DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES

BBA

(BACHELOR OF BUSINESS ADMINISTRATION)

SYLLABUS

(Applicable from 2026)

VISION

To be a leading management institution dedicated to nurturing competent, value-driven, and socially responsible leaders who contribute effectively to business, government, and society at large.

MISSION

To develop industry-relevant competencies and holistic capabilities through a triage of curricular, co-curricular, and extracurricular initiatives, thereby creating management professionals who deliver quality, meaningful contribution impact in unison.

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INTRODUCTION TO THE BACHELOR OF BUSINESS ADMINISTRATION (BBA) PROGRAM

The **Bachelor of Business Administration (BBA)** program is an undergraduate degree designed to provide students with a comprehensive understanding of business management and its various functional areas. The program serves as a foundation for developing managerial competence, analytical skills, and professional attitudes required in the modern business environment. The BBA curriculum is structured to introduce students to key disciplines such as **Marketing, Finance, Human Resource Management and Business Analytics**. It emphasizes both **theoretical concepts and practical applications**, enabling students to bridge the gap between classroom learning and real-world business practices. The program adopts a **multidisciplinary and skill-oriented approach**, incorporating subjects related to communication, information technology, data analysis, and entrepreneurship. Through the use of case studies, projects, presentations, internships, and industry interactions, students gain hands-on experience and develop critical thinking and decision-making abilities. In alignment with contemporary educational frameworks, the BBA program follows an **outcome-based and learner-centric approach**, focusing on the development of employability skills, leadership qualities, teamwork, and ethical values. It prepares students for diverse career opportunities in business, as well as for higher education in management and related fields such as MBA, professional certifications, and entrepreneurial ventures.

Overall, the BBA program aims to nurture **competent, adaptable, and socially responsible graduates** who can effectively contribute to organizational success and economic development in a dynamic and competitive global environment.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

The BBA program aims to prepare graduates who, will be able to:

PEO1	Demonstrate strong foundational knowledge in core areas of business such as Marketing, Finance, Human Resource Management, and Operations, enabling effective performance in entry-level managerial roles.
PEO2	Apply analytical, quantitative, and problem-solving skills to interpret data and support informed decision-making in business environments.
PEO3	Exhibit the skills, adaptability, and professional attitude required for gainful employment, entrepreneurship, or pursuit of higher education such as MBA and other professional programs.
PEO4	Demonstrate leadership qualities, interpersonal skills, and the ability to work effectively in diverse teams and organizational settings.
PEO5	Practice ethical values, corporate governance, and social responsibility while contributing positively to society and sustainable development.
PEO6	Engage in continuous learning, innovation, and skill development to adapt to dynamic business environments and emerging trends such as digital transformation and analytics.

PROGRAMME OUTCOMES (POs)

PO No.	Program Outcome Statement
PO1	**Business Knowledge:** Apply knowledge of management theories, business principles, and functional areas such as marketing, finance, HR, operations, and entrepreneurship in business decision-making.
PO2	**Critical Thinking & Problem Solving:** Identify, analyse, and solve complex business problems using analytical, logical, and data-driven approaches.
PO3	**Communication Skills:** Demonstrate effective oral, written, and digital communication skills for professional and business environments.
PO4	**Leadership & Teamwork:** Exhibit leadership qualities, interpersonal skills, and the ability to work effectively in diverse teams and organizational settings.
PO5	**Ethics & Social Responsibility:** Apply ethical principles, professional values, sustainability practices, and social responsibility in business operations and decision-making.
PO6	**Entrepreneurship & Innovation:** Develop entrepreneurial mindset, creativity, and innovation to identify business opportunities and create value-added ventures.
PO7	**Digital & Technological Competence:** Utilize modern business tools, information technology, digital platforms, and analytics for effective business management.
PO8	**Research & Analytical Ability:** Conduct basic business research, interpret data, and prepare reports for informed managerial decisions.
PO9	**Lifelong Learning:** Recognize the need for continuous learning, professional development, and adaptability to changing business environments.
PO10	**Community Wellbeing**: Demonstrate understanding of social, cultural and community issues and contribute towards community development through responsible citizenship, ethical behaviour, and participative engagement for inclusive & sustainable growth.

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PROGRAMME SPECIFIC OUTCOMES (PSOs)

Upon successful completion of the BBA program, graduates will be able to:

PSO 1	Apply fundamental concepts of management across functional areas such as Marketing, Finance, Human Resource Management, and Business Analytics to solve real-world business problems.
PSO 2	Utilize basic analytical tools and techniques (e.g., Excel, statistical methods) to analyse business data, interpret results, and support decision-making.
PSO 3	Demonstrate proficiency in the use of modern business tools and technologies, including spreadsheets, presentation software, and introductory analytics platforms.
PSO 4	Exhibit effective written, oral, and presentation skills for professional communication in business contexts.
PSO 5	Identify business opportunities and apply entrepreneurial skills to develop innovative solutions and business models.
PSO 6	Integrate ethical principles, corporate governance, and sustainability considerations into business decisions and practices.

GRADUATE ATTRIBUTES

Graduates of the BBA program are expected to possess the following attributes:

GA1	**Business Knowledge and Competence:** Demonstrate a strong foundation in core business disciplines such as Marketing, Finance, Human Resource Management, Operations, and Business Analytics.
GA2	**Analytical and Critical Thinking:** Apply logical reasoning, quantitative techniques, and analytical tools to solve business problems and support decision-making.
GA3	**Effective Communication Skills:** Exhibit proficiency in written, verbal, and presentation skills for professional and interpersonal communication in diverse business environments.
GA4	**Digital and Technological Proficiency:** Utilize modern business tools and technologies such as MS Excel, presentation software, and basic analytics platforms effectively.
GA5	**Leadership and Teamwork:** Demonstrate leadership qualities, collaboration, and the ability to work effectively in multidisciplinary and multicultural teams.
GA6	**Ethical Values and Social Responsibility:** Uphold ethical standards, integrity, and social responsibility while contributing to sustainable business practices and societal development
GA7	**Entrepreneurial Mindset:** Identify opportunities, take initiative, and apply innovative thinking to create and manage business ventures.
GA8	**Problem-Solving Ability:** Analyse complex business situations and develop practical, data-driven solutions.
GA9	**Adaptability and Lifelong Learning:** Exhibit flexibility, continuous learning, and the ability to adapt to changing business environments and emerging trends.
GA10	**Global Perspective:** Understand and appreciate global business dynamics, cultural diversity, and international market trends.

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DISCIPLINE SPECIFIC ELECTIVE

The following specializations shall be offered. Students can opt for two specialization out of the given List.

A. Finance (FIN).
B. Human Resources Management (HRM).
C. Marketing Management (MKT).
D. Business Analytics (BA).

CREDIT MATRIX

SEMESTER	CREDITS	MARKS
FIRST SEMESTER	20	700
SECOND SEMESTER	20	700
THIRD SEMESTER	20	600
FOURTH SEMESTER	20	600
FIFTH SEMESTER	20	600
SIX SEMESTER	20	600
TOTAL	**120**	**3800**

COURSE BIFURCATION

COURSE TYPE	Numbers	%
CORE COURSE	15	40.54
ABILITY ENHANCEMENT COURSE	6	16.22
MULTI-DISCIPLINARY ELECTIVE COURSES	1	2.7
SKILL ENHANCEMENT COURSE	2	5.41
VALUE ADDED COURSES	3	8.1
DISCIPLINE SPECIFIC ELECTIVE	10	27.03
TOTAL	**37**	**100**

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BBA SOE – 2026

SEMESTER - I

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER-I	CORE	C1101	Concepts and Practices of Business Management	30	3	40	0	60	12	100	40
		C1102	Financial Accounting for Business	40	4	40	0	60	12	100	40
		C1103	Business Statistics	40	4	40	0	60	12	100	40
	ABILITY	A1101	General English	20	2	40	0	60	12	100	40
		A1102	Business Communication	20	2	40	0	60	12	100	40
		A1103	MS-Excel in Business	30	3	40	0	60	12	100	40
	SKILL	S1101	AI Applications in Business	20	2	40	0	60	12	100	40
			TOTAL	200	20	280		420	--	700	--

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SEMESTER II

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER-II	CORE	C1201	Foundations of HR	30	3	40	0	60	12	100	40
		C1202	Foundations of Marketing	30	3	40	0	60	12	100	40
		C1203	Business Finance	40	4	40	0	60	12	100	40
		C1204	Business Economics	30	3	40	0	60	12	100	40
	ABILITY	A1201	Fundamentals of Business Analytics	30	3	40	0	60	12	100	40
	VALUE	V1201	SQL-Basic	20	2	40	0	60	12	100	40
	MULTI DISCIPLINARY	M1201	Indian Knowledge System	20	2	40	0	60	12	100	40
			TOTAL	200	20	280		420	--	700	--

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SEMESTER III

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER-III	CORE	C1301	Costing Intelligence for Business	40	4	40	0	60	12	100	40
		C1302	Business Law	30	3	40	0	60	12	100	40
	DISCIPLINE	D1301	Major Paper-I	40	4	40	0	60	12	100	40
		D1302	Minor Paper-I	40	4	40	0	60	12	100	40
	ABILITY	A1301	Business Intelligence	30	3	40	0	60	12	100	40
	VALUE	V1301	Data Analytics with Python	20	2	40	0	60	12	100	40
			TOTAL	200	20	240		360	--	600	-

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SEMESTER IV

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER IV	CORE	C1401	Fundamentals of Operations Management	30	3	40	0	60	12	100	40
		C1402	Business Research	30	3	40	0	60	12	100	40
	ABILITY	A1401	Machine Learning Fundamentals	30	3	40	0	60	12	100	40
	VALUE	V1401	Data Visualization with Tableau	30	3	40	0	60	12	100	40
	DISCIPLINE	D1401	Major Paper -II	40	4	40	0	60	12	100	40
		D1402	Minor Paper – II	40	4	40	0	60	12	100	40
			TOTAL	200	20	240		360	--	600	--

SEMESTER V

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER-V	CORE	C1501	Strategic Management	20	2	40	0	60	12	100	40
		C1502	Generative AI for Business Leaders	20	2	40	0	60	12	100	40
	DISCIPLINE	D1501	Major Paper - 3	40	4	40	0	60	12	100	40
		D1502	Major Paper - 4	40	4	40	0	60	12	100	40
		D1503	Minor Paper - 3	40	4	40	0	60	12	100	40
		D1504	Minor Paper - 4	40	4	40	0	60	12	100	40
			TOTAL	200	20	240		360	--	600	--

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SEMESTER VI

SEMESTER	COURSE TYPE	COURSE CODE	COURSE TITLE	INSTRUCTION HOURS	CREDITS	INTERNAL ASSESSMENT		WRITTEN EXAMINATION		TOTAL MARKS	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER VI	CORE	C1601	Big Data Analytics	20	2	40	0	60	12	100	40
		C1602	AI Enabled Business Intelligence	20	2	40	0	60	12	100	40
	DISCIPLINE	D1601	Major Paper - 5	40	4	40	0	60	12	100	40
		D1602	Minor Paper - 5	40	4	40	0	60	12	100	40
	SKILL	S1601	Capstone Project		8					200	100
			TOTAL	120	20					600	260

ABBREVIATIONS	NOMENCLATURE
A	ABILITY ENHANCEMENT COURSE
C	CORE COURSES
D	DOMAIN SPECIFIC ELECTIVE
S	SKILL ENHANCEMENT COURSE
M	MULTIDISCIPLINARY ELECTIVE COURSE
V	VALUE ADDITION COURSES

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DSE-DISCIPLINE SPECIFIC ELECTIVE

CLUSTERS	COURSE CODE	COURSE NAMES	SEMESTER	CREDITS
BUSINESS ANALYTICS	BA1301	Data Analytics using R	III	4
	BA1401	Cloud Computing	IV	4
	BA1501	Marketing Analytics	V	4
	BA1502	Applied Financial Analytics	V	4
	BA1601	Social Media Analytics	VI	4
FINANCE	F1301	Behavioural Finance	III	4
	F1401	Financial Planning	IV	4
	F1501	Sustainable Finance	V	4
	F1502	Financial Market Product & Services	V	4
	F1601	Financial Modelling	VI	4
HUMAN RESOURCE	H1301	Talent Acquisition & Management	III	4
	H1401	Compensation Management	IV	4
	H1501	Fundamentals of Performance Management	V	4
	H1502	HRD Systems & Strategies	V	4
	H1601	HR Analytics	VI	4
MARKETING	M1301	Fundamentals of Consumer Behaviour	III	4
	M1401	Retail Marketing	IV	4
	M1501	Fundamentals of Sales & Distribution	V	4
	M1502	Rural Marketing	V	4
	M1601	Digital Marketing	VI	4

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SEMESTER I

C1101- Concepts and Practices of Business Management

Course Specification	Particulars					
Type	Core Course				**Credits**	3
Semester	I				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Develop a comprehensive understanding of management concepts and functions. • Build analytical ability to apply management principles in real-world situations. • Introduce students to contemporary practices including AI and digital transformation. • Sensitize students towards ethical decision-making and responsible management.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	**Define and recall** key concepts of management, including functions, managerial roles, and components of the business environment.
CO2	UNDERSTANDING	**Explain** the evolution of management thought, functions of management, and the impact of business environment and digital transformation on organizations.
CO3	APPLYING	**Apply** planning techniques and decision-making processes, including data-driven approaches and basic AI-enabled tools, to solve business problems.
CO4	ANALYSING	**Analyze** organizational structures, authority-responsibility relationships, leadership styles, and challenges in managing digital workforce environments.
CO5	EVALUATING	**Evaluate** control mechanisms, ethical dilemmas, and the implications of AI and automation in managerial decision-making and organizational practices.
CO6	CREATING	**Design** appropriate managerial solutions or action plans for real-world business scenarios integrating planning,

		leadership, ethics, and emerging technologies.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1	-	-	-	1	-
CO2	3	2	1	1	1	-	2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	-
CO4	2	3	1	3	1	-	2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Management and Business Environment-**Meaning, Nature, and Importance of Management, Evolution of Management Thought: Classical, Behavioral, and Modern Approaches. Functions of Management: Planning, Organizing, Staffing, Directing, Controlling. Business Environment: Internal and External Factors. Introduction to Digital Transformation in Business and its impact on management.
Unit-2	**Planning and Decision Making in Modern Organizations -** Planning: Process and Types. Strategic vs Operational Planning. Decision Making process. Data-driven Decision Making and Ethical Decision Making. ***Role of AI in Business Decisions***.
Unit-3	**Organizing, Leading and Managing People-** Organizing and Organizational Structures. Concepts of Authority, Responsibility, Delegation. Leadership and Styles. Managerial Roles and Skills required (Technical, Human, Conceptual).
Unit-4	**Controlling, Ethics and Emerging Trends in Management-** Controlling: Process and Techniques. ***Business Ethics***. Managing Workforce in Digital era (Remote teams, gig work). Future of management with AI and Automation.
Suggested Books	1. Principles and Practice of Management – *L. M. Prasad* 2. Competing in the Age of AI – *Marco Iansiti, Karim R. Lakhani* 3. Prediction Machines – *Ajay Agrawal, Joshua Gans, Avi Goldfarb* 4. Leadership – *Peter G. Northouse* 5. Business Ethics and Corporate Governance – *A. C. Fernando*
url links	• https://www.geeksforgeeks.org/business-studies/what-is-business-environment-meaning-and-features/ • https://www.geeksforgeeks.org/business-studies/decision-making/ • https://courses.lumenlearning.com/atd-tc3-management/chapter/planning-organizing-leading-and-controlling/ • https://www.sandipfoundation.org/blog/emerging-management-trends-and-skills-for-professionals/
Self-Study Component	Analyze a short real life scenario (e.g., data privacy, employee layoffs, AI bias) and: • Identify the ethical issue

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	• Suggest a responsible managerial decision

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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C1102- FINANCIAL ACCOUNTING FOR BUSINESS

Course Specification	**Particulars**					
Type	Core Course				**Credits**	4
Semester	I				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis /Practical components
	24	60	16	**100**		

Course Objective	• To acquaint students with fundamental accounting concepts, conventions, and Indian accounting standards. • To develop skills in recording business transactions through journals, ledgers, and trial balance. • To enable preparation of Balance Sheet and Profit & Loss Account with standard adjustments. • To analyze prepared financial statements in the context of real-world business scenarios.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Recall the fundamental concepts of accounting as building blocks of financial literacy.
CO2	**UNDERSTANDING**	Explain the preparation of financial statements — Trial Balance, Trading Account, P&L Account, and Balance Sheet.
CO3	**APPLYING**	Apply journal entries, ledger posting, and adjusting entries to practical business transactions.
CO4	**ANALYSING**	Analyze financial statements to assess liquidity, profitability, and solvency of a business.
CO5	**EVALUATING**	Evaluate accounting treatments under different inventory valuation methods.
CO6	**CREATING**	Design a simplified AI-assisted bookkeeping workflow.

CO#	**PO#**

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1			1				2	
CO2	3	2	2		1			1	1	
CO3	3	3	1		1		2	1	1	
CO4	3	3	2		1		1	3	1	
CO5	2	3	1		2			2	1	
CO6	2	2	2	1	1	2	3	2	2	

Unit-1	**The Accounting Blueprint:** Meaning, Nature & Scope of Accounting, Accounting Concepts & Conventions, Accounting Standards, Accounting Equation, Types of accounts and double-entry system.
Unit-2	**Money in Motion:** Journal entries, ledger preparation, and trial balance, AI Relevance: Introduction to AI-based bookkeeping tools (e.g., Zoho Books, QuickBooks
Unit-3	**Truth in Numbers :** Profit & Loss Account & Balance Sheet as per schedule III of Companies Act 2013 with adjustments — depreciation, outstanding/prepaid items, provisions for bad debts, closing stock
Unit-4	**Reading Between the Lines :** Introduction to financial statement analysis — comparative statements, common-size statements, and key financial ratios (liquidity, profitability, solvency).
Suggested Books	• P.C. Tulsian-Financial Accounting (S. Chand) • Maheshwari, S.N. & Maheshwari, S.K. — Financial Accounting (Vikas Publishing) • Narayanaswamy, R. — Financial Accounting: A Managerial Perspective (PHI Learning) • ICAI Study Material — Foundation: Principles & Practice of Accounting
URL links	• https://indianaccounting.org/econtent_book_finance.php • https://www.icai.org/post/19138 • https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5-Sep-2021.pdf • https://www.icsi.edu/media/webmodules/student/Paper_2_Fundamental_of_Accounting_CSEET_18122025.pdf
Self Study Component	Interpreting a listed company's Annual Report using Generative AI.

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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C1103 : BUSINESS STATISTICS

Course Specification	**Particulars**					
Type	Core Course				**Credits**	4
Semester	I				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To develop analytical and quantitative skills for business decisions • To enable interpretation of business data using statistical tools • To integrate **MS Excel** for data analysis and visualization • To build a foundation for analytics and research					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define and explain the meaning, nature, scope, and importance of Statistics.
CO2	UNDERSTANDING	Classify and organize data using appropriate tabulation and presentation techniques.
CO3	APPLYING	Apply statistical tools and MS Excel functions to compute measures of central tendency and dispersion for business data.
CO4	ANALYSING	Analyze datasets and interpret its outputs for decision-making.
CO5	EVALUATING	Evaluate trends and relationships in business data using and assess their suitability for forecasting.
CO6	CREATING	Develop data-driven business insights and forecasts statistical techniques, to support managerial decision-making.

