K S Khanka, Sultan Chand and Sons, New Delhi.
Articles	Weitzner, D. (2022, January 1). Three ways companies are getting ethics wrong. [Article No. SMR64235]. Retrieved from [URL]
References Books • Basics of Business Ethics Sixth Edition by Robert RozerHisrich, Michael P Peters, Dean A Shepherd, Tata McGraw Hill Education, Private Ltd., New Delhi • E Sharma, Edition 2012.	
MOOC Courses	https://www.coursera.org/learn/success-with-integrity-business-ethics-foundation#modules
Videos	https://www.google.com/gasearch?q=videos%20on%20business%20ethics%20in%20english&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:2862e396,vid:A9i8dwKC7TE,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	-	1	-	-	-	-	-	-	-	-	1	1	1
CO2	2	-	2	1	-	-	-	-	-	-	-	-	2	-	2
CO3	-	2	3	1	-	-	-	-	-	-	-	-	1	2	1
CO4	1	1	-	2	-	-	-	-	-	-	-	-	-	1	1
CO5	1	2	-	2	-	-	-	-	-	-	-	-	-	2	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Training and Management Development
Course Code	BMEC-501 HR[T]

			Part A							
Year	3rd	Semester	5th	Credits	L	Т	Р	С		
tear	Sid	Semester	501	Credits	4	0	0	4		
Course Type	Theory only		<u> </u>			'				
Course Category	Discipline Specif	iscipline Specific Elective								
Pre-Requisite/s	The students sho	ould come prepared with provided har	ndouts and subject matter.	Co-Requisite/s						
Course Outcomes & Bloom's Level	CO2- Students w CO3- Students w CO4- Students w	vill be able to identify, understand, into vill be able develop and implement a t vill be able to analyze training & devel	raining session using appropriate instru opment concepts used by an organizat	relopment.(BL1-Remember) and update these concepts in relation to actional techniques and materials to addr tion individually as well as in teams.(BL4- ss with human resources individually as w	ess specific l Analyze)	earning ob	jectives. (I			
Coures Elements	Skill Developmer Entrepreneurshig Employability X Professsonal Eth Gender X Human Values X Environment X	o X nics ✓	SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic gros SDG10(Reduced inequalities) SDG12(Responsible consuption and p SDG13(Climate action) SDG17(Partnerships for the goals)	,					

Part B

Modules	Contents	Pedagogy	Hours
1	Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training	Interactive Lectures Case Studies	12
2	Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, Designing training programmes, training cycle, qualities of trainers.	Interactive Lectures Case Studies Experiential Learning	12
3	Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, and sensitivity training.	Interactive Lectures Case Studies Experiential Learning	12
4	Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special project, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Input overload, unrealistic goals, linkage failure. Training impact on individuals and organizations: Training Evaluation-Evaluating-Programmes, Participants. Objectives and worth - whileness of training.	Interactive Lectures Case Studies Experiential Learning	12
5	Organisational Development (OD): Definition, Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions, Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.	Interactive Lectures Case Studies	12

Part C

1	Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5		Creating a Leadership Development Program for Organizational Growth	PBL	BL3-Apply	15

Part D(Marks Distribution)

Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	40	12	60							
	Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Noe, Raymond, Employee Training & Development, Irwin/McGraw Hill, 2008. • Wendell L. French, Cecil H Bell, Jr. and VeenaVohra, Organization Development, sixth edition, Pearson Education.
Articles	BBA-504HR[T] Training and Management Development Shen, J. (2005). International training and management development: theory and reality. Journal of Management Development, 24(7), 656-666.
References Books	O'Connor, Bridget N., Bronner, Michael and Delaney, Chester, Training for Organizations, 2nd ed., South-Western/Thomson Learning, 2002. Thomas G Cummings and Christopher G Worli,
MOOC Courses	https://www.coursera.org/learn/learning-and-development#modules
Videos	https://www.google.com/gasearch? q=videos%20on%20training%20and%20management%20development%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vid=cid:be309334,vid:95B1nY-Czu0,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	-	2	1	-	-	-	-	-	-	-	-	-	1	1
CO2	2	-	-	1	-	-	-	-	-	-	-	-	2	-	2
CO3	1	1	3	1	-	-	-	-	-	-	-	-	-	-	1
CO4	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO5	1	-	1	-	-	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

		nsumer Behavior										
Course Code BMEC-501 MM[T]	:C-501 MM[T]											
		Part A										
Year 3rd	Semester	5th	Credits	L	Т	Р	С					

			raitA											
Year	3rd	Semester	5th	Credits	L	Т	Р	С						
Teal	Sid	Semester	Sui	Credits	4	0	0	4						
Course Type	Theory only	Theory only												
Course Category	Discipline Specific	Discipline Specific Elective												
Pre-Requisite/s	Consumer behavior	Consumer behavior draws heavily on the disciplines of psychology, economics, sociology and anthropology. Co-Requisite/s												
Course Outcomes & Bloom's Level	CO1- Students will be able to define key terms related to consumer behavior.(BL1-Remember) CO2- Students will be able to explain the psychological and social factors that influence consumer behavior.(BL2-Understand) CO3- Students will be able to apply consumer behavior theories to analyze real-world examples and case studies. (BL3-Apply) CO4- Students will be able to analyze consumer behavior patterns and trends in specific markets or industries. (BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of marketing campaigns based on consumer behavior principles.(BL5-Evaluate)													
Coures Elements	Skill Development Entrepreneurship Employability X Professsonal Ethic Gender Human Values X Environment X	×	SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG12(Responsible consuption and production) SDG17(Partnerships for the goals)										

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Consumer Behavior - Definition and Scope of Consumer Behavior Importance of Consumer Behaviour in Marketing The Consumer Decision Process Market Analysis and Consumer Segmentation	Interactive Lectures Case Studies	12
2	Psychological Influences on Consumer Behaviour Perception Motivation Learning Memory Involvement	Interactive Lectures Case Studies Experiential Learning	12
3	Social and Cultural Influences on Consumer Behaviour Culture and Subcultures Social Class and Social Reference Groups Family and Household Influences Consumer Personality	Interactive Lectures Case Studies Experiential Learning	12
4	Consumer Decision Making Models of Consumer Decision Making (e.g., Economic Model, Howard-Sheth Model) Problem Recognition and Information Search Evaluation of Alternatives Purchase Decision and Post-Purchase Behaviour Consumer Decision Making under Different Conditions	Interactive Lectures Case Studies Experiential Learning	12
5	Consumer Behaviour Applications in Marketing Consumer Behaviour Research Techniques Marketing Strategies Based on Consumer Behaviour Insights Ethical Issues in Consumer Behaviour The Future of Consumer Behaviour	Interactive Lectures Case Studies	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Market Research and Analysis of Consumer Purchase Decisions	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	40	12	60							
	Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Schiffman and Kanuk, Consumer Behaviour, Pearson Education.
Articles	Cohen, J. B., Pham, M. T., & Andrade, E. B. (2018). The nature and role of affect in consumer behavior. In Handbook of consumer psychology (pp. 306-357). Routledge.
References Books	Michael R. Solomon, Consumer Behaviour- Buying, Having and Being, Prentice Hall of India.
MOOC Courses	https://www.coursera.org/learn/market-research#modules
Videos	https://www.google.com/gasearch?q=videos%20on%20consumer%20behavior%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:3bebabbe,vid:gtfPU6nTa9k,st:0

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	2	1	-	-	-	-	-	-	-	-	-	2	1
CO2	2	-	-	2	-	-	-	-	-	-	-	-	3	-	1
CO3	1	-	-	1	-	-	-	-	-	-	-	-	1	2	-
CO4	-	2	1	-	-	-	-	-	-	-	-	-	1	-	2
CO5	1	-	2	-	-	-	-	-	-	-	-	-	-	3	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Performance and C	mance and Compensation Management System										
Course Code	BMEC-502 HR[T]	.C-502 HR[T]										
		F	'art A									
Veer	3rd	Semester	5th	Credits	L	Т	Р	С				
Year	Sid	Semester	Sui	Credits	4	0	0	4				
Course Type	Theory only											

Year	3rd	Semester	5th	Credits	L	Т	Р	С				
Teal	Sid	Semester	out	Credits	4	0	0	4				
Course Type	Theory only			•								
Course Category	Discipline Specific E	cipline Specific Elective										
Pre-Requisite/s		dents should have basic Understanding of organizational behavior, human resource management co-Requisite/s										
Course Outcomes & Bloom's Level	CO2- Students will t CO3- Students will t CO4- Students will t	01- Students will be able to recall key principles and concepts of performance and compensation management.(BL1-Remember) 02- Students will be able to explain the relationship between performance management and organizational objectives.(BL2-Understand) 03- Students will be able to demonstrate the ability to apply performance management techniques in real-world scenarios.(BL3-Apply) 04- Students will be able to analyze the impact of different compensation strategies on employee motivation and organizational performance.(BL4-Analyze) 05- Students will be able to evaluate the effectiveness of performance appraisal systems in improving employee performance.(BL5-Evaluate)										
Coures Elements	Skill Development X Entrepreneurship X Employability X Professsonal Ethics Gender Human Values Environment X		SDG (Goals) SDG (Goals) SDG1(No poverty) SDG4(Quality education) SDG3(Decent work and economic growth) SDG10(Reduced inequalities) SDG17(Partnerships for the goals)									

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction- Concept, Philosophy, History from performance appraisal to performance development. Contemporary PMS.	Interactive Lectures Case Studies	12
2	4 dimensions of PMS, Performance Planning, Feedback and coaching, performance appraisal outcome and reward. Performance Planning, Goal Sheet, Goal Alignment, Coaching and mentoring processes. Alignment with organizational goals. Performance Counseling -Planning for new cycle, Strategic PMS, International Aspects of PMS.	Interactive Lectures Case Studies Experiential Learning	12
3	Incentives for production employees, Modern trends in compensation-from wage and salary to cost to company concept, compensation surveys, managers & executives. Incentives for other professionals: Developing effective incentive plans. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits & Incentive practices in industry.	Interactive Lectures Case Studies Experiential Learning	12
4	Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.	Interactive Lectures Case Studies Experiential Learning	12
5	Special compensation situations: International compensation system, managing variations, culture Strategic-Market Mindset, Expatriate Pay- skill based, Competency Based, Team Compensation. Individual and group incentives.	Interactive Lectures Case Studies	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Designing an Effective Performance Management System for Employee Motivation	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							
100	40	40	12	60								
			Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							

Part E

Books	Milkovich, G. T., & Newman, J. M., Compensation, 8th ed., Boston: Irwin/McGraw-Hill, 2005
Articles	Aliku, I. H., Morka, T. O., & IGEMOHIA, F. (2020). Compensation management and employee performance: Manufacturing industry in focus. PalArch's Journal of Archaeology of Egypt/Egyptology, 17(7), 8792-8810
References Books	Competitive Rewarding: The Essential Business Guide to Compensation and Benefits in Hong Kong and the PRC, Hong Kong: Asia Law & Practice Publication, c1998
MOOC Courses	https://www.coursera.org/learn/compensation-and-benefits
Videos	https://www.google.com/gasearch? q=videos%20on%20performance%20and%20compensation%20in%20management%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:b1668ad9,vid:wFHtfheFFPY,st:0

	Course / Indulation Matrix														
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	-	-	2	-	-	-	-	-	-	-	-	-	1	1
CO2	2	-	1	-	-	-	-	-	-	-	-	-	-	1	2
CO3	1	-	3	2	-	-	-	-	-	-	-	-	1	2	-
CO4	1	-	2	-	-	-	-	-	-	-	-	-	-	1	-
CO5	1	2	-	2	-	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Industrial Relations and Labour Legislation
Course Code	BMEC-503 HR[T]
	•

		Par	t A							
Year	3rd	Semester	5th	Credits	L	Т	Р	С		
rear	Sid	Jul Semester Juli Credits								
Course Type	Theory only									
Course Category	Discipline Specific E	Elective								
Pre-Requisite/s		Students should be familiar with the basic functions of the Human Resource Management as well as the current updates. Student should come prepared with study material provided for reference.								
Course Outcomes & Bloom's Level	CO2- Students will b CO3- Students will b CO4- Students will b	pe able to recall key historical events and legal fi pe able to explain the principles and theories un pe able to apply labor legislation knowledge to a pe able to evaluate the impact of industrial relation pe able to assess the effectiveness of various in	derlying industrial relations and labor laws in nalyze and resolve workplace disputes and c ons policies and labor laws on organizational	organizational contexts.(BL2-Understand) conflicts effectively.(BL3-Apply) performance and employee relations.(BL4-A		е)				
Coures Elements	Skill Development X Entrepreneurship X Employability X Professonal Ethics Gender V		SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth)						

Part B

Modules	Contents	Pedagogy	Hours
1	Concept & importance of industrial relations: Approaches of IR - System model, Pluristic approach, Weber's social action approach, Trade Unions: Structure, functions and issues in India: Strikes: Causes and Types, Trade Union Act. Employers' organisations in India: Functions of employers' association, structure of employer's organizations, lockouts.	interactive lectures and case studies	12
2	Workers participation in management: Objectives of workers' participation, modes of participation & their functions, works committee, joint management council, shop council, joint council, Grievance Procedure, Suggestion Schemes.	studies	12
3	Collective bargaining: Importance of collective bargaining, procedure of collective bargaining, essentials of successful collective bargaining, problems of collective bargaining in India, types of bargaining.	studies	12
4	Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.	studies	12
5	Social security legislation in India. Payment of Gratuity Act, Payment of Bonus Act, Maternity Benefit, Workmen's Compensation Act, Provident Fund Act, Employee State Insurance Act.	studies	12