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CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3								
CO2	3	3				2		3		
CO3		2			2		3			
CO4	3	3			3				2	
CO5		2		3	3		2	3	2	
CO6	3	2			2		2	3	2	

Unit-1	**Introduction & Data Presentation (with Excel Basics) :** Meaning, Nature and Scope of Statistics, Importance in Business Decision Making, Types of Data: Primary & Secondary, Scales of Measurement, Methods of Data Collection , Classification and Tabulation
Unit-2	**Measures of Central Tendency & Dispersion (with Excel Functions) :** Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: Range, Variance, Standard Deviation , Coefficient of Variation, Business Applications. **MS Excel Practical :** AVERAGE(), MEDIAN(), MODE(), STDEV.P(), STDEV.S(), VAR.P() Data Analysis Toolpak (Descriptive Statistics), ,Interpretation of outputs
Unit-3	**Correlation & Regression Analysis (with Excel Tools) :** Correlation: Meaning, Types, Karl Pearson's Correlation Coefficient, Regression: Meaning and Concept , Simple Linear Regression, Forecasting and Business Applications **MS Excel Practical :** CORREL() , Scatter Plot with Trendline, Regression using Data Analysis Toolpak , Interpretation of R^2 and coefficients
Unit-4	**Time Series :** Time Series: Components (Trend, Seasonal, Cyclical), Moving Averages Method, Least Square Method, Business Forecasting. **MS Excel Practical :** Moving Average using formulas, Forecast Sheet Tool in Excel.
Suggested Books	• S. C. Gupta & Dr. V. K. Kapoor. Fundamentals of Mathematical Statistics: A Modern Approach. (10th Ed.) Sultan Chand Publication. • Render, B., Stair Jr., R.M. & Hanna, M.E. (2003). Quantitative Analysis for Management. (10th. Ed.). Prentice Hall. • KantiSwarup, P.K. Gupta & Man Mohan, Operation research (4th Ed.), Sultan Chand Publication. • N.D. Vohra, Quantitative Techniques in Management: (3rd Ed) , McGraw Hill Publication • Bagwati Pillai, Business statistics: S Chand & Co.
url links	• https://www.geeksforgeeks.org/business-statistics-importance-application-and-types/ • https://www.geeksforgeeks.org/measures-of-central-tendency/ • https://www.geeksforgeeks.org/measures-of-central-tendency/ • https://www.investopedia.com/terms/r/regression.asp • https://www.investopedia.com/terms/g/gametheory.asp • https://www.geeksforgeeks.org/linear-programming/ https://www.geeksforgeeks.org/linear-programming/

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Self Study Component	Role of AI in quantitative techniques & Business Decision making.

Sr.No.	Course Covers	Percentage %
1.	Employment	60
2.	Entrepreneurship	10
3.	Skill Development	30

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A1101- GENERAL ENGLISH

Course Specification	Particulars					
Type	Ability Enhancement Course				**Credits**	2
Semester	I				**Offered in**	ODD
Pedagogy	Lecture session				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Reference Books
	24	60	16	**100**		
Course Objective	• To develop effective communication skills in English for academic, professional, and everyday situations. • To improve reading and writing abilities through comprehension, grammar, vocabulary, and composition practice. • To enhance speaking and listening skills for conversations, presentations, discussions, and interviews. • To build confidence in using English accurately and fluently in personal, social, and workplace contexts.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	**REMEMBERING**	Use correct grammar, vocabulary, and sentence structure in written and spoken English.
CO2	**UNDERSTANDING**	Understand and interpret written texts, passages, and literary or non-literary materials effectively.
CO3	**APPLYING**	Apply English communication skills in academic, professional and social situations with confidence.
CO4	**ANALYSING**	Demonstrate speaking and listening skills in conversations, discussions, presentations, and interviews.
CO5	**EVALUATING**	Enhance critical thinking and comprehension abilities through analysis, summarization, and interpretation of information.
CO6	**CREATING**	Develop effective writing skills for paragraphs, essays, letter, emails, reports and other forms of communication.

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CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		3	2			2		3	
CO2	2		3	2	2					
CO3	3	2	3	2	2	2			2	
CO4		2	3	3					2	
CO5		3	3	2	2				2	
CO6		2	3				2			

Unit-1	**Basic grammar**: parts of speech, articles, tenses, subject–verb agreement, sentence structure.
Unit-2	**Vocabulary development**: synonyms, antonyms, one-word substitution, idioms and phrases, prefixes and suffixes.
Unit-3	**Reading and comprehension**: prose passages, skimming, scanning, summarizing, identifying main ideas.
Unit-4	**Writing and communication skills**: paragraph, essay, letters, email, and Listening, Speaking, Reading, and Writing (LSRW) skills.
Suggested Books	• **Wren & Martin** – *High School English Grammar and Composition* • **Raymond Murphy** – *Essential Grammar in Use* • **Norman Lewis** – *Word Power Made Easy* • **Paige Wilson & Teresa Ferster Glazier** – *The Least You Should Know About English*
url links	• https://www.geeksforgeeks.org/english/english-grammar/ • https://testbook.com/english-grammar/synonyms-and-antonyms • https://testbook.com/english-grammar/reading-comprehension • https://www.verbalplanet.com/blog/the-four-key-language-skills-importance.asp
Self-Study Component	Success is never ending, failure is never final by Robert H. Schuller

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	10
3.	Skill Development	60

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A1102 Business Communication

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Ability Enhancement Course</td><td>Credits</td><td>2</td></tr>
<tr><td>Semester</td><td colspan="4">I</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">To develop effective verbal and non-verbal communication skills for business environments.
To enhance listening, speaking, reading, and writing (LSRW) competencies.
To build professional communication skills required in corporate settings.
To enable students to communicate confidently in formal and informal situations.</td></tr>
</table>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall basic concepts, principles, and process of communication.
CO2	UNDERSTANDING	Explain types, barriers, and models of business communication.
CO3	APPLYING	Apply communication techniques in real-life business situations.
CO4	ANALYSING	Analyze communication barriers and effectiveness in case scenarios.
CO5	EVALUATING	Evaluate different communication strategies for professional success.
CO6	CREATING	Create effective business messages, presentations, and reports.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		3	2			2		3	
CO2	2		3	2	2					
CO3	3	2	3	2	2	2			2	
CO4		2	3	3					2	
CO5		3	3	2	2				2	
CO6		2	3				2			

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Unit-1	**Introduction to Communication:** Meaning, Definition, Importance of Communication, Process and Elements of Communication, Types of Communication: Verbal & Non-verbal, Forms of Communication: Formal & Informal, Barriers to Communication and ways to overcome them, Principles of Effective Communication (7 C's)
Unit-2	**Verbal and Non-Verbal Communication:** Oral Communication: Features and Importance, Public Speaking and Presentation Skills, Listening Skills: Types and Barriers, Non-verbal Communication: Body language, gestures, posture, eye contact, Paralanguage and Proxemics
Unit-3	**Business Writing Skills:** Essentials of Effective Business Writing, Writing Emails, Memos, Notices, Business Letters: Inquiry, Complaint, Order, Adjustment, Report Writing: Format and Types, Resume Writing and Cover Letter
Unit-4	**Professional Communication & Soft Skills :** Group Discussion Techniques, Interview Skills and Etiquette, Workplace Communication , Cross-cultural Communication , Digital Communication and Netiquette , Introduction to Corporate Communication
Suggested Books	• Lesikar, R.V. & Flatley, M.E. – *Business Communication: Connecting in a Digital World* • Bovee, C.L. & Thill, J.V. – *Business Communication Today* • Meenakshi Raman & Prakash Singh – *Business Communication* • K.K. Sinha – *Business Communication*
url links	• https://www.coursera.org (Business Communication Courses) • https://www.edx.org • https://www.skillsyouneed.com • https://owl.purdue.edu (Writing Skills Resource)
Self-Study Component	• Watch TED Talks and summarize communication techniques • Prepare a mini project on communication strategies used by companies

Sr.No.	Course Covers	Percentage %
1.	Employment	60
2.	Entrepreneurship	10
3.	Skill Development	30

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A1103 : MS Excel in Business

Course Specification	**Particulars**					
Type	Ability Enhancement Course				**Credits**	3
Semester	I				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem am	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	• Understand the basics of Microsoft Excel and its role in business applications. • Develop skills to perform data entry, formatting, and basic calculations using formulas and functions. • Analyse and organize business data using sorting, filtering, and charts for better decision-making. • Apply Excel tools to solve simple business problems such as budgeting, sales analysis, and reporting.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Remembering Basic Excel Operation
CO2	**UNDERSTANDING**	Understanding basic Excel function and formula
CO3	**APPLYING**	Applying formulae and function for a real-world dataset.
CO4	**ANALYSING**	Analyze a dataset with charts and graphs.
CO5	**EVALUATING**	Evaluating most improved solution for a given business problem.
CO6	**CREATING**	Design a informed business solution for decision making using excel tools.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Excel (Fundamentals) :** Introduction to Excel and its uses in

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	business, Understanding workbook, worksheet, rows, columns, cells, Data entry (text, numbers, dates), Basic operations: save, open, close files , Formatting basics: font, alignment, borders, colours, Introduction to tables, *Practical:* Create a simple student/employee data sheet
Unit-2	**Formulas and Functions (Basic Calculations):** Introduction to formulas Basic arithmetic operations (+, −, ×, ÷), Common functions: SUM , AVERAGE, COUNT MIN & MAX, Cell referencing (relative & absolute – basic idea), *Practical:* Prepare a marksheet with total and average
Unit-3	**Data Handling and Visualization :** Sorting data (ascending/descending) Filtering data, Introduction to charts: Column chart , Line chart, Pie chart, Basic data formatting for reports , *Practical:* Create sales report with chart
Unit-4	**Data Insights Using AI :** Understanding trends automatically, Identifying patterns in sales or marks data, Basic forecasting using Excel (simple trendline concept) , Quick insights using "Analyse Data" , *Practical:* Generate automatic insights from sales dataset
Suggested Books	1 Excel 2019 For Dummies-Greg Harvey-Wiley Publishing 2 Excel Formulas and Functions For Dummies-Ken Bluttman-Wiley Publishing 3 Microsoft Excel Data Analysis and Business Modeling-Wayne L. Winston-Pearson Education 4 Excel 2016 Bible — John Walkenbach, Wiley (John Wiley & Sons) 5 Learning Generative AI Tools for Excel — Angelica Lo Duca, O'Reilly Media
url links	• https://www.youtube.com/watch?v=Vl0H-qTclOg • https://www.youtube.com/watch?v=8MSYX0x2YkY • https://www.contextures.com/SampleData.html • https://www.youtube.com/watch?v=kdE0JvJv7m8 • https://www.youtube.com/watch?v=2nS3zM2g6P8
Self Study Component	IF function (logical conditions) ,VLOOKUP / HLOOKUP (data search) ,IF with AND/OR ,TEXT functions (LEFT, RIGHT, MID), ,Creating Pivot Tables ,Summarizing large data ,Filtering in Pivot Table etc.

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	15
3.	Skill Development	45

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S1101: AI Applications in Business

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Skill Enhancement Course</td><td>Credits</td><td>2</td></tr>
<tr><td>Semester</td><td colspan="4">I</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">• Students will learn the basic principles of Artificial Intelligence and how it has evolved to change the modern business landscape.
• Students will gain hands-on experience using No-Code AI and Generative AI tools to improve everyday business productivity.
• Students will learn to use AI to analyze data and create simple visualizations that help in making better business decisions.
• Students will understand the importance of AI ethics and data privacy to prepare for advanced digital roles in their future careers.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
</table>

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall and define key AI terminologies
CO2	UNDERSTANDING	Understand the transition from traditional business automation to AI-driven decision-making.
CO3	APPLYING	Demonstrate the ability to use AI tools for content creation, research, and data summarization.
CO4	ANALYSING	Analyze business processes to identify opportunities for AI integration.
CO5	EVALUATING	Evaluate the ethical risks, including bias and privacy concerns, in AI applications.
CO6	CREATING	Create a basic business automation workflow or AI-supported marketing plan.

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CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1					1	3		2	
CO2	2	1				2	3	1	2	
CO3	1	2	2			2	3	3	2	
CO4	3	3				3	3	2	2	
CO5	1	2			3		2	1	1	2
CO6	3	3	2	1	1	3	3	2	2	

Unit-1	**Introduction to the AI**: Brief History: From the Turing test and the rise of Virtual Assistants like Siri/Alexa, to modern Generative AI like ChatGPT, Gemini, and Claude; Difference between Human Intelligence and AI, Narrow AI vs. General AI; AI in Daily Life: How AI is already around us in Google Maps, YouTube recommendations, and online shopping. **Lab-Activity:** Compare and contrast human vs. AI responses to the same set of complex business questions
Unit-2	**Introduction to Generative AI:** Exploring LLMs (Large Language Models): ChatGPT, Google Gemini, and Microsoft Copilot. Practical Tools for Business: AI for presentations, AI for professional writing, and AI for research, Prompt Engineering Basics: How to talk to AI to get the best business results. **Lab-Activity:** Use a Generative AI tool to create a professional business presentation or report draft from a single prompt.
Unit-3	**Ethics, Privacy, and Responsible AI:** The Dark Side of AI: Understanding Algorithmic Bias (Gender/Race) and Fairness. Data Privacy: Importance of protecting corporate and customer data in AI systems. Transparency and Accountability: Why business managers must understand how an AI reached a conclusion. Intellectual Property: Who owns the content created by AI? Ethical frameworks for using AI responsibly in a company. **Lab-Activity:** Analyze a real-world brand's AI-driven recommendation system and draft a personalized customer response.
Unit-4	**Learning to lead in an AI-driven organization:** The Co-pilot Mindset: Using AI to enhance productivity rather than replace original thought; Critical Thinking: Understanding why over-reliance on AI can cause skills to atrophy based on academic research (e.g., Stanford University studies); Future Roadmap: Preparing for upcoming courses like Marketing Analytics and Advanced Research Methodology. **Lab-Activity:** Perform a human-led fact-check on AI-generated summaries to identify and correct data inaccuracies
Suggested Books	• Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Joshua Gans, and Avi Goldfarb. • AI for Business: A Practical Guide for Business Leaders by Doug Rose. • Generative AI at Work by Microsoft Press

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	• Co-Intelligence: Living and Working with AI by Ethan Mollick.
url links	• Google AI Essentials: https://www.coursera.org/learn/google-ai-essentials • AICTE Student Use Cases for AI: https://asctg.aicte-india.org/ • Elements of AI: https://www.elementsofai.com/ • Microsoft Learn: AI for Business: https://learn.microsoft.com/en-us/training/paths/get-started-with-ai-business/ • Stanford HAI (Human-Centered AI): https://hai.stanford.edu/
Self Study Component	Log documenting three specific instances where you used an AI tool (such as ChatGPT, Canva, or a search assistant) to assist with a learning task, including the prompt used and a brief reflection on how you verified the accuracy of the AI's output.

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	10
3.	Skill Development	60

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SEMESTER II

C1201 : Foundations of HR

Course Specification	**Particulars**					
Type	Core Course				**Credits**	3
Semester	II				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To develop a fundamental understanding of Human Resource Management concepts, functions, and its role in organizations. • To familiarize students with key HR processes such as human resource planning, recruitment, selection, and training. • To analyze employee performance management systems and understand methods of appraisal and development. • To provide knowledge of compensation management, employee relations, and workplace behavior. • To examine contemporary trends in HRM such as HR analytics, digital HR, and the gig economy.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall and define key concepts, terminology, and functions of Human Resource Management.
CO2	UNDERSTANDING	Explain the role, importance, and processes of HRM including recruitment, selection, training, and performance management.
CO3	APPLYING	Apply HRM techniques such as job analysis, recruitment methods, and performance appraisal in practical situations.
CO4	ANALYSING	Analyze HR problems, workforce planning needs, and employee performance issues in organizational contexts.
CO5	EVALUATING	Evaluate HR policies, compensation systems, and employee relations practices for effectiveness.

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CO6	**CREATING**	Create HR Policies.

CO#	PO#									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Human Resource Management :** Meaning, Nature and Scope of HRM , Evolution of HRM (Personnel Management to Strategic HRM) , Objectives and Importance of HRM in organizations, Functions of HRM (Managerial and Operative), Role of HR Manager in modern organizations, HRM vs Personnel Management, Contemporary challenges in HRM
Unit-2	**Human Resource Planning, Recruitment and Selection:** Human Resource Planning (HRP): Meaning, Process and Importance, Job Analysis: Job Description and Job Specification, Recruitment: Sources (Internal & External) and Methods, Selection Process: Steps, Tests, Interviews, Placement and Induction, Barriers and challenges in recruitment and selection
Unit-3	**Training, Development and Performance Management :** Training: Meaning, Need and Methods (On-the-job & Off-the-job) , Management Development Programs (MDPs) , Career Planning and Development , Performance Appraisal: Meaning, Methods (Traditional & Modern) , 360-degree feedback and KPI-based appraisal , Challenges in performance evaluation.
Unit-4	**Compensation, Employee Relations and Emerging Trends :** Compensation Management: Meaning and Components (Wages, Salary, Incentives), Factors affecting compensation, Employee Welfare and Benefits, Industrial Relations: Meaning, Importance, Grievance Handling and Discipline, Employee Engagement and Retention, Emerging Trends: HR Analytics, AI in HR, Gig Workforce, Remote Work
Suggested Books	1. Gary Dessler – Human Resource Management 2. K. Aswathappa – Human Resource Management 3. V.S.P. Rao – Human Resource Management: Text and Cases
url links	https://open.umn.edu/opentextbooks/textbooks/human-resource-management https://pressbooks.bccampus.ca/hrm1stcanadianedition/ https://openwa.pressbooks.pub/humanresourcemanagementtcc/ https://www.opentextbooks.org.hk/tertiary-institutions/39714
Self Study	Study salary structure of any company (CTC breakup analysis)

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Component	

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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C1202- Foundations of Marketing

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Core Course</td><td>Credits</td><td>3</td></tr>
<tr><td>Semester</td><td colspan="4">II</td><td>Offered in</td><td>EVEN</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">Develop a comprehensive understanding of core marketing concepts and frameworks.
Introduce modern marketing practices including digital marketing and AI applications.
Enable students to apply marketing concepts in real-world business situations.
Sensitize students to ethical issues and responsible marketing practices.</td></tr>
</table>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define and recall fundamental marketing concepts including needs, wants, demand, value, exchange, and elements of the marketing environment.
CO2	UNDERSTANDING	Explain the evolution of marketing concepts, scope and importance of marketing.
CO3	APPLYING	Apply segmentation, targeting, and positioning (STP) strategies to identify and select appropriate target markets and develop value propositions.
CO4	ANALYSING	Analyze marketing mix decisions (product, price, place, promotion) and evaluate their role in achieving organizational objectives in both traditional and digital contexts.
CO5	EVALUATING	Evaluate ethical issues, data privacy concerns, and the impact of AI-driven tools such as personalization and predictive analytics on marketing practices.
CO6	CREATING	Design a basic marketing plan or strategy integrating STP, marketing mix elements, digital tools, and ethical considerations for real-world business scenarios.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		1		1				1	
CO2	3	1	1	1	1	1	1	1	2	1
CO3	3	3	1	1	1	2	2	3	1	1
CO4	3	3	1	1	1	2	3	3	1	1
CO5	2	3	1	1	3	1	3	2	2	2
CO6	3	3	2	2	3	3	3	2	1	2

Unit-1	**Introduction to Marketing and Market Environment-** Meaning, Nature, Scope and Importance of Marketing. Evolution of Marketing Concepts, Core Concepts: Needs, Wants, Demand, Value, Exchange. Marketing Environment: Micro and Macro Factors.
Unit-2	**Market Segmentation, Targeting and Positioning (STP)-** Market Segmentation: Meaning, Bases (Demographic, Geographic, Psychographic, Behavioral), Targeting Strategies: Undifferentiated, Differentiated, Concentrated , Positioning: Concept, Strategies, Perceptual Mapping.
Unit-3	**Marketing Mix Decisions (4Ps + Digital Extension)-** Product: Levels, Product Life Cycle. Price: Pricing Strategies and Methods. Place: Distribution Channels and Logistics. Promotion: Advertising, sales promotion, public relations, publicity. Digital Marketing concept. Basics of Marketing Analytics (intro level)
Unit-4	**Emerging Trends, Ethics and Responsible Marketing-** Ethical Issues in Marketing (misleading ads, privacy, manipulation). Role of AI in Marketing: Personalization, Chatbots, Predictive Analytics. Data Privacy and Responsible Marketing Practices. Future Trends: Automation, Omnichannel, Responsible AI
Suggested Books	• Marketing Management Indian Case Studies – *V. S. Ramaswamy, S. Namakumari* • Principles of Marketing – *Philip Kotler, Gary Armstrong* • Artificial Intelligence in Marketing – Jim Sterne • Marketing 5.0 – *Philip Kotler, Hermawan Kartajaya, Iwan Setiawan* • Marketing Management A Strategic Approach- *P. Rajan Saxena*
url links	• https://dspmuranchi.ac.in/pdf/Blog/6)%20MARKETING%20ENVIRONMENT.pdf • https://gcgldh.org/downloads/e-Content/Learning-Material/BBA/Topics---Marketing-Segmentation-Targeting-and-Positioning.pdf • https://www.osou.ac.in/eresources/DIM_COURSE_4_BLOCK_3.pdf
Self-Study Component	Design a simple marketing plan for any product/services including: • Target market (STP) • Marketing mix (4Ps) • One digital strategy

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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C1203 : Business Finance

Course Specification	**Particulars**					
Type	Core Course				**Credits**	4
Semester	II				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To develop a fundamental understanding of financial management concepts, principles, and functions in business organizations. • To familiarize students with financial statements and tools used for financial analysis and decision-making. • To understand the concept of time value of money and its application in investment decisions. • To provide knowledge of various sources of finance and capital structure decisions. • To enable students to apply techniques of capital budgeting, cost of capital, and working capital management.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall basic concepts of business finance, financial terminology, and sources of finance.
CO2	UNDERSTANDING	Explain financial statements, time value of money, and financial management principles.
CO3	APPLYING	Apply financial tools and techniques such as ratio analysis, capital budgeting, and cost of capital in decision-making.
CO4	ANALYSING	Analyze projects using Capital Budgeting.
CO5	EVALUATING	Explain financial statements, time value of money, and financial management principles.
CO6	CREATING	Develop financial plans, budgets, and investment proposals for business organizations.