Part C

Modules	Title Negotiating Collective Bargaining Agreements for Improved Workplace Relations	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Negotiating Collective Bargaining Agreements for Improved Workplace Relations	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							
100	40	40	12	60								
			Practical									
Total Marks	Minimum Passing Marks	External Evaluation	External Evaluation Min. External Evaluation		Min. Internal Evaluation							

Part E

Books	Arun Monappa , —Industrial Relations & Labour Laws- McGraw Hill Education
Articles	BBA-506 HR[T] Industrial Relations and Labour Legislation Badigannavar, V. (2006). Industrial relations in India. In Global Industrial Relations (pp. 217-236). Routledge
References Books	SC Shrivastava, —The Fundamental of Indutrial Lawll Vikas Publishing House 2. ND Kapoor, —Handbook of Industrial Lawll Sultan Chand's
MOOC Courses	
Videos	https://www.google.com/gasearch?q=videos%20on%20industrial%20relations%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:e48f0ca5,vid:IT]YFxwprf4,st:0

	Coulou / Industrial / Industria														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	2	1	1	-	-	-	-	-	-	-	-	-	1	1
CO2	-	-	2	1	-	-	-	-	-	-	-	-	2	-	3
CO3	1	2	-	2	-	-	-	-	-	-	-	-	1	-	-
CO4	2	-	1	-	-	-	-	-	-	-	-	-	-	1	-
CO5	1	-	2	-	-	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Income Tax and Planning
Course Code	BMEC-601 FM [T]

			Part A					
Year	3rd	Semester	6th	Credits	L	Т	Р	С
Teal	Siu	Semester	out	Credits	4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specifi	c Elective						
Pre-Requisite/s	Students should	be familiar with various aspect and new	provision of Income Tax.	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students w CO3- Students w business and pro CO4- Students w benefits of variou	ill be able to compute the residential sta fession, and execute the rules and prov- ill be able to categorize Tax Evasion, Ta s deductions, set-offs, and carry-forward	underlying the Income Tax Act Com tus of assessee and incomes exemp isions for deductions, set-off, and ca x Avoidance, and Tax Planning and ds.(BL4-Analyze)	pute the taxable income of an asessee.(BL2-toted from tax, the income from salary, income rry-forward of losses in tax calculations for ind examining the impact of different types of income total control of the contr	from hous ividuals ar me on the	e property nd compar overall ta	nies.(BL3-A x computat	Apply)
Coures Elements	CO5- Students will be able to conclude the effectiveness of different tax planning strategies in minimizing tax liabilities for individuals and companies.(BL5-Evaluate) Skill Development ✓ Entrepreneurship × Employability ✓ Professonal Ethics ✓ Gender × Human Values × Environment × Environment × SDG (Goals) SDG (

Part B

Modules	Contents	Pedagogy	Hours
1	Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Gross Total Income, Total Taxable Income; Exempted Income for individuals; Tax Evasion, Tax Avoidance, Tax Planning and Tax Management; Residential Status (Individual and Company in detail) and their incidence of tax, Computation of Income under the head Salary	Interactive lectures, problem based learning	12
2	Computation of Income under the head House Property, Capital Gains	Interactive lectures, problem based learning	12
3	Computation of Income under the head Profits and gains from Business or Profession, Income from other sources.	Interactive lectures, problem based learning	12
4	Computation of total income and tax liability of an individual; Set-off and carry-forward of losses in case of individual and company;	Interactive lectures, problem based learning	12
5	Deductions from gross total income as applicable to an Individual and companies; Minimum Alternative Tax	Interactive lectures, problem based learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Tax Planning Strategies for Individuals and Businesses	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	40 12		60							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Systematic Approach to Taxation Containing Income Tax & Indirect Taxes : As Applicable for Assessment Year 2015 - 2016 Author: Dr. Girish Ahuja ; Dr. Ravi Gupta Released: 2014 Publisher: Bharat Law House Pvt. Ltd.		
Articles Hoffman, W. H. (1961). The theory of tax planning. The Accounting Review, 36(2), 274.			
References Books	Pratt, J., Kulsrud, W., & Hahn, W. (2020). Federal Taxation (2020 ed.). McGraw-Hill Education.		
MOOC Courses			
Videos	https://www.google.com/gasearch?q=videos%20on%20income%20tax%20planning%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:ba3095ee,vid:-QAJJBEQJk0,st:0		

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	-	2	1
CO2	2	-	1	1	-	-	-	-	-	-	-	-	-	1	-
CO3	2	-	-	1	-	-	-	-	-	-	-	-	2	-	1
CO4	-	2	-	1	ı	1		1	-	-	-	i	1	-	1
CO5	-	1	3	-	-	-	-	-	-	-	-	•	1	1	-
CO6	-	-	-		ı			-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Negotiation and Conflict Resolution
Course Code	BMEC-801 HR[T]

	•	Part A							
Year	4th	Semester	8th	Credits	L .	-	P 0	C 3	
Course Type	Theory only								
Course Category	Discipline Specific El	lective							
Pre-Requisite/s		This course is designed to facilitate students in rethinking of negotiation as a problem-solving tool and improving heir negotiating skills and confidence when engaging in important real-world negotiations at work and other settings.							
Course Outcomes & Bloom's Level	CO2- Students will b CO3- Students will b CO4- Students will b	e able to Explain the basic principles, theories, and e able to Acquire practical skills in preparing for ane e able to Analyze the sources and dynamics of con e able to Apply various conflict resolution technique e able to Evaluate the impact of different conflict re	d conducting negotiations.(BL2-Understand) flicts within organizational and interpersonal s es, such as negotiation, mediation, and arbitra	tion, to resolve disputes effectively.(BL4-Anal					
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professsonal Ethics Gender X Human Values ✓ Environment X		SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG17(Partnerships for the goals)					

Part B

Modules	Contents	Pedagogy	Hours
UNIT-1	Basics of Influence; Managerial influence tactics; Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence.	interactive lectures, case studies, experiential learning	12
UNIT-2	Persuasion concepts; role of persuasion in strategic leadership	interactive lectures, case studies, experiential learning	12
UNIT-3	Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.	interactive lectures, case studies, experiential learning	12
UNIT-4	Influence of culture on negotiation; Gender issues in negotiation	interactive lectures, case studies, experiential learning	12
UNIT-5	Ethical issues to guide negotiation	interactive lectures, case studies, experiential learning	12

Part C

	Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4		Analyze case studies of successful and unsuccessful negotiation outcomes in multinational team environments.	PBL		15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon Lewicki, R., Barry, B. & Saunders, D. (2015). Essentials of Negotiation (6th ed.). McGraw Hill
Articles	Furlong, G. T. (2020). The conflict resolution toolbox: Models and maps for analyzing, diagnosing, and resolving conflict. John Wiley & Sons.
References Books Brett, J. M. (2014). Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rded.). Jossey-E Carrell, M. R., and Heavrin, C. (2008) Negotiating Essentials: Theory, Skills, and Practices. Pearson Prentice Hall.	
MOOC Courses	
Videos	https://www.youtube.com/watch?v=wYb_PKTawE4

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	•	1	-	1
CO2	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-
CO3	1	2	-	2	-	-	-	-	-	-	-	=	1	2	-
CO4	-	-	1	3	-	-	-	-	-	-	-	=	-	1	2
CO5	-	1	-	1	-	-	-	-	-	-	-	•	1	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Digital Marketing Analytics
Course Code	BMEC-802 MM[T]

		Part A								
Year	4th	Semester	8th	Credits	L T P C 3 0 0 3					
Course Type	Theory only									
Course Category	Discipline Specific Ele	oline Specific Elective								
Pre-Requisite/s		ents should have a basic understanding of marketing principles, familiarity with internet usage, and foundational dedge of social media platforms. Prior coursework in marketing, communications, or information technology is mmended.								
Course Outcomes & Bloom's Level	CO2- Understand the CO3- Develop Conten analysis tools (BL3-A CO4- Execute Online digital ads.(BL4-Analy CO5- Leverage Social	Advertising Campaigns: Identify and utilize various t	for evaluating digital performance. (BL2-Under t planning and creation strategies. Evaluate an forms of e-advertising, including mobile market rketing communication strategies. Assess the i	rstand) Id optimize website UX and landing pages using, and understand the pricing models and ef	ng content fectiveness of					
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professsonal Ethics ✓ Gender X Human Values X Environment X	,	SDG (Goals)	SDG4(Quality education)						

Part B

Modules	Contents	Pedagogy			
1	Digital Media, Types, Paid & Owned Media Understanding Digital Analytics Concepts: Owned & Earned Social Metrics, Demystifying Web Data, Searching for the Right Metrics, Paid & Organic Searches, Aligning Digital and Traditional Analytics.	Interactive Lectures, Case Studies, Experiential Learning	9		
2	Content Planning, Content Creation Strategy, Distribution & Promotion of content, Optimize Website UX & Landing Pages, Content Analysis Tools, and Optimizing Content Distribution & Content Consumption.	Interactive Lectures, Case Studies, Experiential Learning	9		
3	Online Advertising; Ways of E-advertising; Types of Digital Ads; On the Internet; On Mobile Devices; Pros and Cons of Mobile Marketing; Pricing of Digital Ads; E- direct Marketing; Esales Promotion; E-Public Relations.	Interactive Lectures, Case Studies, Experiential Learning	9		
4	Social Media, Significance of Social Media in Marketing Communication Strategies, Key Social Media Platforms, Opportunities and Threats of Social Media Application, Harnessing the Power of Al and Automation.	Interactive Lectures Case Studies Experiential Learning	9		
5	Audience Segmentation, Audience Analysis Tool, Audience Analysis Tools types, Digital, Content & Engagement, Search Engine Optimization, Content Optimization, User Experience Design	Interactive Lectures, Case Studies, Experiential Learning	9		

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Comprehensive Digital Marketing Campaign	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40 60		18	40						
			Practical							
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Analyze a problem of a multinational corporation (MNC) entering a middle-east market. Hemann, C., & Burbary, K. (2018). Digital marketing analytics: Making sense of consumer data in a digital world.
Articles	Basu, R., Lim, W. M., Kumar, A., & Kumar, S. (2023). Marketing analytics: The bridge between customer psychology and marketing decision-making. Psychology & Marketing, 40(12), 2588-2611.
References Books	Hemann, C., & Burbary, K. (2023). Digital marketing analytics: In theory and in practice.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=2VUgpNlF8ec

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	-	-	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	-	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Diversity and Inclusion
Course Code	BMEC-803 HR[T]

		Part A								
Year	4th	Semester	8th	Credits	L T P C 3 0 0 3					
Course Type	Theory only									
Course Category	Discipline Specific Ele	iscipline Specific Elective								
Pre-Requisite/s		The students need to have basic knowledge of social structures, human behavior, and cultural dynamics to understand the interplay between individuals and society.								
Course Outcomes & Bloom's Level	issues.(BL1-Rememl CO2- Identify and into (BL2-Understand) CO3- Examine the ro CO4- Evaluate the int	group differences and their impacts on individual exp ber) prepret diverse perspectives influenced by social strat le of race and ethnicity in shaping societal dynamics fluence of gender identity and sexual orientation on a pender and sexual orientation shape perspectives on	ifications. Recognize how social hierarchies aff . Assess how race and ethnicity influence indiv social experiences.(BL4-Analyze)	fect perspectives and responses to societal chidual and collective social experiences.(BL3-A	allenges.					
Coures Elements	Skill Development X Entrepreneurship X Employability ✓ Professsonal Ethics ✓ Gender X Human Values ✓ Environment X	,	SDG (Goals)	SDG4(Quality education)						

Part E

Modules	Contents	Pedagogy	Hours
1	Introduction to Diversity, Equity, and Inclusion Diversity, Inclusion, and Belonging Equity vs. Equality Evolution of the Business Case for Diversity Contemporary Social and Organizational Issues Impact of COVID-19 Pandemic on Diversity and Inclusion Race and National Recognition (e.g., Black Lives Matter Movement) Business Perspectives: Change vs. Business as Usual Equity, Belonging, and Business Value Personal and Social Identities Salience and Intersectionality Privilege and Oppression Meritocracy, Melting Pot (Assimilation), and Colorblind Ideal	Interactive Lectures, Case Studies, Experiential Learning	9
2	Understanding Human Differences Stereotyping, Prejudice, and Bias Implicit and Explicit Bias In-Groups and Out-Groups Stereotypes: Influence of Brain and Culture Discrimination: Systemic vs. Interpersonal Overt Discrimination vs. Microaggressions Legal Remedies for Employment Discrimination (US and New Jersey) Case Study: Exclusion and Discrimination at JFK Airport	Interactive Lectures, Case Studies, Experiential Learning	9
3	Creating Inclusive Environments Skills for a Just and Inclusive Workplace Addressing Microaggressions Cross-Cultural Competency: Inclusion vs. Tolerance Empathy in Diversity Management The Platinum Rule in Diversity Communication Strategies for Inclusive Workplace Practices Responding to Bias and Jokes in the Workplace	Interactive Lectures, Case Studies, Experiential Learning	9
4	Dimensions of Diversity Appearance-Based Discrimination and Intersectionality Legal Protections vs. Organizational Image Policies Research and Development in Course Projects Diversity Issues in Race and Employment Gender Issues in Employment and Stereotypes Wage Gap, Pay Transparency, and Employment Protections	Interactive Lectures Case Studies Experiential Learning	9
5	Diversity of Identities Sexual Orientation and Gender Identity Diversity Legal Protections and Workplace Policies Religious Diversity: Workplace Dynamics and Legal Remedies Diversity of Physical and Mental Abilities ADA Limitations and Workplace Inclusion Age Diversity: Challenges and Legal Recourse Extra Credit Assignment: Race, Gender, and Workplace Experiences	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Study how economic status and abilities contribute to social differentiation and experience variance.	PBL		15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	60	18	40						
			Practical							
Total Marks Minimum Passing Marks		External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Bader, T., & Boesch, D. (2021). Leading global diversity, equity, and inclusion: A guide for systemic change in multinational organizations. Berrett-Koehler Publishers.					
Articles Garg, S., & Sangwan, S. (2021). Literature review on diversity and inclusion at workplace, 2010–2017. Vision, 25(1), 12-22.						
References Books Bell, M., & Leopold, J. (2021). Diversity in organizations (4th ed.). South-Western College Publishing.						
MOOC Courses						
Videos	https://www.youtube.com/watch?v=tETTSgS4ZpE					

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	-	-	1	-
CO3	1	-	-	-	-	-	-	-	-	-	-	-	1	-	1
CO4	-	1	-	1	-	-	-	-	-	-	-	-	1	-	1
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Strategic Human Resource Management
Course Code	DCEC-501 HR[T]

		Pa	rt A						
Year	3rd	3rd Semester 5th Credits						C 4	
Course Type	Theory only	4 0 0							
Course Category	Discipline Specific El	ective							
Pre-Requisite/s	Student should have	basic knowledge of Human Resource Manage	ement.	Co-Requisite/s					
Course Outcomes & Bloom's Level	theorganizationinclud CO2- Demonstrate k (BL2-Understand) CO3- Understand the CO4- Show evidence	ir role of human resources management as it is stingtheeffectivedevelopmentofhumancapitalas nowledge of laws that impact behaviour in rela- er role of employee benefits and compensation to of the ability to analyze, manage and probler nowledge of practical application of training ar	anagentforOrganizational change. (BL1-Rem titionships between employers and employee as a critical component of employee perform n solve to deal withthe challenges and compl	s that ultimately impact the goals and strateg nance, productivity and organizational effective exities of the practice of collective bargaining	veness g (BL4-	.(BL3 Analy	-Apply	y)	
Coures Elements	Skill Development ✓ Entrepreneurship × Employability ✓ Professsonal Ethics ✓ Gender × Human Values × Environment ×								

Part B

	1	Part B	
Modules	Contents	Pedagogy	Hours
1	Essentials of HRM: Functions of HRM, Strategic HRM: Meaning and Roles in Strategy formulation and implementation, Barriers to strategic HRM, Linking HR strategy with business strategy, Roles of HR Manager, roles of HR in merger and acquisitions, Technology & HR and changing roles of HR due to technology, HRM linkage with TQM & productivity, . Case Studies	Interactive Lectures, Case Studies, Experiential Learning	12
2	Human Resource Planning and Employee Hiring: Meaning of job Analysis, job design, Human Resource Planning, methods demand forecasting for manpower planning, factors influencing HRP, Employee hiring- methods of Recruitment, Employee selection, process of employee selection, recent trends in recruitment Case Studies	Interactive Lectures, Case Studies, Experiential Learning	12
3	Employee Training & Development: Meaning importance of Training, types and methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation. Case Studies	Interactive Lectures, Case Studies, Experiential Learning	12
4	Compensation Management: Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management, Case Studies	Interactive Lectures Case Studies Experiential Learning	12
5	Employee Engagement and Retention: Understanding employee engagement and its significance, Strategies for enhancing employee engagement, managing employee retention and reducing turnover, Workforce diversity and inclusion Emerging Trends in Strategic HRM, HR technology and automation, The gig economy and its impact on HR practices, Corporate social responsibility and HRM, Sustainable HRM practices.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a Strategic HR Plan for a Startup	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	100 40 60		18	40							
			Practical								
Total Marks Minimum Passing Marks		External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	1. V.S.P.Rao, Human Resource Management(Text and Cases) Himalaya Publications, Thirteenth Edition. 2. Durai Praveen, Human Resource Management PearsonPublication,2nd Edition. 3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication,2013,14th Edition.
Articles	Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. The International Journal of Human Resource Management, 29(1), 34-67.
References Books	Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=tNTrgji6lTo&list=PLOzRYVm0a65ey68FxO33DwMsBi2HO3hnR

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	1	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	1	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Investment Analysis
Course Code	DCEC-601 FM[T]

Part A

Year	3rd	Semester	6th	Credits	L	T	Р	С
Teal	Siu	Semester	out	Credits	4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specifi	c Elective						
Pre-Requisite/s	A bird's eye view	on the basic concepts of investment and	financial markets is desirable.	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- Students will be able to understand the basic concept of Portfolio Management.(BL1-Remember) CO2- Students will be able to explain the relationship between risk and return in investment decisions and how portfolio theory helps manage this relationship.(BL2-Understand) CO3- Students will be able to calculate basic risk and return measures for individual assets and construct a simple portfolio based on investment objectives and risk tolerance.(BL3-Apply) CO4- Students will be able to evaluate the performance of a portfolio using different performance metrics identify potential areas for improvement.(BL4-Analyze) CO5- Students will be able to recommend investment strategies based on current market conditions, economic forecasts, and individual investor risk profiles.(BL5-Evaluate)							
Coures Elements	Skill Development Entrepreneurship × Employability × Professsonal Ethics Gender Human Values Environment ×							

Part B

Modules	Contents	Pedagogy	Hours
1	Investment- meaning, nature & types, investment and it specialization, investment avenues, investment framework in india.	interactive lectures and case studies	12
2	Basics of Bond, YTM, Bond Theorems, Yield curve; Interest Rate Risk: Duration and Modified Duration; Bond Strategies - Passive and Active;, financial analysis of an industry; Company analysis: Detailed financial statement analysis from Investment decision perspective; Share valuation: Dividend discount models- constant growth & two stage growth model, three stage growth model (H model); Relative valuation models using P/E ratio (Book value to market value)	Interactive lectures, problem based learning	12
3	Portfolio analysis: Portfolio risk and return, Markowitz portfolio model: 2 asset portfolio, concept of efficient frontier & Optimum portfolio, Single index model: concept of beta systematic and unsystematic risk, Capital asset pricing model (CAPM): CML and SML and application of CAPM.	Interactive lectures, problem based learning	12
4	Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive - Index funds, systematic investment plans. Active - market timing, style investing; Portfolio Revision & Evaluation: Evaluation of Portfolio: Sharpe's Treynor's & Jensen's measures, FAMA Model, Mutual Funds Performance Evaluation	Interactive lectures, problem based learning	12
5	Introduction to efficient market hypothesis and basis of security analysis: Approaches to Securities Analysis; Fundamental analysis: Meaning, assumptions and EIC framework; Economy analysis: Leading lagging & coincident macroeconomic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: Classification of industries in India, Models of industry analysis stages of life cycle, porters five forces, SWOT analysis, Elementary concepts of fundamental analysis(Resistance support, consolidation, momentum, candle chart, head & shoulders)	Interactive lectures, problem based learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Portfolio Optimization Strategies for Wealth Management	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH.
Articles	Jha, L. D. N., Mishra, R. S., & Bhome, S. (2016). Investment Analysis And Portfolio Managemen
References Books	Bodie, Z., Kane, A., & Marcus, A. J. (2020). Investments (11th ed.). McGraw-Hill Education.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/398
Videos	https://www.google.com/gasearch? q=videos%20on%20investement%20analysis%20and%20portfolio%20management%20%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:c6758124,vid:sXL55LKcLIA,st:0&vuanr=4

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	2	-	-	-	-	-	-	-	-	-	1	1
CO2	-	1	-	2	-	-	-	-	-	-	-	-	-	-	2
CO3	1	-	-	1	-	-	-	-	-	-	-	-	1	-	-
CO4	1	-	2	-	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	-	1	-	-	-	-	-	-	-	-	-	1	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Consumer Behaviour
Course Code	DCEC-601 MM[T]

Dort	Λ

			TaltA				1		
Year	3rd	Semester	6th	Credits	L	Т	Р	С	
Teal	Sid	Semester	out	Credits	4	0	0	4	
Course Type	Theory only								
Course Category	Discipline Specific	Elective							
Pre-Requisite/s	Consumer behavior anthropology.	onsumer behavior draws heavily on the disciplines of psychology, economics, sociology and thropology.							
Course Outcomes & Bloom's Level	CO2- Students wil CO3- Students wil CO4- Students wil	CO1- Students will be able to define key terms related to consumer behavior.(BL1-Remember) CO2- Students will be able to explain the psychological and social factors that influence consumer behavior.(BL2-Understand) CO3- Students will be able to apply consumer behavior theories to analyze real-world examples and case studies.(BL3-Apply) CO4- Students will be able to analyze consumer behavior patterns and trends in specific markets or industries.(BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of marketing campaigns based on consumer behavior principles.(BL5-Evaluate)							
Coures Elements	Skill Development Entrepreneurship Employability X Professsonal Ethic Gender Human Values X Environment X	×	SDG (Goals)	SDG4(Quality education) SDG12(Responsible consuption and production) SDG17(Partnerships for the goals)					

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Consumer Behavior - Definition and Scope of Consumer Behavior Importance of Consumer Behaviour in Marketing The Consumer Decision Process Market Analysis and Consumer Segmentation	Interactive Lectures Case Studies	12
2	Psychological Influences on Consumer Behaviour Perception Motivation Learning Memory Involvement	Interactive Lectures Case Studies Experiential Learning	12
3	Social and Cultural Influences on Consumer Behaviour Culture and Subcultures Social Class and Social Reference Groups Family and Household Influences Consumer Personality	Interactive Lectures Case Studies Experiential Learning	12
4	Consumer Decision Making Models of Consumer Decision Making (e.g., Economic Model, Howard-Sheth Model) Problem Recognition and Information Search Evaluation of Alternatives Purchase Decision and Post-Purchase Behaviour Consumer Decision Making under Different Conditions	Interactive Lectures Case Studies Experiential Learning	12
5	Consumer Behaviour Applications in Marketing Consumer Behaviour Research Techniques Marketing Strategies Based on Consumer Behaviour Insights Ethical Issues in Consumer Behaviour The Future of Consumer Behaviour	Interactive Lectures Case Studies	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Market Research and Analysis of Consumer Purchase Decisions	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60						
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Schiffman and Kanuk, Consumer Behaviour, Pearson Education.
Articles	Cohen, J. B., Pham, M. T., & Andrade, E. B. (2018). The nature and role of affect in consumer behavior. In Handbook of consumer psychology (pp. 306-357). Routledge.
References Books	Michael R. Solomon, Consumer Behaviour- Buying, Having and Being, Prentice Hall of India.
MOOC Courses	https://www.coursera.org/learn/market-research#modules
Videos	https://www.google.com/gasearch?q=videos%20on%20consumer%20behavior%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:3bebabbe,vid:gtfPU6nTa9k,st:0.00000000000000000000000000000000000

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	-	2	1	-	-	-	-	-	-	-	-	-	2	1
CO2	2	-	-	2	-	-	-	-	-	-	-	-	-	-	1
CO3	1	-	-	1	-	-	-	-	-	-	-	-	-	1	-
CO4	-	2	1	-	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	2	-	-	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Portfolio Management
Course Code	DCEC-602 FM[T]
•	•

			Part A					
Year	3rd	Semester	6th	Credits	L	Т	Р	С
real	Sid	Gemester	out	Credits	4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specifi	c Elective						
Pre-Requisite/s	A bird's eye view	on the basic concepts of investment and	financial markets is desirable.	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students w CO3- Students w Apply) CO4- Students w	ill be able to calculate basic risk and retu ill be able to evaluate the performance of	veen risk and return in investment dec rn measures for individual assets and a portfolio using different performanc	nember) isisher) isishers and how portfolio theory helps manage construct a simple portfolio based on investm e metrics identify potential areas for improven ions, economic forecasts, and individual inves	ent objec nent.(BL4	tives and 4-Analyze	risk tolera	ance.(BL3-
Coures Elements	Skill Developmen Entrepreneurship Employability X Professsonal Eth Gender J Human Values J Environment X	×	SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consuption and produc SDG13(Climate action) SDG17(Partnerships for the goals)	ction)			