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CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Business Finance :** Meaning, Nature and Scope of Business Finance, Objectives of Financial Management, Functions of Finance Manager, Financial Decision Areas: Investment, Financing, Dividend , Time Value of Money (TVM): Concept, Present Value & Future Value, Financial Environment in India
Unit-2	**Financial Statements and Analysis :** Financial Statements: Meaning and Types (Balance Sheet, P&L Account) , Ratio Analysis: Liquidity, Profitability, Solvency, Activity Ratios, Cash Flow Statement (Basics), Fund Flow Analysis (Concept), Interpretation of Financial Statements
Unit-3	**Capital Budgeting and Cost of Capital:** Capital Budgeting: Meaning and Importance, Techniques: Payback Period, ARR, NPV, IRR, Risk and Uncertainty in Capital Budgeting, Cost of Capital: Meaning and Types (Debt, Equity, Preference), Weighted Average Cost of Capital (WACC)
Unit-4	**Capital Structure and Working Capital Management :** Capital Structure: Meaning, Theories (Basic), Leverage: Operating, Financial, Combined, Dividend Policy: Concepts and Types, Working Capital: Meaning, Need and Components, Management of Cash, Receivables, and Inventory
Suggested Books	Corporate Finance – I.M. Pandey Financial Management – Prasanna Chandra Fundamentals of Financial Management – Van Horne & Wachowicz
url links	• https://open.umn.edu/opentextbooks/textbooks/business-finance • https://open.umn.edu/opentextbooks/textbooks/principles-of-finance • https://oer.uinsyahada.ac.id/items/show/2749 • https://centurypast.org/books-nonfiction-subject-directory/finance-banking-accounting/
Self-Study Component	Financial Performance Analysis of a Listed Company Capital Budgeting Decision in SMEs

Sr.No.	Course Covers	Percentage %
1.	Employment	35
2.	Entrepreneurship	30
3.	Skill Development	35

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C1204 -BUSINESS ECONOMICS

Course Specification	**Particulars**					
Type	Core Course				**Credits**	3
Semester	II				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To familiarize students with the fundamental concepts, scope, and nature of economics and business economics. • To enable students to understand the circular flow of income, production possibility frontier, and central economic problems. • To develop analytical skills related to demand, supply, and their respective elasticities in a business context. • To equip students with tools to apply economic reasoning for effective business decision-making.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall the definitions, concepts, and scope of Economics and Business Economics including micro and macro perspectives.
CO2	UNDERSTANDING	Understand the central problems of an economy, circular flow of income, production possibility curve, and opportunity cost.
CO3	APPLYING	Apply the laws of demand and supply to real-world business situations and interpret demand and supply curves.
CO4	ANALYSING	Analyze the factors affecting demand and supply, movement vs. shift in curves, and different types of elasticity.
CO5	EVALUATING	Evaluate the price elasticity of demand and supply and assess its implications for business decision-making.
CO6	CREATING	Design solutions to basic economic problems by integrating concepts of demand, supply, elasticity, and

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		opportunity cost.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1					1	1	
CO2	3	2	1					2	1	
CO3	3	3	1					2	1	
CO4	2	3	1					3	1	
CO5	2	3	1		1			2	1	
CO6	2	3	2	1	1	1		2	2	

Unit-1	**Introduction to Economics: Definitions** of economics, Wealth welfare growth and scarcity, Scope of economics. Nature of economics, Basic economic problems, Central problems of economy, Overview of Micro and Macro Economics, **Introduction to Business Economics:** Definitions, Nature and scope of business economics, Circular flow of income, Production possibility curve and opportunity cost
Unit-2	**Demand Analysis & Elasticity of Demand:** Concept of demand, Factors affecting demand, Demand curve, Individual demand and Market demand, Movement versus shift in demand curve, Law of demand, Exceptions to the law, Types of elasticity of demand, Factors affecting elasticity of demand, Price elasticity of demand. **Supply and Elasticity of Supply:** Concept of supply, Factors affecting supply, Law of Supply, Movement vs shift in supply, Elasticity of supply
Unit-3	Production function Meaning, Concept of productivity and technology, Short Run and long run production function Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale, Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function
Unit-4	**National Income and Related Aggregates –** concepts, methods, GDP, NDP, GNP, welfare, Inflation & Deflation, kinds & effects of inflation and deflation, remedies to control inflation. **AI in Economics:** Introduction to Artificial Intelligence in economic analysis; AI applications in GDP forecasting and inflation prediction.
Suggested Books	• Agarwal, S. K. (2018), *Business economics* S. Chand publication • Mishra, J.P. (2022), *Business Economics* new ed., Sahitya Bhawan Publications, Agra • Dwivedi, D.N. (2019), Managerial Economics, 8th ed., Vikas Publishing House, New Delhi • Pindyck, R.S. & Rubinfeld, D.L. (2018), Microeconomics, 8th ed., Pearson Education, New Delhi • Samuelson, P.A. & Nordhaus, W.D. (2019), Economics, 19th ed., McGraw-Hill Education, New Delhi • Mithani, D.M. (2020), Managerial Economics: Theory and Applications, Himalaya Publishing House, Mumbai

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url links	• https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics, https://ncert.nic.in/textbook.php?kecs1=0-9 • https://onlinecourses.nptel.ac.in/noc23_ec06/preview • https://live.icai.org/bos/vcc-2nd-batch-recorded-lectures/pdf/CHAPTER%202%20%20THEORY%20OF%20DEMAND%20AND%20SUPPLY.pdf • https://www.econlib.org/library/Topics/HighSchool/SupplyandDemand.html
Self Study Component	Review India's GDP and GNP data from the latest RBI Annual Report or Economic Survey and compare trends over the last five years.

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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Nagar Yuvak Shikshan Sanstha's

Datta Meghe Institute of Management Studies

Atrey Layout, Nagpur--- 440 022

Autonomous Institute Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University with NBA Accredited MBA Program

A1201 – Fundamentals of Business Analytics

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Ability Enhancement Course</td><td>Credits</td><td>3</td></tr>
<tr><td>Semester</td><td colspan="4">II</td><td>Offered in</td><td>EVEN</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course - Objective</td><td colspan="6">To Develop analytical thinking for business decision-making
To Understand data types, statistical tools, and visualization
To Gain hands-on proficiency in MS Excel for business analytics
To Apply analytics tools to real-world business problems</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
</table>

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall key definitions and terms related to business analytics, such as descriptive, predictive, and prescriptive analytics.
CO2	UNDERSTANDING	Understand business analytics using fundamental tools
CO3	APPLYING	Students will demonstrate the ability to clean datasets, perform analysis, and create charts or dashboards that communicate insights.
CO4	ANALYSING	Students will analyze data sources for completeness, accuracy, and relevance to ensure meaningful results.
CO5	EVALUATING	Students will analyze the clarity, accuracy, and usefulness of visual outputs in communicating insights.
CO6	CREATING	Students will create interactive visualizations and reports that support real-time decision-making.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3					2	3	2	
CO2	3	3			2	2	2			
CO3		3					2	2		
CO4	3	3				2				
CO5		3					2			
CO6	3	2			3	2				

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Unit-1	**Introduction to Business Analytics**: Meaning, scope, importance, Types: Descriptive, Predictive, Prescriptive, Diagnostic, Analytics process lifecycle, Business Analytics Process (Data → Insight → Decision), Types of Data: Primary & Secondary, Qualitative vs Quantitative Data, Applications in Marketing, Finance, HR, Operations, Health Care.
--Unit-2	**Data Handling & Visualization**: Data collection methods, Data cleaning and preprocessing, Classification and tabulation, Basics of data visualization, Types of charts: Bar, Pie, Line, Scatter Plot, Bubble Chart etc.
Unit-3	**Business Applications :** Analytical problem-solving, Business frameworks (SWOT, PESTEL) , KPI of HR, Marketing, Finance, Operations, Health Care, Case studies using analytics.
Unit-4	**Excel-Based Analytics & Business Applications**: Logical functions: IF, Nested IF , Pivot Tables and Pivot Charts, Introduction to dashboards , Business problem-solving using analytics, Case studies (Marketing, Finance, HR)
Suggested Books	• Business Analytics – Balram Krishan, Vivek Bhambri, Babita Chopra • Fundamentals of Business Analytics – R. N. Prasad & Seema Acharya • Basic Business Analytics – Dr. Y. Jahangir et al. • Business Analytics: Data Analysis & Decision Making – S. Christian Albright & Wayne Winston • Data Science for Business – Foster Provost & Tom Fawcett • Business Analytics for Decision Making – Regi Mathew • Microsoft Excel Data Analysis for Dummies – Stephen L. Nelson
u-rl links	• https://www.geeksforgeeks.org/data-analysis-in-excel/ • https://www.quora.com/What-Excel-topics-should-I-know-for-data-analytics-as-a-fresher • https://www.coursera.org/professional-certificates/ibm-data-analyst-r-excel • https://artscience.ai/when-should-you-shift-from-excel-to-r-for-data-analysis/ • https://www.nobledesktop.com/classes-near-me/blog/excel-tools-for-data-analysts
Self Study Component	DASHBOARD on Marketing/HR/Finance

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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V1201:SQL-BASICS

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Value Addes Course</td><td>Credits</td><td>2</td></tr>
<tr><td>Semester</td><td colspan="4">II</td><td>Offered in</td><td>EVEN</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">Understand basic database and SQL concepts
Use basic SQL commands
Analyses data using simple queries
Apply SQL in business scenarios</td></tr>
</table>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recalling basic database and SQL concepts
CO2	UNDERSTANDING	Understanding SQL queries and database operations
CO3	APPLYING	Applying SQL commands to create tables, insert data, and retrieve required information from databases.
CO4	ANALYSING	Analyze data using SQL queries, apply conditions, grouping, and joins to solve business problems.
CO5	EVALUATING	Evaluate query results and optimize data retrieval for better decision-making.
CO6	CREATING	Design a small database and develop SQL queries for real-life business applications.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Basics of Database & SQL :** What is Database, what is SQl, Table, Row, Column , Simple Data Types (Number, Text, Date), Basic Commands: CREATE (create table), INSERT (add data), SELECT (view data), Lab- Create a database, Create tables using CREATE command, Define columns and data types
Unit-2	**Data Filtering :** SELECT with conditions , WHERE clause, Operators (=, >, <), AND, OR , ORDER BY (sorting), Lab-Use WHERE clause , Apply operators (=, >, <) Use AND, OR conditions
Unit-3	**Functions & Joins :** Simple Functions: COUNT, SUM, AVG , GROUP BY (basic idea) , Joins (only basic INNER JOIN), Lab-Use COUNT() ,SUM(),AVG() Apply on business datasets
Unit-4	**SQL for Business Applications :** SQL in Business Decision Making , Use cases: Sales analysis , Customer segmentation , Inventory management , Data integrity constraints: NOT NULL, UNIQUE, PRIMARY KEY , Basic database design (normalization – simple idea), Lab-Create a small database (e.g., sales/inventory) Insert data , Perform queries: Filtering , Sorting , Aggregation , Generate simple report
Suggested Books	• SQL for Beginners • Basic Database Concepts • Simple Data Analysis using SQL
url links	• https://www.simplilearn.com/free-online-course-to-learn-sql-basics-skillup?utm_source=chatgpt.com • https://www.mygreatlearning.com/sql/free-courses?utm_source=chatgpt.com • https://sqlbolt.com/ • https://www.khanacademy.org/computing/computer-programming/sql
Self Study Component	Analyse the scenario: • What is the main database problem? • How does duplicate data affect business operations? • Which SQL techniques can help identify duplicate records? • Why is data quality important for business analytics?

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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M1201: Indian Knowledge System

Course Specification	**Particulars**					
Type	Multidisciplinary Elective Course				**Credits**	2
Semester	II				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To enable students to recall and describe the fundamental concepts, sources, and historical foundations of the Indian Knowledge System. • To develop an understanding of Indian philosophical, economic, scientific, and management traditions and explain their relevance in contemporary contexts. • To equip students with the ability to apply Indian management principles, ethical frameworks, and wellness practices to real-life business and organizational situations. • To enhance students' skills to analyse, evaluate, and create modern business solutions inspired by Indian models of leadership, governance, sustainability, and innovation.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Define and explain the meaning, nature, characteristics of Indian Knowledge System.
CO2	**UNDERSTANDING**	Describe and explain the **major Indian contributions** in science, mathematics, governance, and management.
CO3	**APPLYING**	Apply the principles and contributions of **Ayurveda, Yoga, and Indian wellness practices** to enhance productivity, mental wellbeing, and workplace behavior.
CO4	**ANALYSING**	Develop the ability to analyses case studies related to Indian business traditions, frugal innovation (Jugaad),

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		and indigenous management methods.
CO5	**EVALUATING**	Examine the encourage critical judgement of **ethical decision-making frameworks** rooted in Indian philosophy.
CO6	**CREATING**	**Develop and propose** strategic solutions by analyzing projects or solutions that integrate IKS principles with modern management practices.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Indian Knowledge System**:- Meaning, nature and scope of IKS, Historical evolution of IKS ,Sources of Indian Knowledge – Vedas, Upanishads, Smritis, Puranas, Arthaśāstra , Distinctive features of Indian worldview: Dharma, Purusharthas, Karma theory
Unit-2	**Indian Society, Economics & Governance:-** Ancient Indian economic thoughts (Kautilya, Thirukkural, Shubh-Labh principles) ,Community-based economic systems (guilds, SMEs, trade networks) , Panchayati Raj, local governance traditions , Indian models of welfare, taxation, and public finance , IKS relevance to modern Indian business environment
Unit-3	**Indian Management Thoughts & Leadership:-** Leadership in Bhagavad Gita (Nishkama Karma, Karma Yoga) , Kautilya's Arthashastra: Strategy, HR, Ethics, Governance , Thirukkural insights for business ethics , Indian psychology: Mind, motivation, decision-making , Indigenous innovation and frugal entrepreneurship (Jugaad)
Unit-4	**IKS in Business, Entrepreneurship & Modern Management:-** Indian business traditions: Trade routes, merchant communities , Family businesses, SMEs, cooperative models (Amul, SEWA) , Indigenous supply chain & logistics systems, Case studies of Indian business excellence , Integrating IKS with modern management practices.
Suggested Books	• Introduction to Indian Knowledge Systems: Concepts and Applications:- by R. Bharadwaj, G. Nagarajan, M. N. Nandakumar • Bhagavad Gita for Managers by Swami Parthasarathy • India's Knowledge Tradition in Science and Technology by Bal Ram Singh • Indian Ways of Thinking in Management by G. K. Nair • Frugal Innovation: How to Do More with Less by Navi Radjou, Jaideep

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	Prabhu
url links	• https://www.academia.edu/128024188/Introduction_to_Indian_Knowledge_Systems • https://www.scribd.com/document/861674176/IKS-Chap-1-2 • https://fmuniversity.nic.in/getdata?dir=deptnotice&rid=notice2033_29520251748517050501.pdf • https://nep.puchd.ac.in/iks.pdf • https://nep.puchd.ac.in/iks.pdf • https://zenodo.org/records/8348238/files/THE%20WISDOM%20OF%20BHARAT%20AN%20EXPLORATION%20OF%20THE%20INDIAN%20KNOWLEDGE%20SYSTEM.pdf?download=1
Self-Study Component	Leadership Principles from Mythology like Ramayana, Bhagvat Gita, Bible, Quran etc.