Part B

Modules	Contents	Pedagogy	Hours
1	Investment- meaning, nature & types, investment and it specialization, investment avenues, investment framework in india.	interactive lectures and case studies	12
2	Basics of Bond, YTM, Bond Theorems, Yield curve; Interest Rate Risk: Duration and Modified Duration; Bond Strategies - Passive and Active;, financial analysis of an industry; Company analysis: Detailed financial statement analysis from Investment decision perspective; Share valuation: Dividend discount models- constant growth & two stage growth model, three stage growth model (H model); Relative valuation models using P/E ratio (Book value to market value)	Interactive lectures, problem based learning	12
3	Portfolio analysis: Portfolio risk and return, Markowitz portfolio model: 2 asset portfolio, concept of efficient frontier & Optimum portfolio, Single index model: concept of beta systematic and unsystematic risk, Capital asset pricing model (CAPM): CML and SML and application of CAPM.	Interactive lectures, problem based learning	12
4	Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive - Index funds, systematic investment plans. Active - market timing, style investing; Portfolio Revision & Evaluation: Evaluation of Portfolio: Sharpe's Treynor's & Jensen's measures, FAMA Model, Mutual Funds Performance Evaluation	Interactive lectures, problem based learning	12
5	Introduction to efficient market hypothesis and basis of security analysis: Approaches to Securities Analysis; Fundamental analysis: Meaning, assumptions and EIC framework; Economy analysis: Leading lagging & coincident macroeconomic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: Classification of industries in India, Models of industry analysis stages of life cycle, porters five forces, SWOT analysis, Elementary concepts of fundamental analysis(Resistance support, consolidation, momentum, candle chart, head & shoulders)	Interactive lectures, problem based learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Portfolio Optimization Strategies for Wealth Management	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				
100	40	40	12	60					
			Practical						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				

Part E

Books	Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH.
Articles	Jha, L. D. N., Mishra, R. S., & Bhome, S. (2016). Investment Analysis And Portfolio Managemen
References Books	Bodie, Z., Kane, A., & Marcus, A. J. (2020). Investments (11th ed.). McGraw-Hill Education.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/398
	https://www.google.com/gasearch? q=videos%20on%20investement%20analysis%20and%20portfolio%20management%20%20in%20english&tbm=&source=sh/x/gs/m2/5#fpstate=ive&vld=cid:c6758124,vid:sXL55LKcLIA,st:0&vuanr=4

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	-	-	-	-	-	-	-	-	-	1	-
CO2	1	-	2	-	-	-	-	-	-	-	-	-	-	2	-
CO3	-	3	-	3	-	-	-	-	-	-	-	-	1	-	2
CO4	1	-	2	-	-	-	-	-	-	-	-	-	1	-	-
CO5	-	2	-	2	-	-	-	-	-	-	-	-	1	1	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Design thinking In HR
Course Code	DCEC-602 HR[T]

			Part A					
Year	3rd	Semester	6th	Credits	L	Т	Р	С
Tear	Sid	Semester	Otti	Credits	3	0	0	3
Course Type	Theory only		J.		•		•	•
Course Category	Discipline Elective	s						
Pre-Requisite/s	The students will horganizational beh	ave Basic understanding of human resource avior.	management principles and	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students will CO3- Students will CO4- Students will	be able to recall key concepts and principle: be able to explain the fundamentals and pri be able to apply design thinking methodolog be able to analyze HR processes and identi be able to evaluate the effectiveness of des	nciples of design thinking.(BL2-Understa gies to solve HR challenges.(BL3-Apply) fy areas for improvement using design thi	nd) nking.(BL4-Analyze)				
Coures Elements	Skill Development Entrepreneurship Employability Professsonal Ethic Gender Human Values Environment X	/	SDG (Goals)	SDG5(Gender equality) SDG8(Decent work and economic growth SDG10(Reduced inequalities) SDG16(Peace Justice and strong institut SDG17(Partnerships for the goals)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Design Thinking in HR: Definition and significance of design thinking Human-centered design approach in HR Evolution and application of design thinking in organizational contexts	interactive lectures, case studies, experiential learning	
2	Empathy and User-Centered Research: Understanding employee needs and experiences Techniques for empathetic listening and observation Conducting user-centered research in HR	interactive lectures, case studies, experiential learning	9
3	Ideation and Prototyping in HR: Generating innovative ideas for HR solutions Prototyping and iterative testing in HR processes Designing employee-centric HR services and experiences	interactive lectures, case studies, experiential learning	9
4	Implementing Design Thinking in Recruitment and Onboarding: Redesigning recruitment processes using design thinking Improving candidate experience and engagement Designing onboarding programs for new hires	interactive lectures, case studies, experiential learning	9
5	Design Thinking for Employee Engagement and Development: Enhancing employee engagement through design thinking Designing learning and development programs Employee feedback and continuous improvement	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Redesigning the Onboarding Process for Increased Employee Engagement	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

	Theory							
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation			
100	40	60	18	40				
			Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation			

Part E

Books	Kelley, D., & Kelley, T. (2013). Creative confidence: Unleashing the creative potential within us all. Harper Perennial.
Articles	Sollitto, M. C., Ployhart, R. E., & Yu, N. (2019). Rethinking human resource management through design thinking: A review and research agenda. Human Resource Management Review, 29(2), 100718.
References Books	Martin, R. L. (2019). The design of business: Why design thinking is the next competitive advantage. Harvard Business Review Press.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=e0ByXVdTs

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	-	1	1	-	-	-	-	-	1	-	1
CO2	1	-	2	-	1	-	1	2	-	-	-	-	-	2	-
CO3	-	2	-	3	-	2	-	-	-	-	-	-	1	-	-
CO4	-	3	-	1	-	-	1	-	-	-	-	-	-	-	3
CO5	1	-	1	-	2	-	-	3	-	-	-	-	-	1	-
CO6	-	1	-	1	-	3	-	-	-	-	-	-	1	-	1



BComHons

Title of the Course	Merchant Banking and Financial Services
Course Code	DCEC-701 FM[T]

	•	Part	A					
Year	Year 4th		7th	Credits	L	Т	Р	С
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific E	lective						
Pre-Requisite/s		ine the present status and developments that are ng an integrated knowledge of the functional area		Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students will b CO3- Students will b CO4- Students will b	ee able to Define the concept of merchant bankin be able to Explain the role of merchant banks in it ee able to Apply financial analysis techniques to e be able to Analyze case studies of successful and be able to Evaluate the impact of global financial	ne financial system and their relationship wit evaluate investment opportunities and assess I unsuccessful merchant banking transaction	h corporate clients and investors.(BL2-Under s project feasibility.(BL3-Apply) is.(BL4-Analyze)				
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professonal Ethics ✓ Gender X Human Values ✓ Environment X SDG (Goals) SDG (Goals) SDG (Goals) SDG (Idustry Innovation and Infrastruct SDG (Reduced inequalities) SDG (Reduced inequalities) SDG (Partnerships for the goals)				e)			

Part B

Modules	Contents	Pedagogy	Hours
UNIT-1	Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.	interactive lectures, case studies, experiential learning	12
UNIT-2	Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange	interactive lectures, case studies, experiential learning	12
UNIT-3	Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfaiting.	interactive lectures, case studies, experiential learning	12
UNIT-4	Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in BanksCredit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance.	interactive lectures, case studies, experiential learning	12
UNIT-5	Mutual Funds and Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.	interactive lectures, case studies, experiential learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Evaluate the potential impacts of cultural, legal, and financial differences on the success of the transaction.	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

			Theory		
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
			Practical		
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Paul, H. (2014). Fundamentals of Risk Management. (3rded.).Kogan Page Publishers. MacDonald, S.S., & Koch, T.W. (2015). Bank Management. (8th ed.): Cengage Learning
Articles	Schrader, H. (2019). Moneylenders and merchant bankers in India and Indonesia. In Financial Landscapes Reconstructed (pp. 341-356). Routledge.
References Books	Madura, J. (2018).Financial Markets and Institutions. (12th ed.). Thomson Business Information.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=Rjj1b9twyJ8&list=PLk2KOLi5Nw3DvBrfuZlzy2j0adDysC75Q

								5 / II II O G I G I I							
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	-
CO2	-	1	-	2	-	-	-	-	-	-	-	-	-	2	-
CO3	-	-	3	-	-	-	-	-	-	-	-	-	-	-	3
CO4	1	-	-	-	-	-	-	-	-	-	-	-	1	-	-
CO5	-	1	-	-	-	-	-	-	-	-	-	-	-	1	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Customer Relationship Management
Course Code	DCEC-701 MM[T]

Year	4th	Semester	7th	Credits	L	Т	Р	С
Teal	401	Semester	741	Ciedits	3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electiv	es						
Pre-Requisite/s	Students should	have knowledge of customer relations ar	nd marketiing.	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Able to ma CO3- Understand CO4- Students a CO5- Students a	e effective and efficient customer relation nage CRM marketing in order to leverage it the needs in adoption of CRM in the tor re able to analyse how to develop custor re trained in of communication in the suc v about the various types of customers a	e CRM technology.(BL2-Understand) urism industry(BL3-Apply) mer relationship based on the custome cessful handling of customers.(BL5-E	er expectations.(BL4-Analyze) valuate)	ite)			
Coures Elements	CO6- Get to know about the various types of customers and their preferences and accordingly able to plan for the quality services. (BL6-Create) Skill Development Entrepreneurship × Employability Professsonal Ethics Gender × Human Values Environment ×							

Part B

Modules	Contents	Pedagogy	Hours
1	Customer Relationship Management in Tourism - Meaning and definitions of CRM. Need for CRM in hospitality sector. Salient features of CRM. Advantages of CRM system. Types of customers. Customer acquisition and retention - Customer Loyalty - Customer Profitability and value Modeling - Customer Satisfaction Measurement - Customer Feedback and Service Recovery.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Analytics of CRM - Customer Information Databases - Ethics and Legalities of data use - Data Warehousing and Data Mining - Data Analysis - Market Basket Analysis (MBA) * Stream Analysis - Personalization and Collaborative Filtering.	Interactive Lectures, Case Studies, Experiential Learning	9
3	CRM in Marketing - Tourism as a Service industry - Characteristics of Services - Classification of Services - Building Service Aspirations - Consumer Behaviour in Service Encounters, Service Design and Development - Technology as an enabler of Service. Technology based customer relationship management.	Interactive Lectures, Case Studies, Experiential Learning	9
4	CRM Implementation - Managing Customer relationships: resetting the CRM strategy: Selling CRM internally: CRM development team, scoping and prioritizing; Development and delivery, Measurement; Types and Causes of Service Quality Gaps - Measuring and Improving service Quality - Strategies to resolve the gaps.	Interactive Lectures Case Studies Experiential Learning	9
5	Relationship Marketing in Tourism Business; Model of buyer - seller relationship; The customer relationship audit; Relationship Marketing and distribution channels; Benefit evaluation and relationship pricing; Relationship building and brand management; Role of communication in building relationship.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Creating a customer relationshio management plan for a Startup	PBL	BL6-Create	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	External Evaluation Min. External Evaluation		Min. Internal Evaluation						

Part E

Books	Christopher Lovelock & Jochen Wirtz (2004), Services Marketing, Pearson Education, Delhi. 2. Gilmore (2004), Services Marketing and Management, Response Books, New Delhi. 3. Yal, Parasuraman & Berry - Delivering qualiy service, The Free press, New 4. Andry Silmore (2001), Services Marketing & Management, Response Books, Sage Publications, Delhi.
Articles	Winer, R. S. (2001). A framework for customer relationship management. California management review, 43(4), 89-105.
References Books	5. Jagdish Seethi, Etal (2000), Customer Relationship Management. Stancles A.Brown. Customer Relationship Management, John Wiley & Sons. 6. Lovelock (2003). Services Marketing - People, Technology & Strategy, Pearson Edn. Singapore. 7. Iqbal S. Sachdeva (2009), Public Relations Principles and Practices, Oxford University Press, New Delhi.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=SlhESAKF1Tk

	Course Articulation Watrix														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	-	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	-	-	-	-	-	-	-	-	-	1	-	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-



BComHons

Title of the Course	Negotiation and Conflict Resolution
Course Code	DCEC-801 HR[T]

		Part A							
Year	4th	Semester	8th	Credits		T 0	Р 0	C 4	
Course Type	Theory only								
Course Category	Discipline Specific El	ective							
Pre-Requisite/s		his course is designed to facilitate students in rethinking of negotiation as a problem-solving tool and improving leir negotiating skills and confidence when engaging in important real-world negotiations at work and other ettings.							
Course Outcomes & Bloom's Level	CO2- Students will be CO3- Students will be CO4- Students will be	e able to Explain the basic principles, theories, and a able to Acquire practical skills in preparing for anne a able to Analyze the sources and dynamics of con a able to Apply various conflict resolution technique a able to Evaluate the impact of different conflict re	d conducting negotiations.(BL2-Understand) flicts within organizational and interpersonal s is, such as negotiation, mediation, and arbitra	ettings.(BL3-Apply) tion, to resolve disputes effectively.(BL4-Anal					
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professsonal Ethics Gender X Human Values ✓ Environment X	,	st resolution strategies on relationship management and organizational performance. (BL5-Evaluate) SDG4(Quality education) SDG5(Gender equality) SDG10(Reduced inequalities) SDG17(Partnerships for the goals)						

Part B

Modules	Contents	Pedagogy				
UNIT-1	Basics of Influence; Managerial influence tactics; Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence.	interactive lectures, case studies, experiential learning	12			
UNIT-2	Persuasion concepts; role of persuasion in strategic leadership	interactive lectures, case studies, experiential learning	12			
UNIT-3	Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.	interactive lectures, case studies, experiential learning	12			
UNIT-4	Influence of culture on negotiation; Gender issues in negotiation	interactive lectures, case studies, experiential learning	12			
UNIT-5	Ethical issues to guide negotiation	interactive lectures, case studies, experiential learning	12			

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
	Analyze case studies of successful and unsuccessful negotiation outcomes in multinational team environments.	PBL		15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon Lewicki, R., Barry, B. & Saunders, D. (2015). Essentials of Negotiation (6th ed.). McGraw Hill
Articles	Furlong, G. T. (2020). The conflict resolution toolbox: Models and maps for analyzing, diagnosing, and resolving conflict. John Wiley & Sons.
References Books	Brett, J. M. (2014). Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rded.). Jossey-Bass Carrell, M. R., and Heavrin, C. (2008) Negotiating Essentials: Theory, Skills, and Practices. Pearson Prentice Hall.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=wYb_PKTawE4

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COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1
CO2	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-
CO3	1	2	-	2	-	-	-	-	-	-	-	-	1	2	-
CO4	-	-	1	3	-	-	-	-	-	-	-	-	-	1	2
CO5	-	1	-	1	-	-	-	-	-	-	-	-	1	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Digital Marketing Analytics
Course Code	DCEC-802 MM[T]

		Part A						
Year	4th	Semester	8th	Credits	L 3		P 0	C 3
Course Type	Theory only					•		
Course Category	Discipline Specific El	ective						
Pre-Requisite/s		e a basic understanding of marketing principles, fan nedia platforms. Prior coursework in marketing, cor		Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Understand the CO3- Develop Conte analysis tools.(BL3-A CO4- Execute Online digital ads.(BL4-Ana CO5- Leverage Socia	Advertising Campaigns: Identify and utilize various	s for evaluating digital performance. (BL2-Ünint planning and creation strategies. Evaluate forms of e-advertising, including mobile mar arketing communication strategies. Assess the	derstand) and optimize website UX and landing pages u keting, and understand the pricing models and	using I effe	cont	ent ness	s of
Coures Elements	Skill Development Entrepreneurship Employability Professsonal Ethics Gender Human Values Environment X	,	SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG10(Reduced inequalities) SDG17(Partnerships for the goals)				

Part B

	·	altb	
Modules	Contents	Pedagogy	Hours
1	Digital Media, Types, Paid & Owned Media Understanding Digital Analytics Concepts: Owned & Earned Social Metrics, Demystifying Web Data, Searching for the Right Metrics, Paid & Organic Searches, Aligning Digital and Traditional Analytics.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Content Planning, Content Creation Strategy, Distribution & Promotion of content, Optimize Website UX & Landing Pages, Content Analysis Tools, and Optimizing Content Distribution & Content Consumption.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Online Advertising; Ways of E-advertising; Types of Digital Ads; On the Internet; On Mobile Devices; Pros and Cons of Mobile Marketing; Pricing of Digital Ads; E- direct Marketing; Esales Promotion; E-Public Relations.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Social Media, Significance of Social Media in Marketing Communication Strategies, Key Social Media Platforms, Opportunities and Threats of Social Media Application, Harnessing the Power of Al and Automation.	Interactive Lectures Case Studies Experiential Learning	9
5	Audience Segmentation, Audience Analysis Tool, Audience Analysis Tools types, Digital, Content & Engagement, Search Engine Optimization, Content Optimization, User Experience Design	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Comprehensive Digital Marketing Campaign	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

	Theory								
Total Marks Minimum Passing Marks External Evaluation Min. External Evaluation Internal Evaluation Min. Internal Evaluation									
100	40	60 18		40					
			Practical						
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation				

Part E

Books	Analyze a problem of a multinational corporation (MNC) entering a middle-east market. Hemann, C., & Burbary, K. (2018). Digital marketing analytics: Making sense of consumer data in a digital world.
Articles	Basu, R., Lim, W. M., Kumar, A., & Kumar, S. (2023). Marketing analytics: The bridge between customer psychology and marketing decision-making. Psychology & Marketing, 40(12), 2588-2611.
References Books	Hemann, C., & Burbary, K. (2023). Digital marketing analytics: In theory and in practice.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=2VUgpNIF8ec

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	-	-	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	-	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BComHons

Title of the Course	Diversity and Inclusion
Course Code	DCEC-803 HR[T]

		Part A							
Year	4th	h Semester 8th Cred							
Course Type	Theory only								
Course Category	Discipline Specific Ele	ctive							
Pre-Requisite/s		nave basic knowledge of social structures, human bindividuals and society.	pehavior, and cultural dynamics to understand	Co-Requisite/s					
Course Outcomes & Bloom's Level	issues.(BL1-Rememb CO2- Identify and inte (BL2-Understand) CO3- Examine the role CO4- Evaluate the infl	roup differences and their impacts on individual exter) pret diverse perspectives influenced by social strate of race and ethnicity in shaping societal dynamics uence of gender identity and sexual orientation on order and sexual orientation shape perspectives on	ifications. Recognize how social hierarchies aff . Assess how race and ethnicity influence indivisocial experiences.(BL4-Analyze)	ect perspectives and responses to societal chidual and collective social experiences.(BL3-A	allenges.				
Coures Elements	Skill Development X Entrepreneurship X Employability ✓ Professsonal Ethics ✓ Gender X Human Values ✓ Environment X		SDG (Goals)	SDG4(Quality education)					

Dart F

Modules	Contents	Pedagogy	Hours
1	Introduction to Diversity, Equity, and Inclusion Diversity, Inclusion, and Belonging Equity vs. Equality Evolution of the Business Case for Diversity Contemporary Social and Organizational Issues Impact of COVID-19 Pandemic on Diversity and Inclusion Race and National Recognition (e.g., Black Lives Matter Movement) Business Perspectives: Change vs. Business as Usual Equity, Belonging, and Business Value Personal and Social Identities Salience and Intersectionality Privilege and Oppression Meritocracy, Melting Pot (Assimilation), and Colorblind Ideal	Interactive Lectures, Case Studies, Experiential Learning	9
2	Understanding Human Differences Stereotyping, Prejudice, and Bias Implicit and Explicit Bias In-Groups and Out-Groups Stereotypes: Influence of Brain and Culture Discrimination: Systemic vs. Interpersonal Overt Discrimination vs. Microaggressions Legal Remedies for Employment Discrimination (US and New Jersey) Case Study: Exclusion and Discrimination at JFK Airport	Interactive Lectures, Case Studies, Experiential Learning	9
3	Creating Inclusive Environments Skills for a Just and Inclusive Workplace Addressing Microaggressions Cross-Cultural Competency: Inclusion vs. Tolerance Empathy in Diversity Management The Platinum Rule in Diversity Communication Strategies for Inclusive Workplace Practices Responding to Bias and Jokes in the Workplace	Interactive Lectures, Case Studies, Experiential Learning	9
4	Dimensions of Diversity Appearance-Based Discrimination and Intersectionality Legal Protections vs. Organizational Image Policies Research and Development in Course Projects Diversity Issues in Race and Employment Gender Issues in Employment and Stereotypes Wage Gap, Pay Transparency, and Employment Protections	Interactive Lectures Case Studies Experiential Learning	9
5	Diversity of Identities Sexual Orientation and Gender Identity Diversity Legal Protections and Workplace Policies Religious Diversity: Workplace Dynamics and Legal Remedies Diversity of Physical and Mental Abilities ADA Limitations and Workplace Inclusion Age Diversity: Challenges and Legal Recourse Extra Credit Assignment: Race, Gender, and Workplace Experiences	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
	Study how economic status and abilities contribute to social differentiation and experience variance.	PBL		15

Part D(Marks Distribution)

	Theory												
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation								
100	40	60	18	40									
			Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation								

Part E

Books	Bader, T., & Boesch, D. (2021). Leading global diversity, equity, and inclusion: A guide for systemic change in multinational organizations. Berrett-Koehler Publishers.
Articles	Garg, S., & Sangwan, S. (2021). Literature review on diversity and inclusion at workplace, 2010–2017. Vision, 25(1), 12-22.
References Books	Bell, M., & Leopold, J. (2021). Diversity in organizations (4th ed.). South-Western College Publishing.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=tETTSgS4ZpE

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	-	1	-	-	-	-	-	-	-	=	-	1	-
CO3	1	-	-	-	-	-	-	-	-	-	-	•	1	-	1
CO4	-	1	-	1	-	-	-	-	-	-	-	-	1	-	1
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	=	-	-	-



BComHons

Title of the Course	Human Society in 21st Century
Course Code	GEC-201[T]

Course code	GEC-201[1]							
			Part A					
Year	1st	Semester	2nd	Credits	L	T	Р	С
					3	0	0	3
Course Type	Theory only							
Course Category	Ability Enhan	cement Courses						
Pre-Requisite/s	elements and basic grasp of historical conthemselves, how these had Economics a human societie is necessary. (such as non structures (lit they shape solid underst crucial. This rights, wome Understandin societal chart challenges*: it's important understandin and their imp Century Resecentury chall quest for Sus Constructive	derstanding of Social Systems*: I evolution of human social system of concepts such as values, institutext. This includes understanding the values they uphold, the institutext. This includes understanding the values down time. 2. "Found and Politics*: To grasp the econor This includes understanding diffication, and politics, familiarity with basic econon This includes understanding diffication, and politics, samples, and coieties, 3. "Awareness of 20th C anding of the contributions of 20tincludes familiarity with significant's rights, peace movements, and gheir goals, methods, and impages and challenges. 4. "Knowlee Before discussing responses to to comprehend the challenges to to comprehend the challenges to globalization, environmental crilications for societies worldwide. ponses*: Finally, to appreciate henges, it's essential to be familiar stainable Development Goals (ST Programme. Understanding thes fforts to address pressing global	ins, it's essential to have a utions, processes, and ghow societies organize utions they create, and ational Knowledge of mic and political basis of mic and political concepts ferent economic systems sst-industrial) and political d nation-states) and how Zentury Movements': A th-century movements is it movements like civil de nevironmental activism, act provides context for ige of 21st Century challenges, hemselves. This includes isses, and cultural clashes, 5. *Awareness of 21st-cresponses to 21st-r with initiatives like the DOSo) and Gandhi's se responses provides	Co-Requisite/s	Systems*: Relements in a relation will be able and how the system of the conomic sys	eaders will gail do evolution of I tultions, process to analyze how se structures h Economic and knowledge of leped to understan societies. The systems and polieties at various nof 20th Centrappreciation for movements site movements are movements of 21st Century and comprehend the programment of 21st Century and	ses, and historic societies organ ave developed of Political Dynam hey will compression of the work of	tanding of the stems, including all context. They tize themselves stems, including all context. They tize themselves your time. 2. ics: 'With politics, readers ic and political hend different and their roles in lopment. 3. 'Readers will contributions of s., women's tall activism. In dimpacts of challenges. 4. daving acquired their will be able issues such as tural clashes, see challenges f21st Century the responses to so like the quest all ending and Gandhi's ate efforts to hange,
Course Outcomes & Bloom's Level	CO2- Studen CO3- Studen CO4- Studen	ats will be able to explain how val ats will be able to apply theoretical ats will be able to analyze the tran	lues such as justice and equal frameworks to analyze horsitions from nomadic to pos	respect, and equality.(BL1-Remember) ality shape social norms and influence indivi w values like honesty and respect manifest ir t-industrial economies and their societal imp fress environmental challenges and propose	n different cultu acts.(BL4-Ana	ral contexts.(BI	_3-Ápply)	
Coures Elements	Skill Develop Entrepreneur Employability Professsonal Gender ✓ Human Value Environment	rship X / X I Ethics ✓	SDG (Goals)	SDG1(No poverty) SDG2(Zero hunger) SDG3(Good health and well-being) SDG4(Quality education) SDG5(Gender equality) SDG6(Clean water and sanitation) SDG10(Reduced inequalities) SDG11(Sustainable cities and economies) SDG12(Responsible consuption and produSDG13(Climate action)	iction)			

Part B

Modules	Contents	Pedagogy	Hours
1	Elements and Evolution of human Social system a. Values b. Institutions c. Processes	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8
2	Economic and Political basis of human societies a) Nomadic, Pastoral, Industrial and Post Industrial b) Political Evolution of Human Society: Tribes, Kingdoms, Empires, Nation states and beyond Nation-states.	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8
3	Contributions of the 20th Century a) Civil rights movements in the US b) Women's movement c) Peace movements d) Environmental movements	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8
4	Understanding the 21st Century: Challenges a) Globalization b) Environmental Crises c) Clash of cultures	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8
5	Understanding the 21st Century: Responses a) Quest for Sustainable Development Goals b) Gandhi's Constructive Program	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	4

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Analyzing Key Trends and Challenges of the 21st Century	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory												
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation								
100 40		40	12	60	28								
			Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation								