Sr.No.	Course Covers	Percentage %
1.	Employment	10
2.	Entrepreneurship	20
3.	Skill Development	70

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SEMESTER III

C1301- COSTING INTELLIGENCE FOR BUSINESS

Course Specification	**Particulars**					
Type	Core Course				**Credits**	4
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis /Practical components
	24	60	16	**100**		
Course Objective	• To introduce students to the basic meaning, purpose, and scope of cost accounting. • To help students understand the classification of costs and elements of cost. • To enable students to prepare a simple cost sheet for a manufacturing unit. • To familiarize students with introductory concepts of budgeting.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall the meaning, scope, and importance of cost accounting and distinguish it from financial accounting.
CO2	UNDERSTANDING	Explain the classification of costs — by nature, function, and behavior — with examples from everyday business.
CO3	APPLYING	Prepare a simple cost sheet showing prime cost, works cost, cost of production, and cost of goods sold
CO4	ANALYSING	Analyze the concept of break-even point and interpret basic cost-volume-profit relationships.
CO5	EVALUATING	Evaluate the purpose of a budget and assess how budgetary control helps a business manage its expenses.
CO6	CREATING	Design a simple cost statement for a small business or student project using basic costing principles.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1		1				1	
CO2	3	2	1		1			1	1	
CO3	3	3	1		1		1	2	1	
CO4	2	3	1				1	3	1	
CO5	2	2	1		1		1	2	1	
CO6	3	2	2	1	1	1	1	2	2	

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Unit-1	**The Kick-Off :** Meaning and Definition of Cost Accounting; Distinction between Cost Accounting, Financial Accounting & Management Accounting Classification of Cost, Numerical on Segregation of Fixed and Variable Cost.
Unit-2	**The Penalty Spot :** Understanding Unit Economics, Preparation of Cost Statement, Tender (Quotation)
Unit-3	**The Midfield Engine:** Concepts of Marginal and Absorption Costing, Computation of Contribution Margin, P/V Ratio, Break Even Point & Margin of Safety, Using AI Powered Features of Zoho Books for tracking costs.
Unit-4	**The Final Whistle:** Budget — meaning, definition, types and need; Numerical on Sales Budget, Production Budget, Cash Budget, Fixed Budget and Flexible Budget, Budgeting using Excel & Copilot,
Suggested Books	• Jain, S.P. & Narang, K.L. — Cost Accounting (Kalyani Publishers) • Pillai, R.S.N. & Bhagavathi, V. — *Cost Accounting* (S. Chand & Company) • Arora, M.N. — Cost Accounting: Principles and Practice (Vikas Publishing) • T.S. Grewal — Introduction to Accountancy (S. Chand) — for background reference • ICAI Study Material — Foundation: Principles and Practice of Cost Accounting
URL links	• https://icmai.in/studymaterial/study-material.php • https://www.icai.org/post/study-material-foundation • https://nptel.ac.in/courses/110105064 • https://www.icsi.edu/media/webmodules/publications/2.%20CMA-Executive.pdf
Self Study Component	Exploring cost patterns using Google Trends and ChatGPT

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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C1302: Business Law

Course Specification	Particulars					
Type	Core Course				**Credits**	3
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	• To understand fundamental legal concepts that influence business transactions in India. • To develop knowledge of major business laws including contracts, consumer protection, companies, and negotiable instruments. • To enable students to apply legal principles to real-life business situations and decision-making. • To build awareness of rights, duties, and remedies available under Indian law.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Identify essential legal terminology used in business transactions.
CO2	UNDERSTANDING	Explain legal principles, rights, duties, and procedures involved in commercial agreements and business operations.
CO3	APPLYING	Apply the legal principles, and procedures to business arena.
CO4	ANALYSING	Analyses the legal rules and provisions while solving business problems related to contracts, agency, sales, and consumer protection.
CO5	EVALUATING	Examine business cases, identify legal issues, interpret facts, and differentiate between valid and void transactions.
CO6	CREATING	Evaluate the legality of business decisions, judge contractual obligations, and assess compliance with statutory requirements.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Introduction to Business Law & Indian Legal System :-** Meaning, nature, and scope of Business Law, Sources of Indian Law: Constitution, legislation, precedent, customs, Structure of Indian Judicial System, Difference between civil and criminal law, Relevance of Business Law to managers and entrepreneurs
Unit-2	**The Indian Contract Act, 1872:-** Essentials of a valid contract, Offer, acceptance, consideration, Capacity to contract, free consent, legality of object, Void, voidable, and illegal agreements, Performance of contract, discharge of contract, Breach of contract & remedies.
Unit-3	**The Sale of Goods Act, 1930:-** Contract of sale, agreement to sell Conditions and warranties, Transfer of ownership/ property in goods, Rights of unpaid seller, Performance of the contract of sale
Unit-4	**The Companies Act, 2013:-** Meaning and types of companies, Incorporation: Memorandum & Articles of Association, Prospectus, share capital, shareholding Directors: appointment, duties, liabilities, Company meetings & resolutions Corporate social responsibility (CSR)
Suggested Books	• Business and Corporate Laws – S.S. Gulshan • Mercantile Law – M.C. Shukla • Business Law – P.C. Tulsian • Business and Corporate Laws by S.S. Gulshan & G.K. Kapoor
url links	• https://play.google.com/store/books/details?id=MjJlDwAAQBAJ • https://books.google.com/books/about/Business_Law.html?id=-cffEAAAQBAJ • https://mpbou.edu.in/uploads/files/BUSINESS_LAW.pdf • https://en.wikipedia.org/wiki/Indian_Contract_Act%2C_1872
Self Study Component	Case Laws on the above Laws.

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	30
3.	Skill Development	30

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A1301 BUSINESS INTELLIGENCE

Course Specification	**Particulars**					
Type	Ability Enhancement Course				**Credits**	3
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	
	• To provide a comprehensive understanding of the Business Intelligence (BI) lifecycle and its role in corporate strategy. • To introduce the architectural components of BI, including Data Warehousing, ETL, and Data Marts. • To enable students to identify and define Key Performance Indicators (KPIs) relevant to various business functions. • To explore the ethical and governance frameworks required for managing organizational data.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define core BI concepts, terminology, and the historical evolution of Decision Support Systems.
CO2	UNDERSTANDING	Explain the difference between Descriptive, Predictive, and Prescriptive analytics.
CO3	APPLYING	Apply the ETL (Extract, Transform, Load) logic to hypothetical business data scenarios.
CO4	ANALYSING	Analyze business processes to derive meaningful KPIs and metrics for performance tracking.
CO5	EVALUATING	Evaluate the suitability of different BI architectures (Centralized vs. Decentralized) for a firm.
CO6	CREATING	Design a conceptual BI roadmap for a startup or an existing business entity.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2						2		1	
CO2	2	1					2	1	1	
CO3	1	2					3	2	1	
CO4	3	3					2	3		
CO5	2	2					3	1	1	
CO6	3	3	2			2	3	2	1	

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Unit-1	**Foundations of BI & Analytics**: The BI Concept: Evolution of BI; The role of BI in modern management; The BI value chain (Data to Information to Insight). Types of Analytics: Understanding the spectrum—Descriptive (What happened?), Diagnostic (Why?), Predictive (What will happen?), and Prescriptive (How to make it happen?). Industry Overview: Roles in a BI team (Data Architect, BI Analyst, Data Scientist); Comparison of leading BI platforms in the market.
Unit-2	**Data Architecture & Infrastructure:** Data Warehouse, Data Marts; Star Schema, Snowflake Schema architecture. The ETL Process: Basics of Extract, Transform, and Load; Importance of Data Quality, Data Profiling, and Data Cleansing. Storage Concepts: Difference between Structured (SQL), Semi-structured, and Unstructured data; Introduction to Big Data and Cloud BI environments.
Unit-3	**Metrics, KPIs & Performance Management: Identifying**: Key Performance Indicators (KPIs) for Finance, Marketing, HR, and Operations. Strategic Frameworks: The Balanced Scorecard (BSC) and its integration with BI; Goal-setting and benchmarking techniques. Dashboard Logic: Functional requirements of a business dashboard; Understanding The Single Version of the Truth in reporting
Unit-4	**Data Governance & Future Trends:** Data Privacy frameworks (GDPR/DPDP Act); Data Security and Ethics in Data Usage. Modern Trends: The rise of Self-Service BI; Augmented Analytics (AI in BI); The impact of Generative AI on Business Intelligence. Case Studies: Analysis of successful BI implementation in retail, healthcare, or banking sectors.
Suggested Books	• Business Intelligence, Analytics, and Data Science: A Managerial Perspective by Ramesh Sharda. • The Data Warehouse Toolkit by Ralph Kimball. • Business Intelligence: A Managerial Approach by Turban, Sharda, Delen, and King.
url links	https://www.ibm.com/think/topics/business-intelligence https://www.tableau.com/business-intelligence/what-is-business-intelligence
Self Study Component	Students must pick a local business or a well-known brand and develop a KPI Dictionary listing at least 10 critical metrics that the business should track to ensure growth and operational efficiency.

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	10
3.	Skill Development	50

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V1301: DATA ANALYTICS WITH PYTHON

Course Specification	**Particulars**					
Type	Value Added Course				**Credits**	02
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Understand basics of data analytics • Learn Python for data handling • Analyse data using simple tools • Apply analytics in business scenarios					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall basic concepts of data analytics and Python
CO2	UNDERSTANDING	Explain Python syntax and data analysis steps
CO3	APPLYING	Use Python to load, process and analyze data
CO4	ANALYSING	Interpret data using basic analysis techniques
CO5	EVALUATING	Evaluate results for business decision making
CO6	CREATING	Develop simple data analysis projects

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Data Analytics & Python :** What is Data Analytics and its Importance in business, Introduction to Python , Installing Python & Jupiter Notebook , Basic Python concepts: Variables , Data types (int, float, string) , Simple

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	input/output, Lab-Install Python & Jupiter Notebook
Unit-2	**Data Handling using Python :** Introduction to Pandas , Creating simple datasets , Reading data (CSV files) , Viewing and understanding data , Basic operations: Selecting columns, Filtering rows, Sorting data, Lab-Load dataset (CSV file), Perform basic analysis
Unit-3	**Data Analysis & Visualization :** Basic statistics: Mean, Median, Count , Grouping data , Introduction to visualization using Matplotlib , Simple charts: Bar chart, Line chart, Pie chart, Lab-Create simple charts
Unit-4	**Business Applications of Data Analytics :** Data analytics in business decision making , Use cases: Sales analysis, Customer analysis , Expense tracking, Basic idea of data cleaning , Introduction to small project work, Lab-Analysis data (sales/customer data)
Suggested Books	1 Python for Beginners — Yatin Bayya, BAYYA Publications 2 Data Analytics Basics for Managers — Harvard Business Review, Harvard Business Review Press 3 Practical Data Analysis Using Python — Dhiraj Bhuyan, Dhiraj Bhuyan Publications
url links	**URL Links (Learning Resources)** • https://www.youtube.com/watch?v=rfscVS0vtbw • https://www.kaggle.com/learn • https://pandas.pydata.org/docs/ • https://matplotlib.org/stable/tutorials/index.html
Self Study Component	**Self Study Component** • Apply Python programming skills to solve real-world problems. • Example-A company wants to calculate employee net salary after deductions. • A store needs to identify products with low stock. • A business wants to identify high-performing sales employees.

Sr.No.	Course Covers	Percentage %
1.	Employment	50
2.	Entrepreneurship	15
3.	Skill Development	35

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BUSINESS ANALYTICS ELECTIVES

BA1301 : Data Analytics using R

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Understand basics of data analytics • Learn R programming for data analysis • Perform simple data analysis • Apply analytics in business scenarios					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall basic concepts of data analytics and R
CO2	UNDERSTANDING	Explain R syntax and data analysis steps
CO3	APPLYING	Use R to import and analyze data
CO4	ANALYSING	Interpret data using basic analytical techniques
CO5	EVALUATING	Evaluate results for business decision making
CO6	CREATING	Develop simple data analysis reports

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Data Analytics & R :** What is Data Analytics, Importance in business, Introduction to R programming language, Installing RStudio, Basic concepts: Variables, Data types (numeric, character), Simple operations, Lab- Install

	R and R studio.
Unit-2	**Data Handling in R :** Creating datasets in R , Importing data (CSV files) , Viewing and understanding data, Basic operations: Selecting columns , Filtering rows, Sorting data, Introduction to dplyr , Lab- Import dataset (CSV) ,Perform basic analysis
Unit-3	**Data Analysis & Visualization:** Basic statistics: Mean, Median, Summary, Grouping data, Introduction to visualization using ggplot2 , Simple charts: Bar chart , Line chart, Pie chart, Lab- Create charts
Unit-4	**Business Applications of Data Analytics :** Data analytics in business decision making, Use cases: Sales analysis , Customer analysis , Financial analysis , Basic data cleaning, Introduction to simple project work, Lab- Mini project on data analysis (sales/customer data analysis)
Suggested Books	• R for Beginners • Practical Data Analysis with R • Business Analytics Basics
url links	**URL Links (Learning Resources)** • https://www.youtube.com/watch?v= V8eKsto3Ug • https://cran.r-project.org/manuals.html • https://www.datacamp.com/courses/free-introduction-to-r • https://www.kaggle.com/learn
Self Study Component	**Self Study Component** • Practice basic R programs • Work with small datasets • Create charts using ggplot2 • Explore datasets on Kaggle • Try mini projects

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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FINANCE ELECTIVES

F1301 : Behavioral Finance

Course Specification	Particulars					
Type	Discipline Specific Elective				**Credits**	4
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To understand psychological factors influencing financial decision-making. • To analyse investor behaviour and market anomalies using behavioral theories. • To examine cognitive biases affecting investment and corporate finance decisions. • To apply behavioural finance concepts to real-world financial markets and investment strategies.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall key concepts, theories, and terminology of behavioural finance.
CO2	UNDERSTANDING	Explain psychological biases and heuristics affecting financial decisions.
CO3	APPLYING	Apply behavioral finance principles to investment and portfolio decisions.
CO4	ANALYSING	Analyze market anomalies and investor behavior patterns.
CO5	EVALUATING	Evaluate financial decisions considering behavioral biases and risks.
CO6	CREATING	Design investment strategies incorporating behavioral insights.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Introduction to Behavioural Finance :** Traditional Finance vs Behavioural Finance, Rationality vs Bounded Rationality , Efficient Market Hypothesis (EMH) and its limitations, Foundations of Behavioural Finance, Role of psychology in financial decision-making Prospect Theory – Concept and implications
Unit-2	**Behavioural Biases and Heuristics:** Heuristics in decision-making, Overconfidence bias Anchoring bias Representativeness bias Availability bias Loss aversion and mental accounting Framing effects and decision errors
Unit-3	**Investor Behaviour and Market Anomalies:** Investor sentiment and behaviour patterns Herd behaviour in financial markets, Market anomalies (calendar effects, momentum effect, reversal effect) Behavioural asset pricing Noise trader's vs rational investors Behavioural portfolio theory
Unit-4	**Applications of Behavioural Finance:** Behavioural aspects of investment decisions Behavioural corporate finance Behavioural risk management Financial bubbles and crashes Role of behavioral finance in financial planning Practical applications and case studies
Suggested Books	• Richard H. Thaler — *Advances in Behavioural Finance* • Hersh Shefrin — *Behavioural Corporate Finance* • Daniel Kahneman — *Thinking, Fast and Slow* • Nofsinger — *The Psychology of Investing* • Ackert & Deaves — *Behavioural Finance: Psychology, Decision-Making and Markets*
url links	• CFA Institute Learning Resources – Behavioral Finance • Investopedia – Behavioral Finance Concepts • Yale Open Courses (Financial Markets – Behavioral Insights) • NSE & SEBI Investor Education portals
Self-Study Component	• Case analysis on investor biases • Behavioural analysis of stock market events • Reflection report on personal investment decisions • Research article review on behavioural finance topics • Simulation-based investment decision exercises

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	30
3.	Skill Development	40

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HR ELECTIVES

H1301 TALENT ACQUISITION & MANAGEMENT

Course Specification	Particulars					
Type	Discipline Specific Elective				**Credits**	4
Semester	III				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To develop a comprehensive understanding of talent acquisition concepts, workforce planning, job analysis, and employer branding in modern organizations. • To equip students with practical knowledge of talent sourcing, screening, and selection techniques using contemporary tools and platforms. • To enable students to understand onboarding, training, performance management, and retention strategies for effective talent development. • To familiarize students with HR analytics, emerging technologies, and ethical issues influencing talent acquisition in a global business environment.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Explain the concepts, significance, and processes of talent acquisition, including workforce planning and job analysis.
CO2	UNDERSTANDING	Apply various talent sourcing and selection techniques such as resume screening, interview methods, and testing tools in recruitment scenarios.
CO3	APPLYING	Analyze different recruitment strategies, selection decisions, and potential biases to improve hiring effectiveness.
CO4	ANALYSING	Evaluate onboarding, training, and retention strategies to enhance employee engagement and organizational performance.
CO5	EVALUATING	Design talent acquisition plans, interview frameworks, and onboarding programs based on organizational

		needs.
CO6	**CREATING**	Examine the role of HR analytics, AI, and technology in modern talent acquisition and assess their impact on decision-making.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2		2	2		2		2	2
CO2			3	2	2		2			2
CO3		2		2	2					
CO4	3			3	2				2	
CO5	2	3		2					2	
CO6	3						3		3	

Unit-1	**Introduction to Talent Acquisition :** Concept and Importance of Talent Acquisition, Difference between Recruitment, Selection, and Talent Acquisition, Talent Acquisition vs Talent Management , Workforce Planning and Job Analysis, Employer Branding and EVP (Employee Value Proposition), Sources of Recruitment: Internal & External , Emerging Trends: Gig Economy, Remote Hiring, Diversity Hiring.
Unit-2	**Talent Sourcing and Selection Process :** Talent Sourcing Strategies, Use of Job Portals and Social Media (LinkedIn, Naukri, etc.), Screening Techniques: Resume Screening, Application Tracking Systems (ATS) , Selection Methods: Interviews (Structured, Unstructured, Panel), Tests (Aptitude, Psychometric), Interview Skills and Bias Reduction, Decision Making in Selection.
Unit-3	**Onboarding, Training and Talent Development :** Concept of Onboarding and Induction, Employee Engagement during onboarding, Training Need Analysis (TNA), Learning and Development Strategies, Career Planning and Succession Planning, Performance Management Systems (PMS), Retention Strategies and Employee Value Enhancement
Unit-4	**Talent Analytics, Technology and Contemporary Issues :** Introduction to HR Analytics and Talent Metrics , Key Metrics: Time to Hire, Cost per Hire, Quality of Hire, Use of AI and Technology in Recruitment, HR Information Systems (HRIS), Legal and Ethical Issues in Hiring, Diversity, Equity & Inclusion (DEI) in Talent Acquisition, Challenges in Talent Acquisition in Global Context
Suggested Books	• K. Aswathappa – Human Resource Management • Gary Dessler – Human Resource Management • V.S.P. Rao – Human Resource Management
url links	• https://www.aihr.com/blog/talent-acquisition/ • https://www.smartrecruiters.com/resources/glossary/talent-acquisition/ • https://www.sap.com/resources/what-is-talent-acquisition

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Self-Study Component	Mini project on Talent Management

Sr.No.	Course Covers	Percentage %
1.	Employment	50
2.	Entrepreneurship	20
3.	Skill Development	30

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MARKETING ELECTIVES

M1301- Fundamentals of Consumer Behavior

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">DSE-Discipline Specific Elective</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">III</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">Develop a comprehensive understanding of consumer behaviour concepts and decision processes.
Analyze psychological, social, and cultural factors influencing consumer decisions.
Explore contemporary trends including digital behaviour, data analytics, and AI-driven insights.
Foster ethical and responsible understanding of consumer influence and data usage.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
</table>

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	**Define and recall** key concepts of consumer behaviour, including types of buying behaviour, decision-making stages, and basic terminology such as consumer vs customer.
CO2	UNDERSTANDING	**Explain** the consumer decision-making process and the role of psychological factors such as perception, motivation, learning, attitudes, and emotions in influencing consumer behaviour.
CO3	APPLYING	**Apply** consumer behaviour concepts to identify and interpret the influence of social, cultural, and digital factors on consumer decisions in real-life contexts.
CO4	ANALYSING	**Analyze** consumer behaviour patterns by examining psychological, social, and cultural variables, including lifestyle, reference groups, and digital communities.
CO5	EVALUATING	**Evaluate** the impact of digital ecosystems, AI-driven insights, and ethical issues such as privacy, manipulation, and dark patterns on consumer decision-making.

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CO6	**CREATING**	**Design** marketing strategies or recommendations based on consumer insights, integrating behavioural theories, digital trends, and ethical considerations.