Part E

Books	Tyson-Bernstein, H., & Woodward, A. (1989). Nineteenth century policies for 21st century practice: The textbook reform dilemma. Educational Policy, 3(2), 95-106.
Articles	1. Brian D. Fath and Sven E. Jørgensen, 2021 Managing Human and Social Systems, second edition, CRC Press, Taylor & Francis Group. 2 Mohamed Rabie, 2013, Saving Capitalism and Democracy (pp.15-40), Palgrave Macmillan US
References Books	Harari, Y. N. (2018). 21 Lessons for the 21st Century. Spiegel & Grau.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=5G-AojlVp6g (solar cities of the future) https://www.youtube.com/watch?v=pyQaUDLW6ts (Economics of happiness, abridged version) https://www.youtube.com/watch?v=d2wVb_AlLso (9.11.2001 for Clash of Cultures discussion)

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	1	-	-
CO2	2	2	3	3	-	-	-	-	-	-	-	-	1	-	-
CO3	2	-	3	3	-	-	-	-	-	-	-	-	-	1	-
CO4	-	2	1	1	-	-	-	-	-	-	-	-	-	1	-
CO5	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	India in 21st Century
Course Code	GEC-301[T]

		Par	t A							
Year	2nd	Semester	3rd	Credits	L	Т	Р	С		
Teal	Zilu	Semester	Sid	Oreuts	3	0	0	3		
Course Type	Theory only									
Course Category	Ability Enhancement	Courses								
Pre-Requisite/s		asic Understanding of Social Systems before delving into the elements and evolution of human social ystems, it's essential to have a basic grasp of concepts such as values, institutions, processes, and historical context.								
Course Outcomes & Bloom's Level	CO1- Students will be able to list and define key values such as honesty, respect, and equality.(BL1-Remember) CO2- Students will be able to explain how values such as justice and equality shape social norms and influence individual behaviors.(BL2-Understand) CO3- Students will be able to apply theoretical frameworks to analyze how values like honesty and respect manifest in different cultural contexts.(BL3-Apply) CO4- Students will be able to analyze the transitions from nomadic to post-industrial economies and their societal impacts.(BL4-Analyze) CO5- Students will be able to critically evaluate international efforts to address environmental challenges and propose improvements.(BL5-Evaluate)									
Coures Elements	Skill Development ✓ Entrepreneurship × Employability × Professsonal Ethics ✓ Gender ✓ Human Values ✓ Environment ✓		SDG (Goals)	SDG1(No poverty) SDG2(Zero hunger) SDG3(Good health and well-being) SDG4(Quality education) SDG5(Gender equality) SDG6(Clean water and sanitation) SDG1(Reduced inequalities) SDG11(Sustainable cities and economies) SDG12(Responsible consuption and production) SDG13(Climate action)						

Part B

Modules	Contents	Pedagogy				
1	Elements and Evolution of human Social system a. Values b. Institutions c. Processes	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8			
2	Economic and Political basis of human societies a) Nomadic, Pastoral, Industrial and Post Industrial b) Political Evolution of Human Society: Tribes, Kingdoms, Empires, Nation states and beyond Nation-states.	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8			
3	Contributions of the 20th Century a) Civil rights movements in the US b) Women's movement c) Peace movements d) Environmental movements	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8			
4	Understanding the 21st Century: Challenges a) Globalization b) Environmental Crises c) Clash of cultures	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	8			
5	Understanding the 21st Century: Responses a) Quest for Sustainable Development Goals b) Gandhi's Constructive Program	Lectures with white board and or PPT, video clips/films on specific themes/topics, illustrations, classroom discussions	4			

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Analyzing Key Trends and Challenges of the 21st Century	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	40	12	60	28					
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Tyson-Bernstein, H., & Woodward, A. (1989). Nineteenth century policies for 21st century practice: The textbook reform dilemma. Educational Policy, 3(2), 95-106.
Articles	1. Brian D. Fath and Sven E. Jørgensen, 2021 Managing Human and Social Systems, second edition, CRC Press, Taylor & Francis Group. 2 Mohamed Rabie, 2013, Saving Capitalism and Democracy (pp.15-40), Palgrave Macmillan US
References Books	Harari, Y. N. (2018). 21 Lessons for the 21st Century. Spiegel & Grau.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=5G-AojIVp6g (solar cities of the future) https://www.youtube.com/watch?v=pyQaUDLW6ts (Economics of happiness, abridged version) https://www.youtube.com/watch?v=d2wVb_AlLso (9.11.2001 for Clash of Cultures discussion)

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	-	-	-	-	1	-	-
CO2	2	2	3	3	-	-	-	-	-	-	-	-	1	-	-
CO3	2	-	3	3	-	-	-	-	-	-	-	-	-	1	-
CO4	-	2	1	1	-	-	-	-	-	-	-	-	-	1	-
CO5	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BBA_Hons

Title of the Course	Gandhi and Gandhian's way
Course Code	GEC-401[T]

		1	Part A					
Year	On d	Compositor		Credits	L	Т	Р	С
Tear	2nd	2nd Semester	4th	Credits	3	0	0	3
Course Type	Theory only							•
Course Category	Interdisciplinary Majo	or						
Pre-Requisite/s		The students need to have a basic knowledge of Indian history and philosophy, including key concepts of Gandhian thought and principles.						
Course Outcomes & Bloom's Level	CO2- To help studen CO3- Motivate stude CO4- To help studen	ts to realise an all inclusive, peaceful and his ts practice Ashrama vows and the life style nts to involve themselves in social service a ts to understand Gandhi through the study or udents with the philosophical foundations of	which is inherent therein. (BL2-Understan actives on the lines of the constructive prog of texts. (BL4-Analyze)	ıd)				
Coures Elements	Skill Development X Entrepreneurship X Employability X Professsonal Ethics Gender X Human Values ✓ Environment X		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG16(Peace Justice and strong institutions)				

Part B

Modules	Contents	Pedagogy	Hours
1	Gandhi's Perception of Religion and Spirituality Gandhi's Perception of Religion: Understanding the essence of Hinduism, Islam, and Christianity through Gandhi's perspective. Relationship Between Truth and God: Exploration of Gandhi's views on the connection between truth and divinity. Eleven Ashrama Vows: A detailed study of the vows Gandhi considered essential for a disciplined and spiritual life.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Gandhi's Ethical Views and Ashram Life Private and Public Morality: Examination of Gandhi's views on morality in personal and public life and their contemporary relevance. The Ashram Life: Insights into life in Gandhi's ashrams, emphasizing the training of dedicated Satyagrahis. Ashram as a Training Ground: Understanding the role of ashrams in preparing individuals for non-violent activism and social service.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Social Philosophy of Gandhi: Village Communities and Constructive Programmes Village Communities: Gandhi's vision for self-sufficient village communities and the significance of his constructive programmes. Sarvodaya Social Order: Exploration of the concept of Sarvodaya and its role in rural reconstruction, and the evolution of Sarvodaya after Gandhi. Varna, Caste System, and Untounability. Gandhi's views on the caste system, his efforts towards the removal of untouchability, and the implications for modern India.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Communal Harmony and Social Issues in Gandhi's Thought Communalism in India: Analysis of communalism in India and Gandhi's efforts to foster communal harmony, including the role of Shantisena. Alcoholism as a Social Problem: Study of Gandhi's campaign against alcoholism and his advocacy for total prohibition. Emancipation of Women: Comparison of feminist and Gandhian approaches to women's liberation, and Gandhi's contributions to the empowerment of women.	Interactive Lectures Case Studies Experiential Learning	9
5	Health, Hygiene, and Gandhian Experiments Health and Hygiene: Investigation into Gandhi's views on the interrelation between physical, mental, and moral health, and his perspectives on rural and urban sanitation. Nature Cure and Gandhian Experiments: Exploration of Gandhi's experiments with natural healing methods and their impact on his followers and wider society.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Designing a Modern Gandhian Community for Sustainable Living	PBL		15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
	Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Juergensmeyer, M. (2005). Gandhi's way: A handbook of conflict resolution. University of California Press.
Articles	Ghosal, A. K. (1959). Sarvodaya Gandhian Philosophy and way of life. The Indian Journal of Political Science, 20(1), 23-30.
References Books	Mallik, B. (2022). Gandhi and Science? Rethinking Science, Technology, and Development the Gandhian Way. In Legends in Gandhian Social Activism: Mira Behn and Sarala Behn: Addressing Environmental Issues By Dissolving Gender And Colonial Barriers (pp. 119-151). Cham: Springer International Publishing.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=hpZwCRInrgo

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	
CO1	1	-	1	-	1	-	-	-	-	-	-	-	1	-	1	
CO2	1	2	1	1	-	-	-	-	-	-	-	-	-	1	-	
CO3	1	-	2	-	-	1	-	-	-	-	-	-	1	1	1	
CO4	-	1	-	1	1	-	-	-	-	-	-	-	1	-	1	
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	
CO6	-	-	-	-	-	-	-	-	-	-	-	į	-	-	-	



BComHons

Title of the Course	Gandhi and Gandhian's way
Course Code	GEC-401[T]

·		P	'art A								
Year	Year 2nd Semester 4th					Т	Р	С			
real	Zilu	Jemester	401	Credits	3	0	0	3			
Course Type	Theory only	heory only									
Course Category	Interdisciplinary Majo	nterdisciplinary Major									
Pre-Requisite/s	The students need to Gandhian thought an	have a basic knowledge of Indian history and principles.	nd philosophy, including key concepts of	Co-Requisite/s							
Course Outcomes & Bloom's Level	CO1- To help students to realise an all inclusive, peaceful and harmonious life on Gandhian lines. (BL1-Remember) CO2- To help students practice Ashrama vows and the life style which is inherent therein. (BL2-Understand) CO3- Motivate students to involve themselves in social service actives on the lines of the constructive programme offered by Gandhiji. (BL3-Apply) CO4- To help students to understand Gandhi through the study of texts. (BL4-Analyze) CO5- To acquaint students with the philosophical foundations of Gandhian thought. (BL5-Evaluate)										
Coures Elements	Skill Development X Entrepreneurship X Employability X Professonal Ethics ✓ Gender X Human Values ✓ Environment X										

Part B

Modules	Contents	Pedagogy	Hours
1	Gandhi's Perception of Religion and Spirituality Gandhi's Perception of Religion: Understanding the essence of Hinduism, Islam, and Christianity through Gandhi's perspective. Relationship Between Truth and God: Exploration of Gandhi's views on the connection between truth and divinity. Eleven Ashrama Vows: A detailed study of the vows Gandhi considered essential for a disciplined and spiritual life.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Gandhi's Ethical Views and Ashram Life Private and Public Morality: Examination of Gandhi's views on morality in personal and public life and their contemporary relevance. The Ashram Life: Insights into life in Gandhi's ashrams, emphasizing the training of dedicated Satyagrahis. Ashram as a Training Ground: Understanding the role of ashrams in preparing individuals for non-violent activism and social service.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Social Philosophy of Gandhi: Village Communities and Constructive Programmes Village Communities: Gandhi's vision for self-sufficient village communities and the significance of his constructive programmes. Sarvodaya Social Order: Exploration of the concept of Sarvodaya and its role in rural reconstruction, and the evolution of Sarvodaya after Gandhi. Varna, Caste System, and Untouchability: Gandhi's views on the caste system, his efforts towards the removal of untouchability, and the implications for modern India.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Communal Harmony and Social Issues in Gandhi's Thought Communalism in India: Analysis of communalism in India and Gandhi's efforts to foster communal harmony, including the role of Shantisena. Alcoholism as a Social Problem: Study of Gandhi's campaign against alcoholism and his advocacy for total prohibition. Emancipation of Women: Comparison of feminist and Gandhian approaches to women's liberation, and Gandhi's contributions to the empowerment of women.	Interactive Lectures Case Studies Experiential Learning	9
5	Health, Hygiene, and Gandhian Experiments Health and Hygiene: Investigation into Gandhi's views on the interrelation between physical, mental, and moral health, and his perspectives on rural and urban sanitation. Nature Cure and Gandhian Experiments: Exploration of Gandhi's experiments with natural healing methods and their impact on his followers and wider society.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

	Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2		Designing a Modern Gandhian Community for Sustainable Living	PBL		15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
	Practical										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Juergensmeyer, M. (2005). Gandhi's way: A handbook of conflict resolution. University of California Press.
Articles	Ghosal, A. K. (1959). Sarvodaya Gandhian Philosophy and way of life. The Indian Journal of Political Science, 20(1), 23-30.
References Books	Mallik, B. (2022). Gandhi and Science? Rethinking Science, Technology, and Development the Gandhian Way. In Legends in Gandhian Social Activism: Mira Behn and Sarala Behn: Addressing Environmental Issues By Dissolving Gender And Colonial Barriers (pp. 119-151). Cham: Springer International Publishing.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=hpZwCRInrgo

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	1	-	-	-	-	-	-	-	-	-	1	-
CO3	1	-	2	-	-	1	1	ı	-	-	-	i	1	1	1
CO4	-	1	-	1	1	-	-	-	-	-	-	•	1	-	1
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	į	i	-	-



MBA-Dual_Specialization

Title of the Course	Strategic Human R	Strategic Human Resource Management									
Course Code	MBA-202[T]										
Part A											
Year	1st	Semester	2nd	Credits	L	T	Р	С			
rear	151	Semester	ZIIG	Gradits	3	0	0	3			

			aitA					
Year	1st Semester 2nd Credits			L	Т	Р	С	
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Elective	s						
Pre-Requisite/s	The students will he behavior.	ave basic understanding of human resource n	nanagement principles and organizational	Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Students will CO3- Students will CO4- Students will CO5- Students will	O1- Students will be able to recall key concepts and terminologies related to strategic human resource management.(BL1-Remember) O2- Students will be able to explain the role of SHRM in achieving organizational goals.(BL2-Understand) O3- Students will be able to apply strategic HR practices to enhance organizational performance. (BL3-Apply) O4- Students will be able to analyze HR issues and align them with organizational strategy.(BL4-Analyze) O5- Students will be able to evaluate the effectiveness of different HR strategies.(BL5-Evaluate) O6- Students will be able to design innovative HR strategies that contribute to long-term organizational success.(BL6-Create)						
Coures Elements	Skill Development Entrepreneurship : Employability X Professsonal Ethic Gender J Human Values J Environment X	×	SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Strategic Human Resource Management: Definition and importance of SHRM Differences between traditional HRM and SHRM Evolution of SHRM practices	interactive lectures, case studies, experiential learning	9
2	Strategic HR Planning and Implementation: Aligning HR strategy with business strategy Workforce planning and forecasting Implementing HR strategies and overcoming challenges	interactive lectures, case studies, experiential learning	9
3	Talent Management and Development: Strategic recruitment and selection Training and development aligned with organizational goals Succession planning and leadership development	interactive lectures, case studies, experiential learning	9
4	Performance Management and Reward Systems: Designing performance management systems Linking rewards with performance Strategic compensation and benefits	interactive lectures, case studies, experiential learning	9
5	Gender Diversity in the Indian Workplace, Gender Pay Gap in India, Career Development and Advancement Opportunities for Indian Women, Mentorship and Sponsorship Programs for Women in Indian Organizations.	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing a Strategic HR Plan for a Growing Company	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

	Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation	
100	40	60	18	40		
	•	•	Practical	•	•	
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation	

Part E

Books	Beer, M., & Ruf, B. (2011). Strategic HRM: Choices for people and organizations (2nd ed.). Routledge.
Articles	Barney, J. B. (1995). Looking inside: How market power creates sustainable competitive advantage. Strategic Management Journal, 16(8), 99-122.
References Books Boselie, P., & Boxall, P. (2018). Managing human resources and the firm (7th ed.). Sage Publications.	
MOOC Courses	
Videos	https://www.youtube.com/watch?v=2A_YrAVJukl

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	
CO1	1	-	1	-	1	-	1	1	-	-	-	-	1	-	-	
CO2	1	2	-	-	1	-	-	-	-	-	-	-	-	2	1	
CO3	-	1	-	2	-	1	-	1	-	-	-	-	1	-	-	
CO4	1	-	1	-	2	-	1	-	-	-	-	-	-	-	3	
CO5	-	2	-	-	1	-	-	1	-	-	-	-	-	1	-	
CO6	2	-	-	1	-	2	-	-	-	-	-	-	1	2	-	



MBA-Dual_Specialization

Title of the Course	E-Commerce
Course Code	MBA-208[T]
	Part A

		P	art A					
Year	1st	Samaatan	2nd	Credits	L	Т	Р	С
tear	ist	Semester	Zilu	Credits	3	0	0	3
Course Type	Theory only	Theory only						
Course Category	Disciplinary Major							
Pre-Requisite/s		g of business concepts and digital technologies and market dynamics is crucial for navigating		Co-Requisite/s				
Course Outcomes & Bloom's Level	CO2- Student will b CO3- Student will b CO4- Student will b CO5- Student will b	ee able to Recall key terms, concepts, and tech ee able to Explain the principles and models of ee able to Apply e-commerce tools and platform ee able to Analyze the impact of e-commerce or ee able to Assess the effectiveness of e-comme ee able to Design innovative e-commerce soluti	e-commerce and their applications.(BL2-Units to create and manage online businesses.(n businesses, consumers, and society.(BL4-erce strategies and techniques in achieving b	derstańd) BL3-Apply) Analyze) usiness objectives.(BL5-Evaluate)				
Coures Elements	Skill Development v Entrepreneurship v Employability v Professsonal Ethics Gender X Human Values X Environment X	,	SDG (Goals)	SDG8(Decent work and economic growth) SDG12(Responsible consuption and produ				

Part B

		ait b	
Modules	Contents	Pedagogy	Hours
1	Introduction to E-Commerce: o History of E-Commerce o Types of E-Commerce Businesses o Legal and Ethical Aspects of E-Commerce	Interactive Lecture, Experiential Learning, Case Studies	9
2	E-Commerce Marketing: o Online Marketing Strategies o E-Commerce Advertising o E-Commerce Customer Relationship Management	Interactive Lecture, Experiential Learning, Case Studies	9
3	E-Commerce Management: o E-Commerce Business Models o E-Commerce Operations o E-Commerce Security	Interactive Lecture, Experiential Learning, Case Studies	9
4	E-Commerce Technologies: o Web Development o E-Commerce Software o E-Commerce Payment Systems	Interactive Lecture, Experiential Learning, Case Studies	9
5	E Commerce Analysis: o Analysis of E-Commerce Businesses o Developing E-Commerce Strategies	Interactive Lecture, Experiential Learning, Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Develop an e-commerce website for a chosen product or service.	PBL	BL6-Create	15

Part D(Marks Distribution)

	Theory							
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation			
100	40	60	18	40				
	Practical							
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation			

Part E

Books	Laudon, K. C., & Traver, C. G. (2020). E-commerce: Business, Technology, Society (15th ed.). Pearson.
Articles	Chaffey, D. (2019). Digital Business and E-Commerce Management: The Opportunities and Challenges. Journal of Management, 1(1), 8–25. https://doi.org/10.1177/0149206319843197
References Books	Turban, E., King, D., Lee, J., Liang, T., & Turban, D. (2021). Electronic Commerce 2020: A Managerial and Social Networks Perspective (8th ed.). Springer.
MOOC Courses	
Videos	

	Course / I I I I I I I I I I I I I I I I I I														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	2	1	-	2	1	-	-	-	-	1	1	-
CO2	-	1	2	3	1	1	1	1	-	-	-	-	2	-	1
CO3	1	1	1	2	2	-	-	2	-	-	-	-	3	1	1
CO4	2	1	3	1	3	1	-	1	-	-	-	-	1	2	1
CO5	1	-	-	1	2	2	1	2	-	-	-	-	1	3	-
CO6	1	-	-	-	1	1	-	1	-	-	-	-	1	2	1



MBA-Dual_Specialization

Title of the Course	Workshop on Entrepreneurship Skill Development
Course Code	MBA-307 [P]

			Part A						
Year	2nd	Semester	3rd	Credits	L	Т	Р	С	
rear	ZIIU	Semester	Sid	Credits	0	0	1	1	
Course Type	Lab only					•			
Course Category	Discipline Core	line Core							
Pre-Requisite/s	Students need to have concepts.	udents need to have a basic understanding of business management principles and entrepreneurial ncepts. Co-Requisite/s							
Course Outcomes & Bloom's Level	CO2- Students will be CO3- Students will be CO4- Students will be CO5- Students will be	e able to recall key entrepreneurial concept able to explain the characteristics and treat be able to apply entrepreneurial tools and the able to analyze market trends and custo able to evaluate the feasibility and scala	aits of successful entrepreneurs. (BL2-Uni echniques to identify business opportunitie mer needs to develop viable business mo bility of entrepreneurial ventures. (BL5-Ev.)	derstand) es.(BL3-Apply) odels.(BL4-Analyze) aluate)					
Skill Development ✓ Entrepreneurship ✓ Employability × Coures Elements Professonal Ethics ✓ Gender × Human Values ✓ Environment ×									

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Entrepreneurship: Definition and importance of entrepreneurship Evolution of entrepreneurship theories Entrepreneurial mindset and characteristics	Interactive Lectures, Case Studies, Experiential Learning	9
2	Identifying Business Opportunities: Methods for identifying market gaps and customer needs Opportunity recognition and feasibility analysis Innovation and creativity in entrepreneurship	Interactive Lectures, Case Studies, Experiential Learning	9
3	Developing Business Models: Types of business models (e.g., lean startup, social entrepreneurship) Value proposition and competitive advantage Lean canvas and business model canvas	Interactive Lectures, Case Studies, Experiential Learning	9
4	Entrepreneurial Finance and Funding: Sources of funding for startups (e.g., bootstrapping, angel investors, venture capital) Financial planning and budgeting Pitching to investors and preparing business proposals	Interactive Lectures, Case Studies, Experiential Learning	9
5	Managing Risks and Challenges: Risk assessment and management strategies Legal and regulatory considerations for startups Scaling and growth strategies	Interactive Lectures, Case Studies, Experiential Learning	9

Part D(Marks Distribution)

	Theory										
Total Marks Minimum Passing Marks External Evaluation Min. External Evaluation				Internal Evaluation Min. Internal Evaluation							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	0	0	100							

Part E

Books	Hisrich, R. D., Peters, M. P., & Shepherd, D. (2018). Entrepreneurship (10th ed.). McGraw-Hill Education.
Articles	Gartner, W. E. (1985). Those entrepreneurial myths: A realistic look at the causes of corporate entrepreneurship. Strategic Management Journal, 6(3), 379-390.
References Books	
MOOC Courses	
Videos	

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	-	-	-	1	-	-	-	-	-	1	1	-
CO2	1	1	-	1	2	1	-	1	-	-	-	-	1	-	1
CO3	2	1	1	-	1	-	1	1	-	-	-	-	1	1	2
CO4	2	2	1	2	-	1	1	-	-	-	-	-	1	1	-
CO5	2	1	1	1	1	2	1	1	-	-	-	-	-	1	2
CO6	2	1	1	2	1	-	2	1	-	-	-	-	2	1	-



MBA-Dual_Specialization

Title of the Course	Business Ethics and C	ess Ethics and Corporate Governance									
Course Code	MBA-402[T]										
Part A											
				2	L	Т	Р	С			

	Part A											
Year	2nd	Semester	4th	Credits		Т	Р	С				
ieai	ZIIU	Semester	401	Credits	3	0	0	3				
Course Type	Theory only	y only										
Course Category	Discipline Core	ore										
Pre-Requisite/s		foundation in global business concepts and an understanding of technological trends and innovations niliarity with digital transformation strategies and their implications for international business operations ficial.										
Course Outcomes & Bloom's Level	CO2- Student will be a CO3- Student will be a CO4- Student will be a CO5- Student will be a	CO1- Student will be able to Recall key emerging technologies and their applications in the global business context.(BL1-Remember) CO2- Student will be able to Explain the principles and underlying concepts of emerging technologies and their relevance to the global business environment.(BL2-Understand) CO3- Student will be able to Apply emerging technologies to solve real-world business problems in the global context.(BL3-Apply) CO4- Student will be able to Analyze the implications of emerging technologies on global business strategies and competitive dynamics.(BL4-Analyze) CO5- Student will be able to Assess the risks and opportunities associated with adopting emerging technologies in the global business environment.(BL5-Evaluate) CO6- Student will be able to Design innovative strategies leveraging emerging technologies of pain a competitive advantage in the global marketplace.(BL6-Create)										
Coures Elements	Skill Development X Entrepreneurship X Employability X Professonal Ethics ✓ Gender X Human Values ✓ Environment ✓		SDG3(Good health and well-being) SDG8(Decent work and economic growth) SDG12(Responsible consuption and produc	tion)								

Part E

Modules	Contents	Pedagogy	Hours
1	Business ethics: Introduction: Meaning of ethics, Types of business ethic issues, why ethical problems occur in business, Ethical dilemmas in business Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness. Computer ethics and business: Computer crime, Computers and corporate responsibility Property: information and software, Computer and privacy Professional ethics: Ethics in international business.	Interactive Lecture, Experiential Learning, case studies	9
2	Corporate governance: concept, Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of share	Interactive Lecture, Experiential Learning, case studies	9
3	Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing, Whistleblowing; Kinds of whistleblowing, Blowing as morally prohibited, Whistleblowing as morally permitted, Whistleblowing as morally required, precluding the need for whistleblowing.	Interactive Lecture, Experiential Learning, case studies	9
4	Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility.	Interactive Lecture, Experiential Learning, case studies	9
5	Socially Responsive Management: Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.	Interactive Lecture, Experiential Learning, case studies	9

Part C

N	Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2		Ethical Dilemma and Corporate Governance Response	PBL	BL3-Apply	15

Part D(Marks Distribution)

	Theory										
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						
100	40	60	18	40							
			Practical								
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation						

Part E

Books	Velasquez, M. G. (2018). Business ethics: Concepts and cases. Pearson.
	Ghosh, S. (2015). Is corporate social responsibility in India still in a confused state?—A study of the participation of the private sector companies of India in corporate social responsibility activities. Global Business Review, 16(1), Kavadis, N., & Thomsen, S. (2023). Sustainable corporate governance: A review of research on long-term corporate ownership and sustainability. Corporate Governance: An International Review, 31(1), 198-226.
References Books	Sharma J P (2017). Corporate Governance, Business Ethics & CSR, Ane Books.
MOOC Courses	
Videos	