CO#	PO#									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1		1				1	
CO2	3	2	1	1	1		1	1	1	
CO3	3	3	1	1	1	1	2	2	1	2
CO4	3	3	1	1	1	1	2	3	1	2
CO5	2	3	1	1	3	1	3	2	2	2
CO6	3	3	2	2	3	2	3	2	1	2

Unit-1	**Introduction to Consumer Behaviour and Decision Process-** Meaning, Nature and Scope of Consumer Behaviour. Importance in Marketing Decision Making. Consumer vs Customer. Consumer Decision-Making Process (Problem Recognition to Post-Purchase Behaviour). Types of Buying Behaviour. Introduction to Digital Consumer Behaviour.
Unit-2	**Psychological Factors Influencing Consumer Behaviour-** Perception: Process and Consumer Interpretation. Learning and Memory. Motivation (Maslow, Herzberg) and Attitude. Personality and Self-Concept. Role of Emotions in Buying.
Unit-3	**Social and Cultural Influences on Consumer Behaviour-** Culture, Subculture, and Social Class. Reference Groups and Family Influence. Opinion Leadership and Influencers. Lifestyle and Psychographics. Consumer Behaviour in Indian Context. Digital Communities and Social Media Influence.
Unit-4	**Contemporary Trends, Ethics and Consumer Insights-** Consumer Behaviour in Digital Ecosystems. Role of AI in Consumer Insights (Personalization, Recommendation Systems). Data-driven Consumer Analysis (Basics). Ethical Issues: Privacy, Manipulation, Dark Patterns. Sustainable and Responsible Consumption. Future Trends in Consumer Behaviour.
Suggested Books	• Consumer Behaviour in Indian Perspective – *Suja R. Nair* • Consumer Behavior Buying Having and Being – *Michael R. Solomon* • Consumer Behaviour – *Satish K. Batra, S. H. H. Kazmi* • Consumer Behavior – *Leon G. Schiffman, Joseph L. Wisenblit* • Consumer Behaviour: Text and Cases- *U. C. Mathur, D. P. Maheshwari*
url links	• https://www.digboicollege.edu.in/wp-content/uploads/2023/08/Notes-to-Introduction-to-Consumer-Bheaviour.pdf • https://in.indeed.com/career-advice/career-development/psychological-factors-influencing-consumer-behaviour • https://www.designtechguide.com/analysis/cultural-and-social-factors-affecting-consumer-behaviour • https://www.deloitte.com/global/en/industries/consumer/research/future-

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	of-consumer-industry.html
Self-Study Component	Interview 3–5 people about a common product (e.g., smartphone, clothing): • What influenced their choice? (family, friends, influencers) • Any cultural or lifestyle factors?

Sr.No.	Course Covers	Percentage %
1.	Employment	35
2.	Entrepreneurship	20
3.	Skill Development	45

SEMESTER IV

C1401 – Fundamentals of Operations Management

Course Specification	**Particulars**					
Type	Core				**Credits**	3
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Understand fundamental concepts of operations and production systems. • Analyse process design, facility layout, and plant location decisions. • Apply forecasting, planning, scheduling, and inventory management techniques. • Evaluate quality management principles and tools for continuous improvement. • Create efficient operational strategies aligned with business goals.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Explain the role and scope of Operations Management in manufacturing and service sectors.
CO2	UNDERSTANDING	Understanding the process of forecasting, planning, and scheduling techniques for decision-making.
CO3	APPLYING	Apply Operations techniques for decision-making.
CO4	ANALYSING	Analyse inventory, capacity, and supply chain decisions.
CO5	EVALUATING	Evaluate productivity improvement and quality management tools.
CO6	CREATING	Develop operations strategies enhancing efficiency and competitiveness.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Introduction to Operations Management:** Meaning, nature, and scope of Operations Management , Difference between Manufacturing and Service Operations , Evolution of Operations Management , Operations Manager's role and responsibilities , Productivity: Concept, types, factors affecting productivity , Operations strategy and competitive priorities
Unit-2	**Product & Process Design:** Product design process, Value engineering and value analysis, Process design: Types (Job, Batch, Mass, Continuous), Service process design, Facility layout: Types of layouts (Process, Product, Cellular, Fixed-position) , Factors influencing plant location; Location models.
Unit-3	**Capacity Planning & Production Planning:-** Capacity concepts: Design, effective, and actual capacity , Capacity planning strategies , Forecasting: Qualitative & quantitative techniques , Aggregate production planning , Master Production Scheduling (MPS) , Material Requirement Planning (MRP) , Scheduling and sequencing
Unit-4	**Quality Management & SCM:-** Quality concepts and dimensions, TQM: Principles and practices , Six Sigma basics (DMAIC) Meaning and components of Supply Chain , Types of supply chains , Logistics and distribution management
Suggested Books	• Operations Management – Kanishka Bedi • Production & Operations Management – S.N. Chary • Operations Management – William J. Stevenson • Production & Operations Management – Panneerselvam • Operations Management for Competitive Advantage – Chase, Jacobs & Aquilano
url links	• https://ocw.mit.edu/courses/sloan-school-of-management/ • https://nptel.ac.in/courses • https://www.investopedia.com/terms/e/economicorderquantity.asp • https://www.iso.org/iso-9001-quality-management.html • https://www.sciencedirect.com/topics/business-management/supply-chain-management
Self-Study Component	• ABC Analysis

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	30
3.	Skill Development	40

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C1402 BUSINESS RESEARCH

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Core Course</td><td>Credits</td><td>3</td></tr>
<tr><td>Semester</td><td colspan="4">IV</td><td>Offered in</td><td>EVEN</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td>Course Objective</td><td colspan="6">• To understand the research application
• To enable application of appropriate research methods.
• To promote analytical and critical thinking skills.
• To enhance decision-making abilities through evidence-based research</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
<tr><td>CO#</td><td colspan="2">COGNITIVE ABILITIES</td><td colspan="4">COURSE OUTCOMES</td></tr>
<tr><td>CO1</td><td colspan="2">REMEMBERING</td><td colspan="4">Recall Fundamental concepts, types, and significance of business research.</td></tr>
<tr><td>CO2</td><td colspan="2">UNDERSTANDING</td><td colspan="4">Explain the fundamental concepts and process of business research.</td></tr>
<tr><td>CO3</td><td colspan="2">APPLYING</td><td colspan="4">Apply suitable research designs and data collection techniques to address business problems.</td></tr>
<tr><td>CO4</td><td colspan="2">ANALYSING</td><td colspan="4">Analyse data using statistical tools and interpret the results.</td></tr>
<tr><td>CO5</td><td colspan="2">EVALUATING</td><td colspan="4">Evaluate the quality, reliability, and ethical implications of research findings.</td></tr>
<tr><td>CO6</td><td colspan="2">CREATING</td><td colspan="4">Design and present a comprehensive research report addressing a business problem.</td></tr>
</table>

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3					2	3		
CO2	3	3			2	2		3	2	
CO3	2	3				2		3		
CO4		2						3		
CO5	2	2						3	2	
CO6		2	2				2	2		

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Unit-1	**Introduction to Business Research-** Meaning, Objectives & Types of research, Research process, Research Application in Business Decisions, Features of a Good Research Study
Unit-2	**Formulation of Research Problem** –Defining Research Problem, Theoretical Foundation & Model Building, Hypothesis formulation, Research Design, Types of Research Design, Research Design Process
Unit-3	**Sampling & Scaling Techniques**: Sampling Concepts, Data Collection: Primary and secondary data, Data collection methods, Qualitative & Quantitative Data, Questionnaire Designing
Unit-4	**Data Analysis and Report writing & Presentation of Results**: Need for effective Documentation, Types of research reports, Report Preparation & Presentation, Report Structure
Suggested Books	1. Dr Chawla, D &Dr Sondhi, N. Research Methodology: Concepts and Cases. Vikas Publications 2. Beri, G C. Marketing Research (third edition). McGraw Hill 3. Dwivedi Research Methods in Behaviourial Science. Macmillan 4. Bennet, R. (1993). Management Research. ILO 5. Salkind, Neil J. (1997). Exploring Research. Prentice – Hall 6. Naval Bajpai. Business Research Methods. Pearson Publication
url links	• https://www.indeed.com/career-advice/career-development/what-is-business-research. • https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/ • https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/ • https://www.slideshare.net/slideshow/sampling-techniques-scaling-techniques-and-questionnaire-frame/105712415 • https://www.formpl.us/blog/research-report
Self Study Component	• Data Driven Decision making • Role of Artificial Intelligence (AI) in Business Research

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	20
3.	Skill Development	50

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A1401 Machine Learning Fundamentals

Course Specification	**Particulars**					
Type	Ability Enhancement Course				**Credits**	3
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Enable learners to understand the basic principles, types and real-world applications of machine learning. • Equip students with the ability to analyse datasets, identify patterns, and apply appropriate machine learning techniques for decision-making. • Provide knowledge of fundamental algorithms such as regression, classification, clustering, and decision trees. • Help learners grasp data cleaning, feature selection, and performance evaluation metrics such as accuracy, precision, recall.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Recall concepts, types, and significance of Machine Learning.
CO2	**UNDERSTANDING**	Comprehend data types, preparation, basic ML models, and visualization tools
CO3	**APPLYING**	Apply basic of AI tools and interpret data insights for business applications
CO4	**ANALYSING**	Analyze ethical and regulatory issues related to responsible AI use
CO5	**EVALUATING**	Evaluating business applications of AI/ML across domains with real-world examples.
CO6	**CREATING**	Design and present a comprehensive report addressing a business problem.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3						3			
CO2	3	2			2	2	2			
CO3	2	2					3			
CO4		2			3		2		2	2
CO5	2	2					3			2
CO6		2	2		2		2		2	

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Unit-1	**Introduction to ML and AI:** History and evolution of ML, Machine learning and AI, **Types of AI:** Narrow AI vs. General AI, **Types of ML:** Supervised, Unsupervised, Reinforcement learning, **Key concepts:** Algorithms, Data, Training, Prediction
Unit-2	**Business Applications of ML** : How ML/AI is transforming business function domains like marketing, HR, finance, operations, etc., chatbots, recommendation engines, demand forecasting, case studies from companies using AI.
Unit-3	**Basics of Data and Models:** Meaning of data, Types and sources of data, Data preparation: Cleaning, transformation, features, Machine Learning models**:** Decision trees, clustering, regression, Data visualization basics (using Excel/Tableau/Power BI).
Unit-4	**Practically application and ethics:** Business case studies using ML Introduction to ML tools: Scikit-learn, Basics of model implementation (demo level) Ethical issues: Data privacy, Bias in algorithms, Future scope of ML in business Ethical implications of AI: Bias, fairness, transparency, Responsible AI frameworks
Suggested Books	• Alpaydin, E. Introduction to machine learning 4/e. MIT Press, 2021. • Davenport, T. H., & Ronanki, R. Artificial intelligence for the real world. Harvard Business Review Press, 2018 • Russell, S. J., & Norvig, P. Artificial intelligence: A modern approach 4/e. Pearson, 2021 • Dhanrajani, S. The AI-powered enterprise: Harness the power of ontologies to make smarter business decisions. Wiley, 2017
url links	• https://www.geeksforgeeks.org/artificial-intelligence/what-is-artificial-intelligence-ai/ • https://www.geeksforgeeks.org/machine-learning/applications-of-machine-learning/ • https://www.workday.com/en-us/perspectives/ai/intro-to-data-modeling.html • https://www.workday.com/en-us/perspectives/ai/intro-to-data-modeling.html
Self Study Component	Python Fundamentals, Scikit-learn

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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V1401 : Data Visualisation using Tableau

Course Specification	**Particulars**					
Type	Value Addition Courses				**Credits**	3
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	To introduce the fundamental concepts of data visualization and business intelligence using Tableau. To enable students to connect, prepare, and model business data for effective analysis. To develop proficiency in creating interactive dashboards that facilitate data-driven decision-making. To master the art of data storytelling to communicate complex insights to business stakeholders.					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**				
CO1	**REMEMBERING**	Recall Tableau terminology, interface components, and various file types.				
CO2	**UNDERSTANDING**	Explain the difference between dimensions and measures, and discrete versus continuous data.				
CO3	**APPLYING**	Demonstrate how to connect to external data sources and perform basic data joins and unions.				
CO4	**ANALYSING**	Compare different chart types to determine the most effective visualization for specific business KPIs.				
CO5	**EVALUATING**	Critically assess dashboard designs based on visual perception principles and the 5-second rule.				
CO6	**CREATING**	Construct a comprehensive data story and interactive dashboard using real-world business datasets.				

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	1						3		1	
CO2	1	1					3	1	1	
CO3	1	2					3	2	1	
CO4	2	3	1				3	3	1	
CO5	1	3	2				2	2	1	
CO6	2	3	3				3	3	2	

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Unit-1	**Introduction & Data Connections:** Overview of Business Intelligence; Role of a Data Visualizer in industry; Comparative overview of visualization tools; The Science of Visual Perception and Preattentive Attributes; Tableau Ecosystem (Desktop, Public, Reader); Navigating the Tableau Interface; Connecting to Data (Excel, CSV, Google Sheets); Understanding Live vs. Extract connections; Dimensions vs. Measures; Discrete vs. Continuous fields; Using the Show Me panel.
Unit-2	**Data Architecture & Merging Techniques:** Introduction to the Tableau Data Model; Physical vs. Logical Layer (Relationships); In-depth Joins: Inner, Left, Right, and Full Outer Joins; Understanding Join Keys and data integrity; Unions: Manually and Wildcard appending of files; Data Blending for multi-source analysis; Data Cleaning techniques; Metadata management: Renaming, Hiding, and Aliasing fields
Unit-3	**Data Refinement & Calculations:** Sorting and Grouping data; Creating Hierarchies for drill-down analysis; Applying Filters (Dimension, Measure, and Date); Basic Calculations: Arithmetic and String functions; Standard Functions: String (SPLIT, TRIM, LEFT), Date (DATEDIFF, DATETRUNC), and Type Conversions; Introduction to Quick Table Calculations like Running Total and Percent of Total.
Unit-4	**Visual Analytics & Storytelling:** Building Core Visuals: Bar Charts, Line Charts, Scatter Plots, and Histograms; Creating Symbol and Filled maps; Advanced Logic: IF-THEN-ELSE, CASE statements, and ZN (Zero Null) functions; Aggregation: Understanding the Cannot mix aggregate and non-aggregate error; Sets and Groups: Static and dynamic sets; Principles of Dashboard Design and interactivity; Data Storytelling to communicate insights
Suggested Books	• Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic. • Learning Tableau by Joshua N. Milligan.
url links	• https://www.tableau.com/learn/training • https://www.tutorialspoint.com/tableau
Self Study Component	Students must complete an end-to-end visualization project using a public dataset (e.g., Kaggle or Tableau Public), focusing on a multi-table join and a final 3-page Data Story.

Sr.No.	Course Covers	Percentage %
1.	Employment	20
2.	Entrepreneurship	10
3.	Skill Development	70

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BUSINESS ANALYTICS ELECTIVES

BA1401 CLOUD COMPUTING

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	• To explore various cloud service models, delivery models, and their characteristics. • To evaluate applications of cloud computing in business, collaboration, communication, and productivity. • To examine cloud development tools and platforms supporting file sharing, scheduling, and CRM. • To analyse cloud management, privacy, and security challenges associated with cloud-based systems. • To assess pricing models, web-based communication tools, and real-world cloud service providers.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	**Describe** the evolution of cloud computing, including hardware, internet, software, and virtualization.
CO2	**UNDERSTANDING**	**Explain** the attributes and characteristics of cloud services such as elasticity, pay-per-use, and network access.
CO3	**APPLYING**	Apply appropriate cloud delivery models
CO4	**ANALYSING**	**Analyze** the use of cloud-based applications and collaboration tools
CO5	**EVALUATING**	**Evaluate** cloud management aspects including privacy, security issues, encryption, and legal compliance in cloud environments.
CO6	**CREATING**	**Create** a cloud-enabled solution using online collaboration and cloud development tool

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	2					3			
CO2	2	2					3			
CO3		3			2		3			
CO4	2	2					3			
CO5	2	2			2		2			
CO6		2			2		3			

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Unit-1	**Introduction -** Cloud Computing, Hardware, Internet and Software. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access. Application of Cloud computing
Unit-2	**Cloud Delivery Models-** Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud
Unit-3	**Cloud**-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Ethical issues related to cloud computing, Legal and Ethical dimensions cases
Unit-4	**Web-based communication tools**, Web Mail Services, Web Conference Tools Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business
Suggested Books	• Kumar Saurahb, "Cloud Computing – Insights into new era infrastructure", Wiley India, 2nd Edition. • John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor & Francis Group, Boca Raton London, 2010 • Michael Miller, "Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online", Que Publishing, 2009 • Haley Beard, "Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs", Emereo Pty Limited, July 2008
url links	• https://www.geeksforgeeks.org/cloud-computing/characteristics-of-cloud-computing/ • https://www.geeksforgeeks.org/cloud-computing/types-of-cloud/ • https://www.studocu.com/in/document/thiruvalluvar-university/msccomputer-science/cloud-computing/8179358 • https://cloud.google.com/learn/what-is-cloud-data-security • https://www.scribd.com/document/524532706/cloud-computing-Unit-1
Self Study Component	AMAZON EC2

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	20
3.	Skill Development	50

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FINANCE ELECTIVES

F1401 : Financial Planning

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To develop an understanding of the concept, process and importance of financial planning in personal and professional life. • To familiarize students with the key areas of financial planning such as budgeting, savings, insurance, tax planning and retirement planning. • To enable students to understand various investment options and their suitability for different life goals. • To expose students to real-world financial planning tools, digital platforms and regulatory frameworks related to personal finance in India.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall the meaning, importance and components of financial planning and identify the stages of the financial planning process.
CO2	UNDERSTANDING	Explain the concepts of budgeting, emergency funds, savings and debt management as part of a personal financial plan.
CO3	APPLYING	Apply knowledge of insurance, tax planning and investment options to design basic financial plans suited to different life goals and income levels.
CO4	ANALYSING	Analyze the risk-return profile of various investment instruments and examine their suitability for short-term and long-term financial goals.
CO5	EVALUATING	Evaluate the effectiveness of a financial plan using tools such as time value of money, compound interest and digital financial planning applications.
CO6	CREATING	Design a simple personal financial plan covering budgeting, savings, insurance, investments and retirement goals for a given individual profile.

CO#	PO#

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1		1		1	1	2	
CO2	2	2	1		1		1	1	2	
CO3	3	2	1		1		1	2	1	
CO4	3	3	1		1		1	2	1	
CO5	3	3	1		1		2	2	1	
CO6	3	3	2	1	1	1	2	2	2	

Unit-1	**Introduction to Financial Planning :** Meaning and Importance of Financial Planning, Components of Financial Planning, Steps in the Financial Planning Process, Financial Goals: Short-term, Medium-term and Long-term, Time Value of Money: Simple and Compound Interest (Basic concept), Introduction to Personal Finance and Household Budgeting
Unit-2	**Savings, Budgeting and Debt Management :** Meaning and Types of Savings, Creating a Personal Budget (50-30-20 Rule), Emergency Fund: Concept and Importance, Types of Debt: Good Debt vs Bad Debt, Basics of Credit Score and CIBIL, Debt Repayment Strategies: Snowball and Avalanche Methods
Unit-3	**Insurance and Tax Planning:** Meaning and Need for Insurance in Financial Planning, Types of Life Insurance: Term, Endowment, ULIP, General Insurance: Health, Motor and Home Insurance, Introduction to Tax Planning (Basic concept) | Income Tax Slabs in India (Overview) Tax-Saving Instruments: Section 80C, 80D (PPF, ELSS, NSC)
Unit-4	**Investment Planning and Retirement Planning :** Meaning and Need for Investment Planning, Types of Investments: Fixed Deposits, Mutual Funds, Shares, Gold, Real Estate, SIP (Systematic Investment Plan): Concept and Benefits, Risk Profiling: Conservative, Moderate and Aggressive Investors, Retirement Planning: Meaning and Importance | Retirement Saving Options: EPF, PPF, NPS Introduction to Digital Financial Planning Tools (ET Money, Groww , Scrip box)
Suggested Books	• Kapoor, Dlabay & Hughes – Personal Finance (McGraw Hill) • Gitman & Joehnk – Personal Financial Planning (Cengage Learning) • Prasanna Chandra – Financial Management: Theory and Practice (McGraw Hill) • Srinivasan & Divya Kishore – Personal Finance (Taxmann Publications) • RBI Publication – Financial Literacy Material for Schools and Colleges
url links	• https://www.rbi.org.in/financialeducation, • http://www.investor.sebi.gov.in , • https://www.incometax.gov.in • https://www.cibil.com
Self Study Component	• Visit the SEBI Investor Education portal (https://investor.sebi.gov.in) and write a short note on any one financial literacy topic covered there. • Compare any two SIP mutual fund schemes (e.g., a large-cap vs a mid-cap fund) on the basis of risk, return and investment horizon. • Explore any one digital financial planning app (ET Money, Groww, or

	Scripbox) and document at least five features that help in personal financial planning

Sr.No.	Course Covers	Percentage %
1.	Employment	60
2.	Entrepreneurship	20
3.	Skill Development	20

HR ELECTIVES

H1401 : Compensation Management

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	IV				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To introduce students to the fundamental concepts, principles, and components of compensation management. • To develop understanding of wage determination, salary structures, and various incentive plans used in organizations. • To familiarize students with job evaluation techniques and their role in ensuring internal and external equity. • To provide knowledge of legal provisions and regulatory framework governing compensation in India.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Define and recall key concepts, terminology, and components of compensation management.
CO2	**UNDERSTANDING**	Explain the principles, objectives, and factors influencing compensation systems in organizations.
CO3	**APPLYING**	Apply job evaluation methods and basic wage determination techniques in practical situations.
CO4	**ANALYSING**	Analyse salary structures, incentive plans, and pay disparities across different organizations.
CO5	**EVALUATING**	Evaluate compensation policies with respect to fairness, equity, and legal compliance.
CO6	**CREATING**	Design a basic compensation package including salary structure, incentives, and benefits for an organization.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Introduction to Compensation Management :** Meaning and Concept of Compensation, Objectives and Importance of Compensation, Components of Compensation (Direct & Indirect), Types of Compensation (Financial & Non-Financial) , Factors Influencing Compensation, Principles of Sound Compensation System
Unit-2	**Job Evaluation and Wage Determination :** Job Analysis and Job Evaluation – Meaning & Methods , Techniques of Job Evaluation (Ranking, Grading, Point System), Wage Concepts: Minimum Wage, Fair Wage, Living Wage , Wage Differentials and Wage Policy , Internal & External Equity in Compensation
Unit-3	**Salary Structure and Incentive Plans:** Salary Structure – Components and Design Pay Grades, Pay Bands, and Pay Scales, Incentive Plans – Individual and Group Incentives, Bonus, Commission, Profit Sharing, ESOPs (Basics), Fringe Benefits and Perquisites
Unit-4	**Legal and Strategic Aspects of Compensation :** Wage-related Laws (Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act) , Compensation Strategy and Business Alignment, Pay for Performance and Competency-Based Pay Emerging Trends: Flexible Benefits, Gig Economy Pay, AI in Compensation, Ethical Issues in Compensation Management
Suggested Books	• Dessler, Gary – *Human Resource Management* • Milkovich & Newman – *Compensation* • Aswathappa, K. – *Human Resource Management* • P. Subba Rao – *Essentials of HRM and Industrial Relations*
url links	• Compensation Management – Free Course (Great Learning) • Managing Employee Compensation (Coursera – University of Minnesota) • Compensation and Benefits Course (Coursera – HRCI) • Compensation in HR Management Course (Elevify) • Compensation Trends & Change Management (Alison)
Self Study Component	Presentation: Emerging trends in compensation (AI, Gig Economy)

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	15
3.	Skill Development	45

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MARKETING ELECTIVES

M1401 – RETAIL MARKETING

Course Specification	Particulars					
Type	Discipline Specific Elective				**Credits**	4
Semester	IV				**Offered in**	EVEN
Pedagogy	Lecture session				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To understand the fundamentals of retail marketing. • To develop knowledge of consumer buying behavior in retail settings. • To analyze retail location, layout, and store design decisions. • To examine merchandising, pricing, and inventory management practices. • To understand the role of technology and e-retailing.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	**REMEMBERING**	Remember the concepts, evolution, and various formats of retailing
CO2	**UNDERSTANDING**	Understand the role of technology, e-retailing, and digital platforms in retail marketing.
CO3	**APPLYING**	Apply merchandising, pricing, and inventory management techniques in retail operations.
CO4	**ANALYSING**	Analyze consumer buying behavior and its impact on retail marketing decisions.
CO5	**EVALUATING**	Evaluate retail location, store layout, and visual merchandising strategies.
CO6	**CREATING**	Formulate effective retail strategies related to promotion, branding, and customer relationship management.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2		2	2					
CO2	2	2				2	3			
CO3		3			2		2	2	2	
CO4		3		2	2		2			
CO5		2					3	2	2	
CO6		2					3	2	2	2

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Unit-1	**Introduction to Retail Marketing** - Meaning, scope, and importance of retailing, Evolution of retailing in India and globally, Types of retail formats (store-based and non-store retailing), Retailing environment and trends, Retail marketing vs traditional marketing
Unit-2	**Consumer Behavior & Retail Location** - Consumer buying behavior in retail, Factors influencing retail purchase decisions, Market segmentation and target market selection, Retail location strategies and site selection, Store layout, design, and atmosphere (visual merchandising basics)
Unit-3	**Retail Operations & Merchandising** - Merchandise planning and management, Pricing strategies in retail, Inventory management techniques, Supply chain and logistics in retail, Private labels and branding
Unit-4	**Retail Strategy & Emerging Trends** - Retail promotion and communication strategies, Customer relationship management (CRM) in retail, E-retailing and Omni channel retailing, Role of technology in retail (AI, data analytics, digital payments), Future trends and challenges in retail marketing
Suggested Books	• Retail Management by Chetan Bajaj, Rajnish Tuli & Nidhi Srivastava • Retail Marketing by A. Sivakumar • Retail Marketing by T. Srinivasa Rao • Retail Marketing Management by David Gilbert
url links	• https://www.geeksforgeeks.org/marketing/retail-marketing-meaning-importance-types-and-strategies/ • https://backup.pondiuni.edu.in/sites/default/files/retail-shopers-behavior-260214.pdf • https://www.indeed.com/career-advice/career-development/what-is-retail-operations • https://www.tutorialspoint.com/retail_management/emerging_trends_in_retail.htm
Self-Study Component	Remarkable Retail – Steve Dennis

Sr.No.	Course Covers	Percentage %
1.	Employment	60
2.	Entrepreneurship	30
3.	Skill Development	10

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SEMESTER V

C1501 STRATEGIC MANAGEMENT

Course Specification	**Particulars**					
Type	Core Course				**Credits**	02
Semester	V				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective

- To introduce students to the fundamental concepts, frameworks of strategic management and its importance in achieving organizational success.
- To familiarize students with strategic management tools and models for evaluating business situations.
- To enable students to analyze strategic alternatives at corporate, business, and functional levels and understand their implications for organizations.
- To enhance students' strategic thinking and decision-making skills through application of strategic management concepts in real business scenarios.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define the fundamentals of Strategic Management
CO2	UNDERSTANDING	Understand the Strategic Management process
CO3	APPLYING	Apply the strategic management tools to improve organizational performance.
CO4	ANALYSING	Analyze the competitive situation in dealing with dynamic global business environment
CO5	EVALUATING	Evaluate different strategic alternatives.
CO6	CREATING	Formulate and apply organizational strategies.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3								2	
CO2	3					2				
CO3		3		3						
CO4		3		2		2		3		
CO5		2		2			2			
CO6	2						2	3	2	

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Unit-1	**Introduction to Strategic Management :** Meaning, Nature and Importance of Strategic Management, Evolution of Strategic Management , Concept of Strategy and Strategic Intent , Vision, Mission, Goals and Objectives , Levels of Strategy: Corporate, Business and Functional , Strategic Management Process.
Unit-2	**Environmental Analysis :** Internal Environment Analysis – Strengths and Weaknesses, External Environment Analysis – Opportunities and Threats , Industry Analysis using Porter's Five Forces, Concept of Value Chain Analysis.
Unit-3	**Strategy Formulation :** Corporate Level Strategies – Expansion, Stability, Retrenchment, Diversification, Business Level Strategies – Cost Leadership, Differentiation, Focus Strategy, Functional Level Strategies – Marketing, Finance, HR and Operations.
Unit-4	**Strategy Implementation and Evaluation :** Portfolio Analysis using BCG Matrix, Introduction to Balanced Scorecard, Strategy Implementation – Resource Allocation and Organizational Structure, Strategy Evaluation and Control, Introduction to Total Quality Management , Case Studies in Strategic Management.
Suggested Books	• Strategic Management – *Azhar Kazmi,* Publisher: Tata McGraw Hill • Strategic Management: Concepts and Cases – *Fred R. David,* Publisher: PHI Learning • Strategic Management – *Francis Cherunilam,* Publisher: Himalaya Publishing House
url links	• https://www.slideshare.net/RavinGandhi/ge9-final-ppt • https://www.slideshare.net/amitezone/mc-kinsey-7-s-model-9637421 • https://www.slideshare.net/DelwinArikatt/ansoff-matrix-14652645 • https://www.slideshare.net/suresh.singh/grand-strategy-presentation-805769 • https://www.slideshare.net/RyanBraganza/porters-generic-strategies-7405568 • https://www.slideshare.net/Tanmayjn234/turnaround-strategy-46002447
Self Study Component	Resource-Based View (RBV) strategic management framework

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	30
3.	Skill Development	30

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C1502 : Generative AI for Business Leaders

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Core Course</td><td>Credits</td><td>2</td></tr>
<tr><td>Semester</td><td colspan="4">V</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Case-based learning, strategic workshops, and role-playing</td><td>Standard Specification</td><td>3 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">• Students will analyze how Generative AI can be used as a strategic tool to create competitive advantages in various industries.
• Students will learn frameworks for managing AI implementation across different business departments without needing technical programming skills.
• Students will evaluate the financial and operational benefits (ROI) of integrating AI into business workflows.
• Students will develop leadership strategies to guide teams through AI-driven organizational changes while maintaining ethical standards.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
<tr><td>CO#</td><td colspan="2">COGNITIVE ABILITIES</td><td colspan="4">COURSE OUTCOMES</td></tr>
<tr><td>CO1</td><td colspan="2">REMEMBERING</td><td colspan="4">Evaluate business processes to identify where Generative AI can add the most strategic value</td></tr>
<tr><td>CO2</td><td colspan="2">UNDERSTANDING</td><td colspan="4">Create a step-by-step roadmap for deploying AI tools within a specific business department.</td></tr>
<tr><td>CO3</td><td colspan="2">APPLYING</td><td colspan="4">Assess the ethical risks and data privacy requirements for enterprise-level AI usage.</td></tr>
<tr><td>CO4</td><td colspan="2">ANALYSING</td><td colspan="4">Formulate strategies to manage an 'augmented workforce' were humans and AI work together.</td></tr>
<tr><td>CO5</td><td colspan="2">EVALUATING</td><td colspan="4">Evaluate the ethical risks, including bias and privacy concerns, in AI applications.</td></tr>
<tr><td>CO6</td><td colspan="2">CREATING</td><td colspan="4">Create a basic business automation workflow or AI-supported marketing plan.</td></tr>
<tr><td colspan="7"></td></tr>
</table>

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CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3				2	3	2	1	
CO2	2	2	1	2		1	3	1	1	
CO3	1	2			3		2	1		1
CO4	2	2	1	3	1	1	2		1	
CO5	1	2			3		2	1	1	2
CO6	3	2	2	1		2	3	1	1	

Unit-1	**Strategic AI Leadership**: Moving from personal productivity to organizational strategy; Understanding the AI Value Chain: How businesses use AI to differentiate themselves from competitors; Identifying AI-Ready business problems; Strategic decision-making: When to adopt AI and when to wait. **Lab-Activity:** Analyze a successful company's AI journey and identify their specific competitive advantage.
Unit-2	**Managing AI Projects & Implementation:** The Manager's Guide to AI deployment: Planning, budgeting, and resource allocation; Integrating AI into core functions: Marketing, Finance, and Supply Chain; Evaluating AI vendors and third-party tools; Measuring success: Setting Key Performance Indicators (KPIs) for AI initiatives. **Lab-Activity:** Draft a high-level project plan for introducing an AI assistant into a customer service department.
Unit-3	**Governance, Ethics, and Enterprise Risk:** Corporate Responsibility: Setting internal policies for the safe and fair use of AI; Managing Enterprise Risks: Protecting company secrets (IP), preventing data leaks, and handling AI hallucinations; Regulatory awareness: Understanding global trends in AI laws; Balancing innovation with human-centered values. **Lab-Activity**: Create a Responsible AI Usage Policy for a mock company.
Unit-4	**Leading the Augmented Workforce:** The Co-pilot Leadership Model: Leading teams that use AI daily; Change Management: Helping employees overcome "AI anxiety" and learn new skills; Cognitive Leadership: Balancing AI efficiency with human critical thinking (based on the Stanford perspective); Future Outlook: Preparing for a career in an AI-first corporate world. **Lab-Activity:** a leadership meeting to address employee concerns about AI integration.
Suggested Books	• All-in one AI: How Smart Companies Win Big with Artificial Intelligence by Thomas H. Davenport and Nitin Mittal. • Prediction Machines: The Simple Economics of AI by Agrawal, Gans, and Goldfarb. • Co-Intelligence: Living and Working with AI by Ethan Mollick.
url links	• Harvard Business Review - AI Strategy: https://hbr.org/topic/subject/artificial-intelligence

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	• MIT Sloan - AI & Leadership: https://mitsloan.mit.edu/ideas-made-to-matter/topic/artificial-intelligence • Stanford HAI - Business & Society: https://hai.stanford.edu/
Self Study Component	Students must choose an industry (e.g., Retail, Banking, or Healthcare) and write a 3-page proposal for one specific AI initiative, including the expected business benefit and a risk management plan.

Sr.No.	Course Covers	Percentage %
1.	Employment	50
2.	Entrepreneurship	30
3.	Skill Development	20

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BUSINESS ANALYTICS ELECTIVES

BA1501 – MARKETING ANALYTICS

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Discipline Specific Elective</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">V</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis /Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">● To introduce the concepts and importance of Marketing Analytics .
● To develop skills in analyzing marketing data for decision-making.
● To apply analytical tools for understanding consumer behavior and market trends.
● To enable data-driven marketing strategy formulation.</td></tr>
</table>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall fundamental concepts, tools, and metrics used in Marketing Analytics.
CO2	UNDERSTANDING	Explain the role and significance of analytics in marketing decision-making.
CO3	APPLYING	Apply analytical tools and techniques (Excel/Software) to marketing data.
CO4	ANALYSING	Analyze consumer data and marketing metrics to identify patterns and insights.
CO5	EVALUATING	Evaluate marketing strategies and campaign performance using analytical models.
CO6	CREATING	Design data-driven marketing strategies, dashboards, and analytical reports.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2					2	2		
CO2	2	3					3	3		
CO3		3			2	2	2	2		
CO4		2			2	2	2			
CO5	2	2			2	2	2	2		
CO6		3			2	2	3			

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Unit-1	**Introduction to Marketing Analytics :** Meaning, Scope, and Importance of Marketing Analytics, Evolution from Traditional Marketing to Data-Driven Marketing, Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive, Marketing Analytics Framework and Process, Role of Analytics in Customer-Centric Decision Making, Ethical Issues and Data Privacy in Marketing.
Unit-2	**Key Marketing Metrics:** Customer Acquisition Cost (CAC), Customer Lifetime Value (CLV), Conversion Rate, Click-Through Rate (CTR), Return on Marketing Investment (ROMI) , Sources of Marketing Data (CRM, social media, web analytics, surveys), Data Cleaning and Preparation , Data Visualization Techniques (Charts, Dashboards, KPIs) , Introduction to Marketing Dashboards.
Unit-3	**Analytical Techniques in Marketing :** Basics of Statistics for Marketing Analytics, Measures of Central Tendency and Dispersion , Correlation and Regression Analysis (Introductory), Market Basket Analysis (Concept), Customer Segmentation Techniques (Demographic, Behavioral), Introduction to Tools: Excel / Power BI / R.
Unit-4	**Applications of Marketing Analytics :** Digital Marketing Analytics (SEO, Social Media, Web Analytics), Campaign Performance Analysis , Customer Analytics and Personalization , Sales and Demand Forecasting , Pricing Analytics , Case Studies on Marketing Analytics .
Suggested Books	• Wayne L. Winston – *Marketing Analytics* • Jeffery, Mark – *Data-Driven Marketing* • Grigsby, Mike – *Marketing Analytics: A Practical Guide*
URL links	• https://www.wrike.com/marketing-guide/marketing-analytics/ • https://www.wrike.com/blog/the-key-marketing-metrics-your-cmo-actually-cares-about/ • https://www.salesforce.com/in/marketing/analytics/guide/ • https://www.thoughtspot.com/data-trends/analytics/marketing-analytics
Self Study Component	Survey data collection and Mini Project

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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BA1502: APPLIED FINANICAL ANALYTICS

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Discipline Specific Elective</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">V</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis /Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">To Introduce core concepts, tools & real-world applications of Financial Analytics
To Build competency in using tools such as spreadsheets and basic programming (e.g., Excel, Python) for financial modeling and analysis.
To Apply ratio analysis, regression & trend forecasting.
To Evaluate data-driven investment strategies using historical and real-time financial data.
To Develop critical thinking for interpreting trends, detecting anomalies, and supporting strategic financial decisions.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
</table>

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall key financial analytics concepts including regression, and financial KPIs.
CO2	UNDERSTANDING	Explain how financial analytics is applied at different life stages — from income planning to retirement optimization.
CO3	APPLYING	Apply analytical tools (Excel, Python basics, dashboards) to analyze personal and corporate financial data.
CO4	ANALYSING	Analize patterns in financial datasets using trend analysis, clustering, and performance metrics.
CO5	EVALUATING	Evaluate financial health and risk using predictive models and scenario-based financial stress testing.

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CO6	**CREATING**	Design a comprehensive financial analytics report for a real or simulated financial case.