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	1	1	2	1	1	-	-	-	-	-	1	2	-
CO2	1	-	1	-	1	2	2	-	-	-	-	-	-	1	1
CO3	1	2	2	1	3	-	1	-	-	-	-	-	2	1	-
CO4	1	-	3	-	2	-	2	-	-	-	-	-	1	2	1
CO5	1	2	1	1	-	3	1	-	-	-	-	-	2	1	1
CO6	1	1	-	-	1	-	1	-	-	-	-	-	-	1	1



MBA-Dual_Specialization

Title of the Course	International Huma	national Human Resource Management								
Course Code	MBA-403 HR[T]									
			Part A							
Year	2nd	Semester	4th	Credits	L	Т	Р	С		
rear	ZIIU	Semester	401	Credits			1	1		

			raitA								
Year	2nd	Semester	4th	Credits	L	Т	Р	С			
i eai	ZIIG	Geniestei	Semester 4ui		4	0	0	4			
Course Type	Theory only										
Course Category	Discipline Specific	iscipline Specific Elective									
Pre-Requisite/s	Student should have	tudent should have a basic understanding of the Human Resource Management. Co-Requisite/s									
Course Outcomes & Bloom's Level	CO1- Students will be able to remember key concepts and terminology related to International Human Resource Management (IHRM)(BL1-Remember) CO2- Students will be able to understand the cultural contexts of IHRM using Hofstede's approach and cross-cultural theory(BL2-Understand) CO3- Students will be able to apply the processes involved in recruiting and selecting international managers(BL3-Apply) CO4- Students will be able to analyze standardized versus customized performance appraisal systems(BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of HR process in different international contexts(BL5-Evaluate) CO6- Students will be able to create comprehensive international training programs(BL6-Create)										
Coures Elements	Skill Development Entrepreneurship × Employability Professsonal Ethics Gender × Human Values × Environment ×										

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction IHRM: Managing people in an international context: Expatriates, Inpatriates Cultural Context of IHRM: Hofstede's Approach, Cross-cultural theory, Standardization and Localization of HRM practices. Linking HR to international expansion strategies: HRM in Cross Border Mergers and Acquisitions, International Alliances and SMEs.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Recruitment and Selection: Approaches to staffing, Roles of an Expatriate, Non- Expatriates, Inpatriates, recruitment and selection of international managers, Expatriate Failure and Success, Expatriate Selection criteria, processes	Interactive Lectures, Case Studies, Experiential Learning	12
3	International Performance Management: performance criteria, standardized or customized performance appraisal, High-performance work system, International Training and Management Development: Expatriate training, Cross-cultural training, predeparture training. Repatriation: Process, challenges, designing a repatriation program.	Interactive Lectures, Case Studies, Experiential Learning	12
4	International Compensation: Objectives, components of international compensation program and approaches: Going rate approach, Balance Sheet Approach	Interactive Lectures Case Studies Experiential Learning	12
5	International Industrial Relations; Trade Unions & International Labour Relations; Key Issues in International Industrial Relations Codes of Conduct – Monitoring HRM Practices around the world; IHRM trends and Future challenges.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a International HR Plan for a Startup	PBL		15

Part D(Marks Distribution)

	Theory									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					
100	40	60	18	40						
	Practical									
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation					

Part E

Books	Peter J. Dowling , Marion Festing Sr. Allen D. Engle ,5ed, Cengage Learning India Pvt Ltd. • K. Aswathapa , International Human Resource Management, Tata Mc Graw Hill Publishing Co
Articles	Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. The International Journal of Human Resource Management, 29(1), 34-67.
References Books	Peter J. Dowling Denice E Wetch, Randall S. Schuler, International Human Resource Management ,Thomson South-Western Publishers • Tony Edwards and Chris Rees , International Human Resource Management ,Pearson Education Ltd. • Anne-Wil Harzing and Joris Van Ruysseveldt, International Human Resource Management ,2nd ed, SAGE Publications Ltd. • Denis R. Briscoe and Randall S. Schuler, International Human Resource Management, Policy and practice for the global enterprise, Second Edition, Routledge. • P. Subba Rao, International Human Resource Management, Himalaya Publishing House.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=9YY4UYrflqg

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	1	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	1	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	1	-	-	1	-	-	-	-	-	-	-	-	1	-	-



MBA-Dual_Specialization

Title of the Course	Goods and Service Tax
Course Code	MBA-404 FM [T]

,		Par	t A							
Year	2nd	Semester	4th	Credits	L	Т	Р	С		
leai	Zilu	Semester	401	Orealis	3	0	0	3		
Course Type	Theory only									
Course Category	Discipline Specific Ele	ective								
Pre-Requisite/s		oundational understanding of basic taxation principles and financial accounting and familiarity with the dian tax system and its regulatory framework will be beneficial for comprehending GST concepts and plications.								
Course Outcomes & Bloom's Level	framework.(BL1-Rem CO2- Student will be CO3- Student will be CO4- Student will be CO5- Student will be	ember) able to Understand the taxable event and the sable to : Apply the ability to calculate GST liabi	scope of GST and key provisions of GST lat littles for different scenariosand the rules sectors of the economy and compare and c value rules on tax planning and compliance	input tax credit to calculate the net GST liabilit ontrast GST provisions with the previous tax re e.(BL5-Evaluate)	y. (BL	3-Арр	ly)	yze)		
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professsonal Ethics ✓ Gender X Human Values X Environment X	,	SDG (Goals)	SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consuption and produc SDG17(Partnerships for the goals)	tion)					

Part B

Modules	Contents	Pedagogy	Hours
1	Basic concept of Indirect taxes and Introduction of GST Constitutional background (pre GST regime), Constitution (101st Amendment Act,2016), Need for GST, Taxes Subsumed in GST and Taxes Not Subsumed in GST,Benefits of GST,Salient features of GST.	Interactive lectures, case studies, experiential learning	9
2	Supply, Levy& Collection Meaning and scope of supply – of CGST/SGST Act,Types of Supply, Activities which shall be treated neither supply of goods nor a supply of services, Power of Government to specify the nature of certain transactions of supply, Intra-state and Inter-state supply, Zero rated Supply, Exemption from GST. Levy and Collection under CGST/IGST and UTGST Act,Tax payable on reverse charge basis of CGST/IGST and UTGST Act, Tax payable on reverse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse charge basis of CGST/IGST and UTGST Act, Tax payable on the verse	Interactive lectures, case studies, experiential learning	9
3	Location of the Supplier and Place of Supply of Goods and Services Location of supplier of Goods and services, Place of Supply of goods and services, Compositionlevy (Composition Scheme), Restriction on the registered person, Benefits of Composition Schemes.	Interactive lectures, case studies, experiential learning	9
4	Time of Supply and Value of Supply Time of supply of goods, Time of supply of services, Time of supply of goodsor services with respect to rate of tax. Value of Supply, Value of Supply when consideration is not wholly in money, value of supply in case of lottery, betting, gambling and horse racing.	Interactive lectures, case studies, experiential learning	9
5	Input Tax Credit and its Utilisation Concept of ITC.Principles on Input Tax Credit, Conditions for Availment of ITC by a Registered Taxable Person, ITC in case of Capital Goods, ITC on the Basis of use of Inputs, Restrictions on ITC.	Interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Analyze the effect of GST implementation on SMEs in a specific industry.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

	Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							
100	40	60	18	40								
			Practical									
Total Marks Minimum Passing Marks		External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							

Part E

Books	Ahuja, C. G., & Gupta, R. (2022). Systematic Approach to Taxation Containing Income Tax & GST (Set of 2 Vol.) - 47th Edition, 2023 [Paperback].
Articles	
References Books	Acharjee, M. (2017). Goods and Service Tax. Chatterjee, T. B., & Sony, V. (2018). Goods and Service Tax. Book Corporation. Subramanian, P. L. (2017). Guide to GST: Snow white Publications, india: 3rd Edition - April 2017. Datey, V. S. (2017). GST Ready Reckoner: Taxmann Publications, New Delhi, India: Ed. 1. April 2017. Garg, K. R. (2017). GST Ready Reckoner: Bharat Publisher, New Delhi, India: Ed. 3. Gupta, S. S. (2017). GST Law & Practice: Taxmann Publications, New Delhi, India: 2017 Edition.
MOOC Courses	Introduction to GST by Professor Anirban Ghosh, Netaji Subhas Open University: (https://onlinecourses.swayam2.ac.in/nou21_cm05/preview)
Videos	

COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	2	1	1	-	-	-	•	1	1	-
CO2	1	2	2	1	-	1	2	1	-	-	-	-	-	2	1
CO3	1	2	3	-	1	1	1	1	-	-	-	=	1	2	-
CO4	1	1	2	-	-	1	1	1	-	-	-	=	1	3	1
CO5	1	1	1	3	2	1	1	1	-	-	-	•	1	1	-
CO6	1	-	-	1	-	1	1	1	-	-	-	•	1	1	-



MBA-Dual_Specialization

Title of the Course	Customer Relationship Management									
Course Code	MBA-404 MM [T]									
	Part A									
				1	Т	Р	С			

			PartA							
Year	2004	2nd Semester 4th		Credits	L	Т	Р	С		
rear	ZIIQ	Semester	401	Credits	3	0	0	3		
Course Type	Theory only			•	•					
Course Category	Discipline Elective	ipline Electives								
Pre-Requisite/s	Students should h	Students should have knowledge of customer relations and marketiing. Co-Requisite/s								
Course Outcomes & Bloom's Level	CO2- Able to mar CO3- Understand CO4- Students ar CO5- Students ar	e effective and efficient customer relating ange CRM marketing in order to levera it the needs in adoption of CRM in the freable to analyse how to develop cust re trained in of communication in the sty about the various types of customers	age CRM technology.(BL2-Understar tourism industry(BL3-Apply) omer relationship based on the custo uccessful handling of customers.(BL5	mer expectations.(BL4-Analyze)	reate)					
Coures Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professonal Ethics ✓ Gender X Human Values ✓ Environment X			SDG4(Quality education) SDG8(Decent work and economic growth) SDG9(Industry Innovation and Infrastructur						

Part B

Modules	Contents	Pedagogy	Hours
1	Customer Relationship Management in Tourism - Meaning and definitions of CRM. Need for CRM in hospitality sector. Salient features of CRM. Advantages of CRM system. Types of customers. Customer acquisition and retention - Customer Loyalty - Customer Profitability and value Modeling - Customer Satisfaction Measurement - Customer Feedback and Service Recovery.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Analytics of CRM - Customer Information Databases - Ethics and Legalities of data use - Data Warehousing and Data Mining - Data Analysis - Market Basket Analysis (MBA) * Stream Analysis - Personalization and Collaborative Filtering.	Interactive Lectures, Case Studies, Experiential Learning	9
3	CRM in Marketing - Tourism as a Service industry - Characteristics of Services - Classification of Services - Building Service Aspirations - Consumer Behaviour in Service Encounters, Service Design and Development - Technology as an enabler of Service. Technology based customer relationship management.	Interactive Lectures, Case Studies, Experiential Learning	9
4	CRM Implementation - Managing Customer relationships: resetting the CRM strategy: Selling CRM internally: CRM development team, scoping and prioritizing; Development and delivery, Measurement; Types and Causes of Service Quality Gaps - Measuring and Improving service Quality - Strategies to resolve the gaps.	Interactive Lectures Case Studies Experiential Learning	9
5	Relationship Marketing in Tourism Business; Model of buyer - seller relationship; The customer relationship audit; Relationship Marketing and distribution channels; Benefit evaluation and relationship pricing; Relationship building and brand management; Role of communication in building relationship.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Creating a customer relationshio management plan for a Startup	PBL	BL6-Create	15

Part D(Marks Distribution)

	Theory											
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							
100	40	60	18	40								
			Practical									
Total Marks Minimum Passing Marks		External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation							

Part E

Books	Christopher Lovelock & Jochen Wirtz (2004), Services Marketing, Pearson Education, Delhi. 2. Gilmore (2004), Services Marketing and Management, Response Books, New Delhi. 3. Yal, Parasuraman & Berry - Delivering qualiy service, The Free press, New 4. Andry Silmore (2001), Services Marketing & Management, Response Books, Sage Publications, Delhi.					
Articles	Winer, R. S. (2001). A framework for customer relationship management. California management review, 43(4), 89-105.					
References Books	. Jagdish Seethi, Etal (2000), Customer Relationship Management. Stancles A.Brown. Customer Relationship Management, John Wiley & Sons. 6. Lovelock (2003), Services farketing - People, Technology & Strategy, Pearson Edn. Singapore. 7. Iqbal S. Sachdeva (2009), Public Relations Principles and Practices, Oxford University Press, New Delhi.					
MOOC Courses						
Videos	https://www.youtube.com/watch?v=SlhESAKF1Tk					

	Course Atticulation I Matrix														
COs	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	-	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	-	-	-	-	-	-	-	-	-	1	-	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-