CO#	PO#									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	2	1				1	2	1	
CO2	2	2	2		1		1	1	2	1
CO3	3	3	1	1			3	3	1	
CO4	2	3	1				3	3	1	
CO5	3	3	1		1		2	3	1	
CO6	3	3	3	1	1	1	3	3	2	

Unit-1	**Learning to Float:** Financial Statements, Data Types, Data Cleaning, Excel Basics, Data Tables, Data Handling, Financial Data Understanding, Analytical Thinking.
Unit-2	**Finding Your Stroke :** Descriptive Statistics, Ratio Analysis, Trend Analysis, Common Size, Comparative Analysis, Data Visualization, Financial Interpretation, Insight Generation
Unit-3	**Racing the Lane :** Time Value, Forecasting Methods, Budgeting, Variance Analysis Scenario Analysis, and Financial Estimation using Generative AI
Unit-4	**Swimming Without Boundaries:** Risk Return, Cost Analysis, Break Even, Business Cases, Python Basics, Data Analysis Python, Decision Making, Market Data Analysis.
Suggested Books	• Damodaran, Aswath — Applied Corporate Finance (Wiley) • Fabozzi, Frank J. — Handbook of Finance: Financial Markets and Instruments (Wiley) • Camm, Jeffrey D. et al. — Business Analytics (Cengage Learning) • Benninga, Simon — Financial Modeling (MIT Press) • Chandra, Prasanna — Financial Management: Theory and Practice (McGraw Hill) • CFA Institute — Financial Reporting and Analysis (CFA Program Curriculum)
URL links	• https://corporatefinanceinstitute.com • https://www.rbi.org.in • https://nptel.ac.in/courses/110105064 • https://www.kaggle.com/datasets • https://www.sebi.gov.in • https://www.coursera.org/learn/financial-engineering
Self Study Component	Exploring Google Collab for conducting Sentiment Analysis of Financial Instruments.

Sr.No.	Course Covers	Percentage %
1.	Employment	45
2.	Entrepreneurship	15
3.	Skill Development	40

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FINANCE ELECTIVES

Nagar Yuvak Shikshan Sanstha's

Datta Meghe Institute of Management Studies

Atrey Layout, Nagpur--- 440 022

Autonomous Institute Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University with NBA Accredited MBA Program

F1501: Sustainable Finance

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Discipline Specific Elective</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">V</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lectures, case studies, sustainability reports analysis, simulations, discussions, and project-based learning</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td>Course Objective</td><td colspan="6">To understand the principles and importance of sustainability in financial decision-making.
To examine Environmental, Social, and Governance (ESG) factors in investment and corporate finance.
To analyse sustainable financial instruments and responsible investment strategies.
To evaluate the role of finance in achieving sustainable development goals (SDGs).</td></tr>
</table>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Remember key concepts, frameworks, and terminology related to sustainable finance.
CO2	UNDERSTANDING	Explain ESG principles and sustainability reporting standards.
CO3	APPLYING	Apply sustainable finance tools in investment and corporate decisions.
CO4	ANALYSING	Analyze financial risks and opportunities arising from climate and sustainability issues.
CO5	EVALUATING	Evaluate investment alternatives using ESG and sustainability criteria.
CO6	CREATING	Develop sustainable investment or financing strategies aligned with SDGs.

CO#	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2					3		2	
CO2		2			2			2	2	2
CO3		2			3		2			2
CO4	2	2			2				2	2
CO5	2	2					2		2	2
CO6				2	2					2

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Unit-1	**Introduction to Sustainable Finance:** Concept of sustainability and sustainable development Evolution of sustainable finance Triple Bottom Line (People, Planet, Profit) Sustainable Development Goals (SDGs) and finance Role of financial institutions in sustainability Climate change and financial markets
Unit-2	**ESG Framework and Responsible Investing:** Environmental, Social, and Governance (ESG) concepts ESG integration in investment decisions Responsible investment strategies Principles for Responsible Investment (PRI) ESG ratings and performance measurement corporate sustainability and stakeholder theory
Unit-3	**Sustainable Financial Instruments:** Green bonds and climate bonds social bonds and sustainability-linked bonds Impact investing and blended finance Carbon markets and carbon credits Sustainable banking and ethical finance Role of fintech in sustainable finance
Unit-4	**Risk Management, Reporting and Applications:** Climate risk and financial risk management Sustainable portfolio management ,Sustainability reporting frameworks (GRI, TCFD, Integrated Reporting) Regulatory initiatives and global sustainability policies Case studies on sustainable investing and corporate sustainability Future trends in sustainable finance
Suggested Books	• Cary Krosinsky & Nick Robins — *Sustainable Investing: The Art of Long-Term Performance* • Dirk Schoenmaker & Willem Schramade — *Principles of Sustainable Finance* • Robert G. Eccles & Ioannis Ioannou — *The Integrated Reporting Movement* • EU Sustainable Finance Handbook (Reference) • UNEP FI Publications on Sustainable Finance
URL links	• UN Principles for Responsible Investment (PRI) • UN Sustainable Development Goals Portal • Global Reporting Initiative (GRI) • Climate Bonds Initiative • World Bank Sustainable Finance Resources • SEBI ESG Disclosure Guidelines
Self-Study Component	ESG report analysis of listed companies

Sr.No.	Course Covers	Percentage %
1.	Employment	55
2.	Entrepreneurship	10
3.	Skill Development	35

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F1502 : Financial Market Product and Services

Course Specification	Particulars					
Type	Discipline Specific Elective				**Credits**	4
Semester	V				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To familiarize students with the structure and functions of financial markets and the Indian financial system. • To develop an understanding of various financial instruments including shares, debentures, bonds and mutual funds. • To acquaint students with the range of financial services such as banking, insurance and merchant banking offered in the Indian context. • To expose students to modern trends including FinTech, digital financial services, SEBI regulations and the concept of financial inclusion.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	**REMEMBERING**	Recall the meaning, importance, structure and types of financial markets and the role of financial institutions in the Indian financial system.
CO2	**UNDERSTANDING**	Explain the various types of financial instruments such as shares, debentures, bonds and mutual funds, and differentiate between primary and secondary markets.
CO3	**APPLYING**	Apply knowledge of financial services such as banking, insurance and merchant banking to real-world scenarios and everyday financial decisions.
CO4	**ANALYSING**	Analyse the risk-return relationship of financial instruments and examine the role of SEBI and stock exchanges in regulating the capital market.
CO5	**EVALUATING**	Evaluate the impact of digital financial services (UPI, wallets, online trading) and FinTech innovations on the accessibility and efficiency of financial markets.
CO6	**CREATING**	Design a basic personal investment plan or financial service model by integrating understanding of financial markets, instruments and modern trends such as financial inclusion

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		and AI in FinTech.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1				1	1	1	
CO2	3	2	1				1	2	1	
CO3	3	2	2		1		1	2	1	
CO4	3	3	1		1		1	3	1	
CO5	2	3	1		1	1	3	2	1	
CO6	3	3	2	1	1	2	2	2	2	

Unit-1	**Introduction to Financial Markets:** Meaning and Importance of Financial Markets, Structure of Financial System Types of Financial Markets: Capital Market, Money Market, Role of Financial Institutions (Banks, NBFCs, Insurance Companies), Functions of Financial Markets.
Unit-2	**Financial Instruments:** Meaning of Financial Instruments, Types: Shares (Equity & Preference), Debentures and Bonds, Mutual Funds, Basic Concept of Risk and Return, Introduction to Primary and Secondary Market
Unit-3	**Financial Services**: Meaning and Types of Financial Services : Banking Services (Loans, Deposits, ATM, Net Banking) ,Insurance Services (Life and General Insurance),Merchant Banking Credit Rating (Basic concept)
Unit-4	**Modern Trends in Financial Markets**: Introduction to Stock Exchange,Basic idea of SEBI and its role, Digital Financial Services (UPI, Wallets, Online Trading) Financial Inclusion (Basic concept) Introduction to FinTech, Role of AI in FinTech
Suggested Books	• L.M. Bhole & Jitendra Mahakud – Financial Institutions and Markets • Vasant Desai – Financial Markets and Financial Services • M.Y. Khan – Financial Services • S. Guruswamy – Financial Services and Markets • Frederic S. Mishkin – Financial Markets and Institution
url links	• https://www.sebi.gov.in • https://www.rbi.org.in • https://www.nseindia.com • https://www.bseindia.com • https://www.amfiindia.com • https://www.npci.org.in
Self Study Component	• Study the functioning of any one stock listed on NSE/BSE – track its price movement for two weeks and write a brief report on factors influencing the price.

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	40
3.	Skill Development	30

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HR ELECTIVES

H1501: Fundamentals of Performance Management

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">Discipline Specific Elective</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">V</td><td>Offered in</td><td>ODD</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">To understand the concepts, frameworks, and processes of performance management.
To develop skills in designing and implementing performance appraisal systems.
To analyze modern performance management practices including technology integration.
To enhance decision-making abilities related to employee performance and productivity.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
</table>

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Define key concepts, principles, and importance of performance management.
CO2	UNDERSTANDING	Explain concepts, objectives, and importance of performance management
CO3	APPLYING	Apply various performance appraisal methods in organizational settings
CO4	ANALYSING	Analyze performance measurement tools and frameworks
CO5	EVALUATING	Evaluate effectiveness of performance management systems
CO6	CREATING	Design a performance management system for organizations

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

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Unit-1	**Introduction to Performance Management :** Meaning, Definition, and Scope , Objectives and Importance of Performance Management , Performance Management vs Performance Appraisal, Evolution of Performance Management Systems , Role of HR in Performance Management , Strategic link between performance management and organizational goals.
Unit-2	**Performance Planning and Appraisal Methods:** Goal Setting – MBO (Management by Objectives) , Key Performance Indicators (KPIs) and KRAs , Methods of Performance Appraisal, Traditional Methods (Ranking, Rating Scales, Confidential Reports), Modern Methods (360-degree feedback, BARS, Assessment Centres) , Performance Standards and Benchmarking.
Unit-3	**Performance Measurement and Review:** Continuous Performance Monitoring , Performance Review Process, Feedback and Counselling Techniques , Coaching and Mentoring, Biases and Errors in Performance Appraisal, Legal and Ethical Issues in Performance Management.
Unit-4	**Advanced Performance Management Systems:** Competency Mapping, Balanced Scorecard Approach, Use of HR Analytics in Performance Management, Technology in Performance Management Systems (e-PMS), Linking Performance with Rewards, Compensation, and Career Planning , Performance Improvement Plans (PIP).
Suggested Books	• Aguinis, H. – Performance Management • Armstrong, M. – Performance Management Handbook • Dessler, G. – Human Resource Management • Bhattacharyya, D.K. – Performance Management Systems
url links	• https://nptel.ac.in • https://www.swayam.gov.in • https://www.coursera.org • https://www.edx.org
Self Study Component	Study of PMS practices in companies like Infosys, TCS

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	30
3.	Skill Development	40

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H1502 : HRD SYSTEMS AND STRATEGIES

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	V				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	• To develop knowledge about the HRD process • To familiarize students with various HRD tools and interventions • To enable application of HRD practices n organizational settings. • To provide insights into modern HRD approaches such as Balanced Scorecard, Appreciative Inquiry, and technology integration in HRD.

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Explain the concepts, scope, and significance of the HRD process
CO2	**UNDERSTANDING**	Demonstrate application of HRD practices in organizational contexts
CO3	**APPLYING**	Apply appropriate methods to assess HRD needs and design effective HRD programs
CO4	**ANALYSING**	Analyze and implement HRD tools and interventions
CO5	**EVALUATING**	Evaluate the effectiveness of HRD programs using suitable evaluation techniques
CO6	**CREATING**	Compare HRD practices across government, manufacturing, service sectors, and MNCs

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3		1			2				
CO2	2	3					2	2		
CO3	2								2	
CO4		3					3	2		
CO5		2	2		2					
CO6				3				2	2	

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Unit-1	**HRD Process**: Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs; Evaluating HRD programs.
Unit-2	**HRD Tools & Interventions**: Goal Setting, HRD Climate, Workforce Diversity Management, HRD Audit, Learning: Model & Principles
Unit-3	**HRD Applications**: Coaching and Mentoring, Career management and development, Employee Counseling; Balance Score Card, Appreciative inquiry. Integrating HRD with technology
Unit-4	**HRD Practices in Organizations**: HRD Practices in Government, Manufacturing, Service Sector Organizations and MNCs Recent Trends of HRD in India.
Suggested Books	• Dayal, Ishwar: Successful Application of HRD, New concepts • Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw • Graven Thomas, Gaire,Dooley-Fundamentals of Human Resource Development,Sage Pub
url links	• http://digimat.in/nptel/courses/video/109105121/L11.html • https://www.youtube.com/watch?v=bhPGFtikJX0
Self Study Component	Competency Mapping

Sr.No.	Course Covers	Percentage %
1.	Employment	60
2.	Entrepreneurship	10
3.	Skill Development	30

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MARKETING ELECTIVES

M1501 – FUNDAMENTALS OF SALES & DISTRIBUTION

Course Specification	**Particulars**					
Type	DISCIPLINE SPECIFIC ELECTIVE				**Credits**	4
Semester	V				**Offered in**	ODD
Pedagogy	Lecture session				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• To understand the fundamentals of sales management. • To develop skills in managing sales force. • To analyze distribution channels and logistics systems. • To apply modern techniques in sales and distribution. • To understand customer relationship management in sales. • To evaluate sales performance and control mechanisms.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Remember Customer Relationship Management and digital tools in sales operations
CO2	**UNDERSTANDING**	Understand key concepts of sales management.
CO3	**APPLYING**	Apply techniques of sales force management.
CO4	**ANALYSING**	Analyze distribution channel structures.
CO5	**EVALUATING**	Evaluate logistics and supply chain decisions.
CO6	**CREATING**	Design various selling strategies as per the Sales performance record.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	2			2				2	
CO2	3	3		2			2			
CO3	2	2		2	2		2		2	
CO4	3	2		2		2	2	2		
CO5		2				2	2	3		
CO6	2	2		2	2			2		

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Unit-1	**Introduction to Sales Management** - Meaning, nature, and scope of sales management, Personal selling: objectives and importance, Selling process and techniques, Sales planning and forecasting, Sales organization structure
Unit-2	**Sales Force Management** - Recruitment and selection of sales force, Training and development of sales personnel, Motivation and compensation of sales force, Performance appraisal and evaluation, Territory management and quota setting
Unit-3	**Distribution Channel Management** - Meaning and importance of distribution channels, Channel design and selection, Types of intermediaries (wholesalers, retailers, agents), Channel conflict and its management, Vertical, horizontal, and multichannel systems
Unit-4	**Logistics and Modern Trends in Sales** - Physical distribution: transportation, warehousing, inventory management, Supply chain management concepts, Customer Relationship Management (CRM), E-commerce and digital sales, Recent trends in sales and distribution (AI, automation, analytics)
Suggested Books	• Sales and Distribution Management – Ramendra Singh • Sales and Distribution Management: An Indian Perspective – Pingali Venugopal • Sales and Distribution Management – S. L. Gupta • Sales and Distribution Management: Text and Cases
url links	• https://www.geeksforgeeks.org/sales/sales-management-meaning-working-types-and-techniques/ • https://www.yourarticlelibrary.com/sales-management/sales-force-management/99720 • https://www.investopedia.com/terms/d/distribution-channel.asp • https://www.cleo.com/blog/logistics-management-trends
Self-Study Component	Field Sales Management – R. Krishnamoorthy

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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M1502- Rural Marketing

Course Specification	Particulars					
Type	DISCIPLINE SPECIFIC ELECTIVE				**Credits**	4
Semester	V				**Offered in**	ODD
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Develop a comprehensive understanding of rural markets and their unique characteristics. • Analyze rural consumer behaviour, distribution challenges, and marketing strategies. • Explore contemporary practices including digital platforms, AI applications, and rural e-commerce. • Foster ethical, inclusive, and sustainable approaches to rural marketing.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	**Define and recall** key concepts of rural marketing, including its nature, scope, characteristics, and differences between rural and urban markets.
CO2	UNDERSTANDING	**Explain** the rural environment and the influence of economic, social, cultural, and technological factors, including digital penetration, on rural markets.
CO3	APPLYING	**Apply** concepts of rural consumer behaviour, segmentation, targeting, and positioning to identify and analyze rural market opportunities.
CO4	ANALYSING	**Analyze** rural marketing mix strategies, including product adaptation, pricing, distribution challenges, and promotional approaches in rural contexts.
CO5	EVALUATING	**Evaluate** the effectiveness of digital tools, AI applications, and emerging platforms in rural marketing while considering ethical and inclusivity issues.
CO6	CREATING	**Design** comprehensive rural marketing strategies integrating consumer insights, marketing mix decisions, digital

		innovations, and ethical considerations.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1		1				1	1
CO2	3	2	1	1	1		2	1	1	2
CO3	3	3	1	1	1	2	1	3	1	2
CO4	3	3	1	1	1	2	2	3	1	2
CO5	2	3	1	1	3	1	3	2	2	3
CO6	3	3	2	2	3	3	3	2	1	3

Unit-1	**Introduction to Rural Marketing and Rural Environment-** Meaning, Nature, Scope and Importance of Rural Marketing , Characteristics of Rural Markets in India , Differences between Rural and Urban Markets, Rural Environment: Economic, Social, Cultural Factors, Emerging Trends: Digital penetration in rural India
Unit-2	**Rural Consumer Behaviour and Market Segmentation-** Rural Consumer Behaviour: Features and Influencing Factors, Buying Behaviour in Rural Markets , Segmentation of Rural Markets, Targeting and Positioning Strategies in Rural Context, Role of Culture, Tradition, and Social Structure, Changing Rural Consumer Trends
Unit-3	**Rural Marketing Mix Strategies-** Product Strategies for Rural Markets, Pricing Strategies: Affordability and Value, Distribution: Challenges, Channels, Last-Mile Delivery , Promotion: Rural Communication, Media, Influencers, Folk Media , Role of NGOs, SHGs, and Government Agencies, Case Studies of Successful Rural Marketing (e.g., FMCG, telecom)
Unit-4	**Emerging Trends, Ethics and Digital Transformation in Rural Marketing-** Digital Marketing in Rural Areas (Mobile, social media, WhatsApp marketing), Role of AI in Rural Marketing (personalization, demand prediction) , E-commerce and Rural Markets (ONDC, rural platforms), Ethical Issues: Exploitation, misleading communication, inclusivity , Future Trends in Rural Marketing
Suggested Books	• Rural Marketing Text and Cases – *C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan* • Rural Marketing – *Pradeep Kashyap, Siddhartha Raut* • Consumer Behaviour in Indian Perspective – *Suja R. Nair* • Rural Marketing in India – *K. S. Habib-Ur-Rahman* • Rural Marketing Environment Problems and Strategies- *Vasant Desai*
url links	• https://margheritacollege.in/admin_portal/all_mrgclg_files/department_studymat/Rural%20Marketing%20E-Contents%20file-16228.pdf • https://sites.google.com/view/managementdelve/subjects/rural-marketing/segmentation-targeting-and-positioning-of-rural-markets • https://www.yourarticlelibrary.com/marketing/rural-marketing/rural-marketing-strategies/99830 • https://www.meegle.com/en_us/topics/digital-transformation/digital-transformation-in-rural-areas
Self-Study Component	Select a product (e.g., shampoo sachet, low-cost phone, FMCG item) and: • Analyze how it is adapted for rural markets (size, price, packaging) • Explain why these adaptations are necessary

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Sr.No.	Course Covers	Percentage %
1.	Employment	35
2.	Entrepreneurship	30
3.	Skill Development	35

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SEMESTER VI

C1601- Big Data Analytics

Course Specification	**Particulars**					
Type	CORE COURSE				**Credits**	2
Semester	VI				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		
Course Objective	• Understand the core concepts and tools of Big Data Analytics. • To develop an in-depth understanding of Big Data architecture and ecosystems • Apply data analysis techniques and models using R and SQL • Analyze large datasets using analytical architectures, tools, and technologies. • Evaluate insights from Big Data applications across various business domains. • Create data-driven strategies and dashboards for organizational decision-making.					

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Recall and describe the fundamental concepts and characteristics of Big Data.
CO2	UNDERSTANDING	Explain the importance of Big Data in business decision-making.
CO3	APPLYING	Analyze the complex datasets and assess their implications for business outcomes.
CO4	ANALYSING	Evaluate the effectiveness of various analytical models and tools in addressing real-world business problems.
CO5	EVALUATING	Evaluate the effectiveness of various analytical models and tools in addressing real-world business problems.
CO6	CREATING	Create and present Big Data solutions using dashboards, reporting tools, and predictive analytics.

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2					2	2		
CO2	3	2			2		2	2		
CO3		3			2		3	2	2	
CO4		2					3			
CO5	3	2			2		2	2		
CO6	3	2					3	2		

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Unit-1	**Introduction to Big Data Analytics:** Concept and characteristics of Big Data (Volume, Velocity, Variety, Veracity, Value), Importance and need for Big Data in business decision-making, Introduction to Business Intelligence (BI), Difference and relationship between BI and Big Data Analytics. Technology and Tools (Brief) – MapReduce/Hadoop, In- database Analytics, MADlib .
Unit-2	**Data Analytics Life Cycle:** key roles for successful analytic project, main phases of life cycle, developing core deliverables for stakeholders.
Unit-3	**Big Data Architecture:** Current Analytical Architecture, Drivers of Big Data, Emerging Big Data Ecosystem, **Overview of analytics tools**: Excel, Power BI, Analytical models: regression, Correlation, Dashboarding and reporting for decisions.
Unit-4	**Basic Analytic Methods:** introduction to "R", analysing and exploring data with "R", statistics for model building and evaluation
Suggested Books	• Big Data and Analytics, V.K. Jain (Khanna Publishing House) • Data Analytics, Saurabh Priyadarshi (S. Chand Publishing) • Fundamentals of Financial Management, A. P. Rao (Everest Publishing House) • Big Data Analytics, Dr. Balamurugan Balusamy, Nandhini (Wiley India) • Data Science and Big Data Analytics, EMC Education Services (Tata McGraw Hill)
url links	• https://www.geeksforgeeks.org/big-data/what-is-big-data-analytics/ • https://www.a3logics.com/blog/data-analytics-lifecycle/ • https://www.mongodb.com/resources/basics/big-data-explained/architecture • https://www.geeksforgeeks.org/data-analysis/types-of-data-analysis-techniques/
Self-Study Component	**Applications, Strategy, and Future Trends**: Time Series Analysis, Text Analytics, Sentiment Analytics, - Big Data applications in marketing, finance, HR, operations, Customer experience, personalization, and churn prediction. (Case studies: customer analytics, marketing analytics.)

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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C1602:AI Enabled Business Intelligence

Course Specification	**Particulars**					
Type	Core Course				**Credits**	2
Semester	VI				**Offered in**	EVEN
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	**100**		

Course Objective	• Understand basics of Business Intelligence (BI) • Learn role of AI in decision making • Use simple BI tools for data analysis • Apply AI-enabled BI in business scenarios

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Recall concepts of Business Intelligence and AI
CO2	**UNDERSTANDING**	Explain BI tools and AI applications
CO3	**APPLYING**	Use basic BI tools to analyze data
CO4	**ANALYSING**	Interpret dashboards and reports
CO5	**EVALUATING**	Evaluate business decisions using insights
CO6	**CREATING**	Create simple dashboards and reports

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1	1	1				1	
CO2	3	2	1	1	1		2	1	2	1
CO3	2	3	1	1	1	1	3	2	1	
CO4	2	3	1	3	1		2	2	1	1
CO5	2	3	1	1	3	1	2	2	1	2
CO6	3	3	2	3	3	2	2	2	1	2

Unit-1	**Introduction to Business Intelligence:** What is Business Intelligence (BI) , Importance of BI in business, Data vs Information vs Knowledge, Introduction to Artificial Intelligence (AI), Role of AI in BI, Lab- Create dataset in Excel

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Unit-2	**Data Collection and Preparation :** Sources of business data, Structured and unstructured data , Data cleaning (basic idea) , Data preparation for analysis , Introduction to spreadsheets for data handling, Lab- Build simple charts and reports
Unit-3	**BI Tools and Visualization :** Introduction to BI tools (basic idea) , Creating simple dashboards , Charts and graphs: Bar chart, Line chart, Pie chart , Basics of data visualization , Understanding reports and dashboards, Lab- Design a basic dashboard
Unit-4	**AI in Business Intelligence :** AI-enabled decision making , Use cases: Sales forecasting , Customer insights, Marketing analysis, Introduction to automation in BI, Ethics and limitations of AI, Lab- Analyze sales/customer data
Suggested Books	• Business Intelligence Basics • Introduction to Artificial Intelligence • Data Visualization for Beginners
url links	• https://www.youtube.com/watch?v=7S_tz1z_5bA • https://powerbi.microsoft.com/learning/ • https://www.tableau.com/learn/training • https://www.coursera.org/learn/business-intelligence
Self Study Component	**Self Study Component** • Explore BI dashboards online • Practice creating charts in Excel • Learn basics of Power BI / Tableau • Study simple AI use cases in business • Work on small datasets

Sr.No.	Course Covers	Percentage %
1.	Employment	30
2.	Entrepreneurship	30
3.	Skill Development	40

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BUSINESS ANALYTICS ELECTIVES

BA1601 : Social Media Analytics

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">DISCIPLINE SPECIFIC ELECTIVE</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">VI</td><td>Offered in</td><td>EVEN</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis/Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">To introduce students to concepts and tools of social media analytics.
To develop skills in analysing social media data for business insights.
To understand digital marketing metrics and performance measurement.
To enable data-driven decision-making using social media platforms.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
<tr><td>CO#</td><td colspan="2">COGNITIVE ABILITIES</td><td colspan="4">COURSE OUTCOMES</td></tr>
<tr><td>CO1</td><td colspan="2">REMEMBERING</td><td colspan="4">Recall concepts of social media platforms and analytics terminology.</td></tr>
<tr><td>CO2</td><td colspan="2">UNDERSTANDING</td><td colspan="4">Explain metrics, KPIs, and tools used in social media analytics.</td></tr>
<tr><td>CO3</td><td colspan="2">APPLYING</td><td colspan="4">Apply analytics tools to evaluate social media performance.</td></tr>
<tr><td>CO4</td><td colspan="2">ANALYSING</td><td colspan="4">Analyze user behavior, engagement patterns, and campaign effectiveness.</td></tr>
<tr><td>CO5</td><td colspan="2">EVALUATING</td><td colspan="4">Evaluate social media strategies using analytical insights.</td></tr>
<tr><td>CO6</td><td colspan="2">CREATING</td><td colspan="4">Design social media campaigns based on data-driven insights.</td></tr>
</table>

CO#	PO#									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3			2		3			
CO2	2	2		2	2		2	2		
CO3					2	2	3			
CO4		2			2		2			
CO5	3	2			2		2	2		
CO6	2	2					2	2	2	


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Unit-1	**Introduction to Social Media Analytics**: Meaning and Scope of Social Media Analytics, Evolution of Social Media Platforms, Types of social media (Facebook, Instagram, Twitter, LinkedIn, YouTube), Role of social media in Business, Key Terminologies: Reach, Impressions, Engagement, CTR, Data Sources in social media
Unit-2	**Metrics, KPIs and Tools**: Social Media Metrics and KPIs, Engagement Rate, Conversion Rate, Bounce Rate, Web Analytics Basics (Google Analytics Overview), social media Analytics Tools: Hootsuite, Sprout Social, Buffer, Dashboard Creation and Reporting, Data Visualization Basics
Unit-3	**Data Analysis & Consumer Insights**: Social Media Data Collection Techniques, Sentiment Analysis and Text Analytics, Consumer Behavior Analysis , Influencer Marketing Analytics , Campaign Performance Analysis , Case Studies on Successful Campaigns
Unit-4	**Strategy, Ethics & Emerging Trends** : Social Media Strategy Development, ROI Measurement in Social Media, Crisis Management and Brand Monitoring , Ethical Issues: Data Privacy, Fake News, Security , AI in Social Media Analytics , Emerging Trends: Social Listening, Predictive Analytics
Suggested Books	• Tracy L. Tuten & Michael R. Solomon – *Social Media Marketing* • Marshall Sponder – *Social Media Analytics* • Avinash Kaushik – *Web Analytics 2.0* • Matt Carter – *Social Media Strategies*
url links	• https://analytics.google.com • https://www.hootsuite.com/resources • https://www.sproutsocial.com/insights • https://www.coursera.org (Digital Marketing Courses) • https://www.hubspot.com/resources
Self Study Component	• Prepare dashboards using Excel/Power BI • Mini project: Analyse engagement of a brand over a month

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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FINANCE ELECTIVES

F1601 - FINANCIAL MODELING

<table>
<tr><th>Course Specification</th><th colspan="6">Particulars</th></tr>
<tr><td>Type</td><td colspan="4">DISCIPLINE SPECIFIC ELECTIVE</td><td>Credits</td><td>4</td></tr>
<tr><td>Semester</td><td colspan="4">VI</td><td>Offered in</td><td>Even</td></tr>
<tr><td>Pedagogy</td><td colspan="4">Interactive lecture session with activities & case studies</td><td>Standard Specification</td><td>4 Units</td></tr>
<tr><td rowspan="2">Evaluation Pattern</td><td>Mid Sem Exam</td><td>End Sem Exam</td><td>Teacher's Assessment</td><td>Total Marks</td><td rowspan="2">Mode of Study</td><td rowspan="2">Preparatory material/Q&A Sessions/ Case analysis /Practical components</td></tr>
<tr><td>24</td><td>60</td><td>16</td><td>100</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td>Course Objective</td><td colspan="6">● Introduce students to the fundamentals, purpose, and real-world applications of Financial Modelling.
● Develop proficiency in building structured Excel-based models including Income Statement, Balance Sheet, and Cash Flow projections.
● Enable students to apply scenario analysis, sensitivity analysis, and valuation techniques in practical contexts.
● Familiarize students with industry-standard modelling practices used in investment banking, corporate finance, and startup ecosystems.</td></tr>
<tr><td colspan="7">Course Outcomes: On successful completion of the course the learner will be able to:</td></tr>
<tr><td>CO#</td><td colspan="2">COGNITIVE ABILITIES</td><td colspan="4">COURSE OUTCOMES</td></tr>
<tr><td>CO1</td><td colspan="2">REMEMBERING</td><td colspan="4">Recall the meaning, scope, and key components of financial modelling and its role in corporate decision-making.</td></tr>
<tr><td>CO2</td><td colspan="2">UNDERSTANDING</td><td colspan="4">Explain the structure of a three-statement model and describe how Income Statement, Balance Sheet, and Cash Flow interact.</td></tr>
<tr><td>CO3</td><td colspan="2">APPLYING</td><td colspan="4">Build a basic financial model in Excel incorporating historical data, assumptions, and projected statements.</td></tr>
<tr><td>CO4</td><td colspan="2">ANALYSING</td><td colspan="4">Analyse the impact of key drivers using scenario analysis and sensitivity tables to interpret financial outcomes.</td></tr>
<tr><td>CO5</td><td colspan="2">EVALUATING</td><td colspan="4">Evaluate a company's value using DCF and comparable company analysis and assess the reasonableness of model assumptions.</td></tr>
</table>

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CO6	**CREATING**	Design and present an end-to-end financial model for a real or simulated business case with supporting narrative.

CO#	PO#									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	1	1			1	1	1	2	
CO2	3	2	2			1	2	2	1	
CO3	3	3	1	1		1	3	2	1	
CO4	2	3	1			1	3	3	1	
CO5	3	3	2		1	1	2	3	1	
CO6	3	3	3	2	1	2	3	3	2	

Unit-1	**The Blueprint Room :** Meaning, definition, and purpose of financial modelling; types of financial models (3-statement, DCF, LBO, Merger); key principles of model structure
Unit-2	**The Build Sprint :** Constructing the Income Statement, Balance Sheet, and Cash Flow Statement from scratch, linking the three statements, Hands-on Excel practical with real company data.
Unit-3	**The War Room :** Building scenario analysis (Base, Bull, Bear); one-variable and two-variable sensitivity tables using Excel Data Tables; introduction to Discounted Cash Flow (DCF) valuation
Unit-4	**The Demo Day :** Industry-specific model applications — startup unit economics, project finance basics, and M&A accretion/dilution overview; building model output dashboards in Excel; using AI tools (Copilot in Excel & ChatGPT)
Suggested Books	• Pignataro, Paul — Financial Modeling and Valuation (Wiley Finance Series) • Benninga, Simon — Financial Modeling (MIT Press) • Tjia, John S. — Building Financial Models (McGraw-Hill) • Mayes, Timothy R. & Shank, Todd M. — Financial Analysis with Microsoft Excel (Cengage Learning) • CFA Institute — Corporate Finance (CFA Program Curriculum) — for background reference
URL links	• https://corporatefinanceinstitute.com/resources/financial-modeling/ • https://www.wallstreetprep.com/knowledge/financial-modeling/ • https://nptel.ac.in/courses/110105064 • https://support.microsoft.com/en-us/excel • https://www.coursera.org/learn/wharton-financial-modeling
Self Study Component	Exploring Generative AI for testing modelling assumptions.

Sr.No.	Course Covers	Percentage %
1.	Employment	50
2.	Entrepreneurship	20
3.	Skill Development	30

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HR ELECTIVES

H1601 – HR Analytics

Course Specification	**Particulars**					
Type	DISCIPLINE SPECIFIC ELECTIVE				**Credits**	4
Semester	VI				**Offered in**	Even
Pedagogy	Interactive lecture session with activities & case studies				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis /Practical components
	24	60	16	**100**		

Course Objective	• To introduce the fundamentals of HR Analytics and its role in decision-making • To develop analytical skills using HR data • To apply statistical and visualization tools in HR contexts • To enable data-driven HR strategy formulation

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Explain concepts, significance, and scope of HR Analytics in organizations
CO2	**UNDERSTANDING**	Apply basic analytical tools and techniques to HR data
CO3	**APPLYING**	Analyze workforce data to identify trends and patterns for decision-making
CO4	**ANALYSING**	Evaluate HR metrics and analytics models for improving organizational performance
CO5	**EVALUATING**	Design HR dashboards and data-driven HR strategies
CO6	**CREATING**	Design and present an end-to-end HR model for a real business case with supporting narrative.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	2		2	2		3	2	2	
CO2	2	2		2	2		3	2		
CO3		2		2	2		3	2	2	
CO4		2		2	2		3	2		
CO5		2					2	2		
CO6	2	2		2			2			

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Unit-1	**Introduction to HR Analytics:** Meaning, Scope, and Importance of HR Analytics , Evolution from HR Metrics to HR Analytics , Types of HR Analytics: Descriptive, Diagnostic, Predictive, Prescriptive , Role of HR Analytics in Strategic Decision Making , HR Analytics Framework and Lifecycle , Ethical Issues in HR Data Usage
Unit-2	**HR Metrics and Data Management :** Key HR Metrics: Employee Turnover Rate , Absenteeism Rate, Cost per Hire , Training Effectiveness , Data Sources in HR (HRIS, Surveys, Performance Data) , Data Cleaning and Preparation , Data Visualization Techniques (Charts, Graphs, Dashboards) , Introduction to HR Dashboards
Unit-3	**Analytical Techniques in HR :** Introduction to Statistics for HR Analytics , Measures of Central Tendency and Dispersion, Correlation and Regression Analysis (Basic Concept) , Predictive Analytics in HR (Attrition Prediction, Hiring Forecast), Use of tools: Excel / Introduction to R or Power BI
Unit-4	**Applications of HR Analytics:** Talent Acquisition Analytics, Performance Management Analytics , Learning & Development Analytics , Employee Engagement and Retention Analytics , Workforce Planning and Forecasting , Case Studies on HR Analytics Implementation
Suggested Books	• Fitz-enz, Jac – *Predictive Analytics for Human Resources* • Edwards & Edwards – *Predictive HR Analytics* • Rasmussen & Ulrich – *HR Analytics Handbook*
URL links	• https://www.visier.com/hr-analytics/ • https://www.visier.com/blog/top-10-strategic-hr-ta-metrics/ • https://www.aihr.com/blog/types-of-hr-analytics/ • https://www.shework.in/hr-glossary-hr-analytics/
Self Study Component	HR DASHBOARD

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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MARKETING ELECTIVES

M1601 – Digital Marketing

Course Specification	**Particulars**					
Type	Discipline Specific Elective				**Credits**	4
Semester	VI				**Offered in**	Even
Pedagogy	Lecture session				**Standard Specification**	4 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	**Total Marks**	**Mode of Study**	Preparatory material/Q&A Sessions/ Case analysis /Practical components
	24	60	16	**100**		

Course Objective	• To understand the fundamentals of digital marketing. • To analyze consumer behavior in digital environments. • To build skills in creating digital marketing strategies. • To enhance practical skills using digital marketing tools

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**
CO1	**REMEMBERING**	Remember the fundamental concepts, scope, and importance of digital marketing in today's business environment
CO2	**UNDERSTANDING**	Understand and compare various digital marketing channels such as Google, Facebook, Instagram, and email marketing.
CO3	**APPLYING**	Apply Search Engine Optimization (SEO) and Search Engine Marketing (SEM) techniques to improve website visibility.
CO4	**ANALYSING**	Analyze online consumer behavior and digital customer journey to support marketing decisions.
CO5	**EVALUATING**	Evaluate the performance of digital marketing campaigns using tools like Google Analytics and key metrics (CTR, conversion rate, ROI)
CO6	**CREATING**	Design integrated digital marketing campaigns aligned with business goals and target market needs.

CO#	**PO#**									
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**
CO1	3	2		2	2		3	2	2	
CO2	2	2		2	2		3	2		
CO3		2		2	2		3	2	2	
CO4		2		2	2		3	2		
CO5		2					2	2		
CO6	2	2		2			2			

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Unit-1	**Introduction to Digital Marketing** - Evolution of digital marketing, Difference between traditional and digital marketing, Importance and scope of digital marketing, Digital marketing ecosystem and channels, Overview of platforms like Google, Facebook, Instagram, Digital consumer behavior and online buying process
Unit-2	**Search Engine & Content Marketing** - Search Engine Optimization (SEO): On-page and Off-page techniques, Search Engine Marketing (SEM) and paid advertising, Keyword research and website ranking, Content marketing: blogs, videos, infographics, Role of tools like Google Analytics and Search Console, Introduction to web analytics and traffic analysis
Unit-3	**Social Media & Email Marketing** - Social media marketing strategies and platforms, Campaign planning on Instagram and Facebook, Influencer marketing and online branding, Email marketing: tools, campaign design, and automation, Customer engagement and relationship management, Mobile marketing and messaging platforms
Unit-4	**Digital Advertising & Analytics** - Online advertising models (PPC, display ads, remarketing), Campaign management and budgeting, Performance measurement: CTR, conversion rate, ROI, Use of analytics tools like Google Analytics, Digital marketing strategy formulation, Legal and ethical issues in digital marketing (data privacy, cyber laws)
Suggested Books	• Fundamentals of Digital Marketing – Puneet Singh Bhatia • Don't Hire a Digital Marketing Agency – Sorav Jain • The 30 Second Digital Marketing Manager – Prachi Juneja • The Start-Up Founder's Guide to Digital Marketing – Pramod Maloo
url links	• https://www.geeksforgeeks.org/blogs/what-is-digital-marketing/ • https://www.geeksforgeeks.org/marketing/what-is-search-engine-marketing-and-how-it-works/ • https://www.artisan.co/blog/social-media-email-marketing • https://www.geeksforgeeks.org/marketing/digital-marketing-analytics/
Self-Study Component	Gary Vaynerchuk – *Jab, Jab, Jab, Right Hook*

Sr.No.	Course Covers	Percentage %
1.	Employment	40
2.	Entrepreneurship	20
3.	Skill Development	40

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